Management : Implementation of Policies and strategies in the planning process

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ABSTRACT

Management in all business and organizational activities is the act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively. Management comprises planning, organizing, staffing, leading or directing, and controlling an organization or effort for the purpose of accomplishing a goal. Resourcing encompasses the deployment and manipulation of human resources, financial resources, technological resources, and natural resources. Because organizations can be viewed as systems, management can also be defined as human action, including design, to facilitate the production of useful outcomes from a system. This view opens the opportunity to 'manage' oneself, a pre-requisite to attempting to manage others. Organization and coordination of the activities of an enterprise in accordance with certain policies and in achievement of clearly defined objectives. Management is often included as a factor of production along with machines, materials, and money. According to the management guru Peter Drucker (1909–2005), the basic task of a management is twofold: marketing and innovation. Management operates through various functions, often classified as planning, organizing, staffing, leading/directing, and controlling/monitoring. The present paper will deal the implementation of policies and strategies in planning process.
including design, to facilitate the production of useful outcomes from a system. This view opens the opportunity to 'manage' oneself, a pre-requisite to attempting to manage others. Organization and coordination of the activities of an enterprise in accordance with certain policies and in achievement of clearly defined objectives. Management is often included as a factor of production along with machines, materials, and money. Directors and managers have the power and responsibility to make decisions to manage an enterprise when given the authority by the shareholders. As a discipline, management comprises the interlocking functions of formulating corporate policy and organizing, planning, controlling, and directing the firm's resources to achieve the policy's objectives. The size of management can range from one person in a small firm to hundreds or thousands of managers in multinational companies. In large firms the board of directors formulates the policy which is implemented by the chief executive officer.

At the beginning, one thinks of management functionally, as the action of measuring a quantity on a regular basis and of adjusting some initial plan; or as the actions taken to reach one's intended goal. This applies even in situations where planning does not take place. From this perspective, Henri Fayol considers management to consist of six functions: forecasting, planning, organizing, commanding, coordinating, and controlling. He was one of the most influential contributors to modern concepts of management. The phrase "management is what managers do" occurs widely, suggesting the difficulty of defining management, the shifting nature of definitions, and the connection of managerial practices with the existence of a managerial cadre or class.

One habit of thought regards management as equivalent to "business administration" and thus excludes management in places outside commerce. More realistically, however, every organization must manage its work, people, processes, technology, etc. in order to maximize its effectiveness. Nonetheless, many people refer to university departments which teach management as "business schools. In for-profit work, management has as its primary function the satisfaction of a range of stakeholders. This typically involves making a profit (for the shareholders), creating valued products at a reasonable cost (for customers), and providing rewarding employment opportunities (for employees). In nonprofit management, add the importance of keeping the faith of donors. In most models of management/governance, shareholders vote for the board of directors, and the board then hires senior management. Some organizations have experimented with other methods (such as employee-voting models) of selecting or reviewing managers; but this occurs only very rarely.

In the public sector of countries constituted as representative democracies, voters elect politicians to public office. Such politicians hire many managers and administrators, and in some countries like the United States political appointees lose their jobs on the election of a new president/governor/mayor. Given the scale of most commercial operations and the lack of mechanized record-keeping and recording before the industrial revolution, it made sense for most owners of enterprises in those times to carry out management functions by and for
themselves. But with growing size and complexity of organizations, the split between owners i.e individuals, industrial dynasties or groups of shareholders and day-to-day managers i.e independent specialists in planning and control gradually became more common. Chanakya wrote the Arthashastra around 300BC in which various strategies, techniques and management theories were written which gives an account on the management of empires, economy and family. In 1776 Adam Smith, a Scottish moral philosopher, *The Wealth of Nations* aims for efficient organization of work through Specialization of labor. Smith described how changes in processes could boost productivity in the manufacture of pins. While individuals could produce 200 pins per day, Smith analyzed the steps involved in manufacture and, with 10 specialists, enabled production of 48,000 pins per day.

**Functions**

Management operates through various functions, often classified as planning, organizing, staffing, leading/directing, and controlling/monitoring. i.e

- **Planning**: Deciding what needs to happen in the future (today, next week, next month, next year, over the next 5 years, etc.) and generating plans for action.
- **Organizing**: (Implementation) making optimum use of the resources required to enable the successful carrying out of plans.
- **Staffing**: Job Analyzing, recruitment, and hiring individuals for appropriate jobs.
- **Leading/Directing**: Determining what needs to be done in a situation and getting people to do it.
- **Controlling/Monitoring**: Checking progress against plans.
- **Motivation**: Motivation is also a kind of basic function of management, because without motivation, employees cannot work effectively. If motivation doesn't take place in an organization, then employees may not contribute to the other functions (which are usually set by top level management).

**Roles**

- **Interpersonal**: roles that involve coordination and interaction with employees.
- **Informational**: roles that involve handling, sharing, and analyzing information.
- **Decisional**: roles that require decision-making.

**Management Skills**

- **Technical**: used for specialized knowledge required for work.
- **Political**: used to build a power base and establish connections.
- **Conceptual**: used to analyze complex situations.
- **Interpersonal**: used to communicate, motivate, mentor and delegate.
Formation of the business policy

- The **mission** of the business is the most obvious purpose—which may be, for example, to make soap.
- The **vision** of the business reflects its aspirations and specifies its intended direction or future destination.
- The **objectives** of the business refers to the ends or activity at which a certain task is aimed.
- The business's **policy** is a guide that stipulates rules, regulations and objectives, and may be used in the managers’ decision-making. It must be flexible and easily interpreted and understood by all employees.
- The business's **strategy** refers to the coordinated plan of action that it is going to take, as well as the resources that it will use, to realize its vision and long-term objectives. It is a guideline to managers, stipulating how they ought to allocate and utilize the factors of production to the business's advantage. Initially, it could help the managers decide on what type of business they want to form.

Implementation of policies and strategies

- All policies and strategies must be discussed with all managerial personnel and staff.
- Managers must understand where and how they can implement their policies and strategies.
- A plan of action must be devised for each department.
- Policies and strategies must be reviewed regularly.
- Contingency plans must be devised in case the environment changes.
- Assessments of progress ought to be carried out regularly by top-level managers.
- A good environment and team spirit is required within the business.
- The missions, objectives, strengths and weaknesses of each department must be analysed to determine their roles in achieving the business's mission.
- The **forecasting method** develops a reliable picture of the business's future environment.
- A **planning unit** must be created to ensure that all plans are consistent and that policies and strategies are aimed at achieving the same mission and objectives.

All policies must be discussed with all managerial personnel and staff that is required in the execution of any departmental policy. Organizational change is strategically achieved through the implementation of the eight-step plan of action established by John P. Kotter: Increase urgency, get the vision right, communicate the buy-in, empower action, create short-term wins, don't let up, and make change stick.

**Policies and strategies in the planning process**

- They give mid- and lower-level managers a good idea of the future plans for each department in an organization.
A framework is created whereby plans and decisions are made.
Mid- and lower-level management may add their own plans to the business's strategic ones.

Levels of Management in Planning Process

In organizations, there are generally three different levels of managers: first-level managers, middle-level managers, and top-level managers. These levels of managers are classified in a hierarchy of importance and authority, and are also arranged by the different types of management tasks that each role does. In many organizations, the number of managers in every level resembles a pyramid, in which the first-level has many more managers than middle-level and top-level managers, respectively. Each management level is explained below in specifications of their different responsibilities and likely job titles.

• **Top-Level Managers**: typically consist of Board of Directors, President, Vice President, Chief Executive Officers, etc. These individuals are mainly responsible for controlling and overseeing all the departments in the organization. They develop goals, strategic plans, and policies for the company, as well as make many decisions on the direction of the business. In addition, top-level managers play a significant role in the mobilization of outside resources and are for the most part responsible for the shareholders and general public.

• **Middle-Level Managers**: typically consist of General Managers, Branch Managers, Department Managers, etc. These individuals are mainly responsible to the top management for the functioning of their department. They devote more time to organizational and directional functions. Their roles can be emphasized as executing plans of the organization in conformance with the company's policies and the objectives of the top management, they define and discuss information and policies from top management to lower management, and most importantly they inspire and provide guidance to lower level managers towards better performance.

• **First-Level Managers**: typically consist of Supervisors, Section Officers, Foreman, etc. These individuals focus more on the controlling and direction of management functions. For instance, they assign tasks and jobs to employees, guide and supervise employees on day-to-day activities, look after the quantity and quality of the production of the company, make recommendations, suggestions, and communicate employee problems to the higher level above, etc. In this level manager’s are the "image builders" of the company considering they are the only ones who have direct contact with employees.

According to Lawrence S. Kleiman, the skills mentioned below are needed at different managerial levels..

**First-Level Managers:**
Basic supervision.
Motivation.
Career planning.
Performance feedback.

Middle-Level Managers:

- Designing and implementing effective group and intergroup work and information systems.
- Defining and monitoring group-level performance indicators.
- Diagnosing and resolving problems within and among work groups.
- Designing and implementing reward systems that support cooperative behavior.
- Like the guy from the show "The Office."

Top-Level Managers:

- Broadening their understanding of how factors such as competition, world economies, politics, and social trends influence the effectiveness of the organization.

Implementation of Policies and strategies in the planning process is essential and at this point in planning, planners are sometimes fatigued from completing the earlier phases of planning. Action planning may seem detailed and tedious compared to earlier phases of strategic planning which often seem creative in nature. Therefore, action planning is too often ignored, leaving the results of earlier stages of planning much as “castles in the air” -- useless philosophical statements with no grounding in the day-to-day realities of the organization. Meaningful stages of earlier planning become utterly useless. The organization's commitment to strategic planning is commensurate to the extent that a) the organization completes action plans to reach each strategic goal and b) includes numerous methods for verifying and evaluating the actual extent of implementation of the action plan.

What are Action Plans?

- The Action Plan identifies the specific steps that will be taken to achieve the initiatives and strategic objectives – where the rubber meets the road
- Each Initiative has a supporting Action Plan(s) attached to it
- Action Plans are geared toward operations, procedures, and processes
- They describe who does what, when it will be completed, and how the organization knows when steps are completed
- Like Initiatives, Action Plans require the monitoring of progress on Objectives, for which measures are needed

Characteristics of Action Plans
• **Assign responsibility** for the successful completion of the Action Plan. Who is responsible? What are the roles and responsibilities?

• **Detail all required steps** to achieve the Initiative that the Action Plan is supporting. Where will the actions be taken?

• **Establish a time frame** for the completion each steps. When will we need to take these actions?

• **Establish the resources** required to complete the steps. How much will it take to execute these actions?

• Define the **specific actions** (steps) that must be taken to implement the initiative. **Determine the deliverables (in measurable terms)** that should result from completion of individual steps. **Identify in-process measures** to ensure the processes used to carry out the action are working as intended. **Define the expected results** and milestones of the action plan.

• Provide a **brief status report on each step**, whether completed or not. What communication process will we follow? How well are we doing in executing our action plan?

• Based on the above criteria, you should be able to clearly define your action plan. **If you have several action plans, you may have to prioritize.**

**Action Plan Execution**

• Requires that you have answered the Who, What, How, Where, and When questions related to the project or initiative that drives strategic execution

• Coordinate with lower level sections, administrative and operating personnel since they will execute the Action Plan in the form of specific work plans

• Assign action responsibility and set timelines – Develop working plans and schedules that have specific action steps

• Resource the project or initiative and document in the form of detail budgets (may require reallocation prior to execution)

• Monitor progress against milestones and measurements

• Correct and revise action plans per comparison of actual results against original action plan

**References**


i. Oxford English Dictionary