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Fundamentals Of Management
(With Application To Newspaper Management)

By

Wan Mohd Ghazali
WHAT IS MANAGEMENT?

Before proceeding to defining what is management, it is considered appropriate to appreciate certain elements and basic concepts of management.

Firstly; a manager's job consists of many planned, and unplanned activities filled with communications with many people. Often, too, these people are outside the organization.

Secondly; in addition to this wealth of interaction with others, a manager also has to solve a variety of problems by making many decisions. Often, these decisions must be made quickly by examining a situation and recognizing the possible outcomes of alternative solutions.

Thirdly; Management brings about improvement in organizations by setting goals and then integrating human, materials, and information resources toward the accomplishment of these goals.

The above mentioned elements of management are among the most common ones and most often agreed upon by all writers of management. They reveal the transferability of the concepts between organizations. And should help clear the way of the most generalized definition.
MANAGEMENT DEFINED

Reviewing the literature, the most agreed upon definition is that: MANAGEMENT is the process of getting things completed efficiently with and through other people. This definition underlines the core concepts of management that are applicable to non-profit organizations as well as to the profit sector. For example, objectives must be set, plans formulated, people directed, and operations controlled.

The "PROCESS" refers to the activities of planning, organizing, leading, and controlling that must be undertaken to accomplish objectives. There are three other key concepts in the definition. These are goals, limited resources, and people. Goals (or objectives as the case may be) are necessary because all activities must be directed toward some end - or toward the completion of any specific task. Economic resources, by definition, are scarce; therefore responsible allocation is necessary. This requires effective use of resources - that is, in achieving the goal or goals that are established - as well as efficient utilization of those limited resources - that is, resource utilization as compared to output produced.

In other words, managers are charged with the responsibility of producing a given output with the least input; or for a given input a manager is to strive for a greater output. Thus, managers are concerned with the attainment of goals (effectiveness) and with the best allocation of scarce
resources (efficiency). In order to fulfill his stated responsibilities, no manager could do it all alone. Thus the need for two or more "other" people as the third major requisite for management. It is with and through other people that managers perform their activities or tasks.

MANAGERS therefore are those who work with and through other people, allocating scarce resources, to achieve goals effectively and efficiently. In summary, Management really refers to flesh and blood managers of organizations. An ORGANIZATION is a group of people deliberately assembled to set, plan, and accomplish specific goals. A GOAL is some desired future condition or State of affairs, or output (such as a 10 percent rate of return on investment), toward which the organization exerts itself. A MANAGER, then, is the person who directs the organization in the pursuit of its goals.

IS MANAGEMENT A SCIENCE OR AN ART?

In making the necessary decisions to achieve the goals, management rely on all the skills at its command. As a result, management is both a science and an art.

As a science, management entails the use of organized knowledge. Many of the things managers do are a result of information obtained through formal research and study. One area in which a great deal has been done is that of quantitative decision making or, as it is known today,
management science. We know that by using certain mathematical formulae we can often control inventory and project demand more accurately than by merely using trial and error.

Yet management is also an art. Through experience the manager develops judgement and intuition. These subjective factors are useful in evaluating situations. For example, the manager may have to choose between two strategies: A and B. All research and study may indicate that neither of the two is any better than the other. However, what if the manager chooses strategy A on the basis of intuition and proves to be right? In this case it is difficult to say precisely why the manager was able to choose so well, but there must be some special ability he or she has. This same type of ability is useful in managing people. Effective managers know when to flatter their subordinates and when to be stern. Such human behavior skills cannot be quantified; they can only be learned through experience and training.

Effective management is a combination of art and science. Neither should be ignored; neither ought to be relied on exclusively. In getting things done through people, management must seek the right blend of art and science. At the upper levels of the hierarchy there will be more emphasis on the former; at the lower levels there will be more emphasis on the latter.
MANAGERS ARE FOUND EVERYWHERE

Any organized group, even the smallest, needs a manager. In some small, one-person businesses or partnerships the owners do everything. They have no employees. But, in general, a business would be a group of people working well together only by chance without managers. Imagine a collection of sales-people, accountants, or reporters/writers running business operation with no one in charge of departments and units? This is true whether a business is small or large. As a business grows and has more people than the owner or chief executive can effectively manage, the problem is solved by naming a second layer of managers. As the business continues to grow, a third layer of managers is introduced. They report to the second layer.

Major corporations rely upon large numbers of professional managers to conduct the affairs of the company. This management team consists of three levels: top management, middle management, and operating management (see Fig.)

The top management group includes the board of directors, the Chief Executive Officer, and other officers of the corporation such as the secretary, the accountant, the vice-president, and the general managers. The duties of this group are to set long-range objective for the firm and to evaluate overall progress.
THE MANAGER'S JOB

PERCENTAGE OF THE JOB

0

100

NONMANAGERIAL
TYPE OF WORK

MANAGERIAL
TYPE OF WORK

UNIT MANAGERS
SUPERINTENDENTS
MANAGEMENT
OPERATING MANAGEMENT
MIDDLE MANAGEMENT
TOP MANAGEMENT

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The middle management group reports directly to the top managers. This group includes persons such as plant managers, department managers, chief engineers, controllers, and superintendents. The duties of this group are to carry out the long-range objectives set by top management. Therefore, the middle managers are more interested in day-to-day activities than are their superiors.

The operating management group reports directly to the middle managers. These operating managers include foremen, supervisors, and unit heads. They are responsible for seeing that performance goals are met by all the workers. As a result, a good part of their day consists of assigning people to specific jobs and tasks and then watching their performance very closely. If problem areas arise, these managers will often take corrective action right on the spot.

MANAGERIAL LEVELS AND TYPES OF WORK

As one moves up the hierarchy from operating management to top management, one finds a change in the type of work being done. Operating managers are very concerned with specific jobs and performance, while top managers are more interested in the overall objectives and long-range planning. The operating managers tend to handle problems that can be solved with physical labor, while top managers tend to deal with issues that can only be solved with careful thought.
Thus the operating manager may be concerned with how to repair a machine, while the top manager is trying to formulate a plan for capturing a large share of the competition’s market. Because of the differences in the type of work they do, operating managers are most concerned with nonmanagerial types of work while top managers are most concerned with managerial types of work. As one moves up the hierarchy the emphasis changes from heavily nonmanagerial to heavily managerial.

MANAGEMENT FUNCTIONS

In defining Management earlier, the "process" of management referred to the activities of planning, organizing, leading, and controlling. Indeed, the success of getting things accomplished through people requires the performance of these basic duties or FUNCTIONS of Management. That is, management entails planning, organizing, motivating and leading (or directing), and controlling. By performing well in each of these areas the manager can get things done through people. However, it must be remembered that the manager does not do these things in any specific order. Planning and controlling, for example, may be going on simultaneously. Also, the functions are all interdependent in that effective planning depends on competent control, and proper directing relies on good organizing. The interdependence of the relationship is shown in Figure below.
Many of the day-to-day activities of a manager are composed of the managerial functions of planning, organizing, directing, and controlling. Although these functions can be separated for purposes of analysis and discussion, in actual practice they form a tightly integrated process and cycle of behavior that consists of (1) thinking about a problem, (2) taking action, and (3) reviewing the decision and making any necessary adjustments.
THE PROCESS OF MANAGEMENT

1. The Input - Output Model (Appendix A)

2. Manipulation of Environment (Appendix B)

THE PRACTICE OF MANAGEMENT

1. To Manage Means to ACHIEVE RESULTS.

2. The Question is :-

   WHAT
   WHY
   WHEN
   HOW

   DOES ONE WANTS TO MANAGE

3. By the process of indentifying a set of objectives/goals/subgoals. That is by the process of PLANNING.

   Generally speaking, PLANNING consists of two basic activities: (a) setting objectives, and (b) deciding how to attain these objectives. By its very nature, planning is concerned with the future. Every organization needs to have some direction to take it through the years ahead. Planning helps an organization progress from its current position to a
more desirable position. For example, good planning might make the difference in helping the owner of a small retail shop raise profits from say no ringgit to that of 100,000 ringgit a year.

More specifically, planning is deciding in advance WHAT needs to be done, HOW a job is to be performed, WHEN an activity is to be undertaken, and WHO the participants in an activity are going to be. That is to say:

Planning is a future oriented activity that requires setting objectives and designing the strategies, policies, and methods necessary for achieving them. The objectives and strategies that flow from the planning process provide the foundation for the organizing, directing, and controlling functions of management.

Planning includes:-

1. Establishing and interpreting goals and objectives.
2. Formulating and issuing policies which are, in effect, standing management decisions.
3. Establishing programs - that is, those functions and activities to be pursued in reaching the defined goals through the guiding policies.
4. Providing the components need in order to fulfill the goal and the programs planned: people, money, material, time facilities, ideas, and other resources necessary for moving ahead effectively.

5. Developing expectations and timetables which are subsequently refined into standards and schedules.

6. Differentiating between short-and-long-range plans, standing plans and interim plans, and other distinctions in the total planning function.

7. Determining who is to represent the organization in the formulation and revision of plans.

Hence:

The deliberate anticipation of the future and consideration of alternative courses of action open to management is PLANNING.

The process by which a course of action is consciously chosen from available alternatives for the purpose of achieving a desired result is DECISION MAKING.

Thus: MANAGEMENT is the managing of goals and ensuring goals FULFILLMENT by making DECISIONS.
4. Manage to achieve goals. WHAT TO DO? 

ANSWER

ORGANIZE

ORGANIZING is the process of creating structure, relationships, and other orderly arrangements in order to make the best use of a firm's assets. The result is (or should be) greatly increased chances of success. That is to say, it is a process in which the individuals and the resources of a company are brought together for the purpose of attaining the enterprise's objectives.

In carrying out this process, an organization needs to:

i) determine the activities that will have to be performed,

ii) group these activities into some logical framework, and

iii) assign the activities to the people in the organization.

Thus, the organizing process is essentially an INTERNAL one. What is needed is to work out the best arrangement for carrying out its goal-oriented or goal-related activities.
Thus:

1. The actions by which the structure or allocation of jobs is determined - ORGANIZING.

The method by which managers select, train, promote, and retire subordinates - STAFFING.

5. WHY the need to MANAGE?

- To get the best out of people.
- To get the best out of people and machine.
- That is to MOTIVATE.

Motivating involves:

1. An understanding of what makes people "tick" in an enterprise.

2. Alertness to the basic and special needs and interests of workers whose reasonable fulfillment leads to job satisfactions.

3. Ability to gauge evidence of dissatisfaction leading to grievances, complaints, absenteeism, poor communication, turnover, and other manifestations of poor morale.

4. The provision of structure, processes, and opportunities conducive to good employee morale.

5. Incentives - and the assessment of their effectiveness.
6. Productivity and the individual employee.

7. Intelligently, selection and placement and a sound compensation system.


9. Counseling, appraising, coaching, and training in the development of subordinates.

HOW DOES ONE MANAGE?

After an organization has been designed and its plans carefully developed, the next stage is the carrying out of those plans. Employees with the needed expertise and authority must set in motion those activities that are necessary for carrying out the plans and accomplishing overall objectives. Directing is guiding and motivating employees in order to help the firm move toward its goals. LEADERSHIP and MOTIVATION are key elements of DIRECTING.

Managers are responsible for guiding the company in the right (or planned) direction. Primarily this means directing employees and controlling their work activities to see to it that the organization's goals will be met. For this, the skills of leadership, communication, and motivation are essential ingredients. In particular, the manager must understand what motivates a worker to do those things necessary to accomplish tasks and goals.
Appropriate incentives can help stimulate people to perform at their most capable levels. This high level of performance is more likely when the manager's leadership is encouraging and his or her communication is supportive and non-threatening. The manager's communication must include not only what is to be done, but also how well the employee has performed the task. Feedback, then, is an important element in the improvement of performance.

Leadership

Leadership is the ability to influence people to strive willingly toward accomplishing group objectives. It is hard to think of any group of people accomplishing all they can without capable leaders. In a company, of course, various departments and sections also have their group objectives; therefore these must also have leaders. People in the organization somehow will always fill in their time, productively or otherwise. The pertinent question is whether they will do the right things and do them willingly and enthusiastically. To emphasize, leadership is thus the exercise of influence of one person over another for the purpose of attaining some specified goal.
Successful leadership is based on:

1. the nature of the task and its accompanying goal.
2. the followers and their responsiveness to leader directives, and
3. the leader's ability to communicate and to influence behavior.

In short, leadership is a function of the leader, the follower, and the situation. Effective leadership depends on a leader's style and behavior. Leadership style is the way in which a leader succeeds in encouraging the follower(s) to accomplish a productive activity. An effective manager can organize and stimulate employees to reach company goals. To be that effective, a manager must possess a variety of "human" skills. These include the ability to understand employee habits and attitudes and to make decisions that will increase worker motivation. In short, an effective manager needs to understand "the nature of human" in business, nonprofit organization, or government agency.

Hence DIRECTING is the procedure by which actual performance of subordinates is achieved to bring about the attainment of preestablished goals. The performance of leadership functions.
This could be achieved by:

1. Installing, launching, and implementing the programs which have been planned and for which an organizational base has been established.

2. Operating the programs through systems, procedures, processes, and other means designed for them.

3. Making adjustments in staffing, as necessary or desirable.

4. Developing rules, regulations, requirements, and guides for effective operations.

5. Supervising operations to ensure full utilization of people, money, materials, facilities and other resources with minimum of waste and with concern for qualitative and quantitative performance reviews.

6. Communicating with upper levels of management as necessary to resolve certain problems.

7. Requiring reports and other means of accountability.

8. Enforcing rules and regulations.
ACHIEVING GOALS is ensuring acceptable RESULTS.

Management, as emphasized throughout here, challenges managers to be both effective and efficient. Effectiveness pertains to whether or not organizational objectives are accomplished. Efficiency, on the other hand, is the relationship between inputs and outputs. In an area of diminishing resources and increasing concern for conservation, any activity that wastes scarce resources is considered non-efficient and not productive. Thus the need for CONTROL.

As a management function, CONTROL is the process of taking the necessary corrective action to ensure that organizational objectives are accomplished as effectively and efficiently as possible. Objectives are yardsticks against which actual performance can be measured. If actual performance is consistent with the appropriate objectives, then things will proceed as planned. If not, then changes need to be made.

In fact mere mention of the word CONTROL brings to mind actions involving the checking, testing, regulation, verification, or adjustment of something.
Controlling requires:

1. Devising performance standards.
2. Establishing measurable means for gauging adequacy of use of resources or performance of functions.
3. Devising systems for determining the extent to which developed standards are being met and, if they are not met, the extent of deviation from the standards.
4. Recording and evaluating the completed work - that is, reviewing.
5. Serving, in general, for feedback of information and findings which are useful to managers in taking corrective action to improve situations.

8. The need to ensure balance and close interrelationships between the major functions calls for COORDINATION and COOMUNICATION.

Generally, communication is the process by which ideas are transmitted for the purpose of evoking a calculated response. While Coordination requires among others the following.

1. Balance in the set of relationships established.
2. Communication channels among people in order to check and verify or obtain clearance and authorization.
APPENDIX A

THE PROCESS OF MANAGEMENT: THE INPUT - OUTPUT MODEL

PURPOSE → INPUT → TECHNOLOGY → RESULTS

- ENVIRONMENT
- RESOURCES
- MATERIALS
- DISORGANIZE?

- ENVIRONMENT
- CONVERT
- PROCESS OF CONVERSION

- ENVIRONMENT
- OUTPUT
- PRODUCTS

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APPENDIX B

THE PROCESS OF MANAGEMENT: MANIPULATION OF ENVIRONMENTS

RESOURCES
i) People (Men)
  ii) Land
  iii) Capital
  iv) Entrepreneurship
     (People ?)
     (Leader ?)
     (Risk Taker ?)
     (Others ?)

CONVERT
i) Mobilize
  ii) Menas of Production
  iii) Coordination of Activities
     iv) Inspiring
     v) Men & Machine

OUTPUT
  i) For Whom?
  ii) By Whom?
  iii) Challenges?
     iv) Civilization?

ENVIRONMENT
(External & Given)

ENVIRONMENT
(Internal)

ENVIROMENT
(External)

MANIPULATION

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APPENDIX 1

NEWSPAPER

RESPONSIBILITY AND SERVICE

1. A BULLETIN BOARD:

i) ANNOUNCES
ii) PROVIDES VITAL FACTS ON CURRENT ISSUES
iii) WARNS
iv) PROCLAIMS
v) INFORMS
vi) STIMULATE PUBLIC INTEREST
vii) TELLS
viii) HERALDS

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2. AN EDUCATOR AND PROMOTER:

(i) INSTRUCTS

(ii) PROFESSIONAL TALKS

(iii) CONVEYS

(iv) ENLIGHTENS

(v) PRACTICAL ADVICES

(vi) TRANSFORMS NAMES INTO LIVE HUMANS

(vii) PROMUN. N I A. D. BIOGRAPHICAL

(viii) EXPRES E

(ix) INTERPRETS THOUGHTS

(x) FORMULATION OF COMMUNITY PROGRAMS

(xi) ORGANIZES PROGRAMS, PROMOTES AND FINANCIAL COMMUNITY PROJECTS

(xii) PRODUCES N. W. AS

ADVERTISING

BUILDING BUSINESSES

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3. A PROTECTOR OF FREEDOM:

(i) A SEMIPUBLIC INSTITUTION

(ii) AS IMPORTANT AS TELEPHONE EXCHANGE; POWER COMPANY; GAS SERVICE; OR WATER COMPANY - A UTILITY

(iii) A FRANCHISE BY GUARANTEE? OR DETERMINED BY A GOVERNMENT AGENCY! SUBJECT TO CHANGE, CONTROL, OR REVOCATION. (CONSTITUTIONALLY CREATED PRIVILEGE?)

(iv) GUARDS THE PEOPLE'S INTEREST

(v) PUBLICITY

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4. A COMMUNICATIONS LEADER:

(i) SPEED (DISTANCE);
    ACCURACY; FAIRNESS;
    AND PROMPTNESS

(ii) COUNCIL AND GUIDENCE IN
     COMMUNITY IMPROVEMENT

(iii) SHAPES GOVERNMENT

(iv) PROMOTION OF BETTER
     LIVING

(v) (ADVERTISING SERVICE)
    AN EFFECTIVE SALES-
    PRODUCING AGENCY

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5. THE CHALLENGE:

(i) TO PROVIDE THE SERVICES
    THAT ARE STRONGLY
    DEMANDED AND WARMLY
    APPRECIATED BY THE
    PUBLIC

(ii) TO DO SO RESPONSIBILITY
     AND SERVICE MINDEDLY

(iii) TO ACHIEVE ECONOMIC
     INDEPENDENCE, FOR WITHOUT
     WHICH, THERE CAN BE NO
     EDITORIAL INDEPENDENCE

(iv) HENCE THERE IS MUCH TO
     CHALLENGE THE INGENUITY,
     SKILL, AND HONOR OF
     THOSE RESPONSIBLE
     FOR NEWSPAPER
     MANAGEMENT

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APPENDIX 2

ORGANIZATION OF A NEWSPAPER "EDITORIAL" DEPARTMENTS

EDITORIAL NEWS DEPARTMENT
(READING MATERIALS) (EXCEPT ADVERTISING)

NEWSROOM COPY DESK EDITORIAL PICTURE

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NOTES:

* ORGANIZATION FORM - A system consistent with its form of ownership and the capabilities of the major executives or owners.

* THE PUBLISHER - Determine the philosophy of organization; Distinct interest in business aspect; primarily an editor; or mechanical?

* THE COMMUNITY - The community's population.

* THE BUSINESS CONDITIONS - The emphasis is likely to be upon opportunities for increasing revenue and building the financial strength of the paper.
APPENDIX C

MANAGEMENT FUNCTIONS: A SYNTHESIS

ECONOMIC SYSTEM

PRIMARY PURPOSE

INTERPRETATION

FORMULATION

POLICY

WHAT DETERMINES

EFFECTIVENESS

MORALE &

COMMITMENT

SOCIAL

PROCESS

ORGANIZE

SYSTEMATIC

METHODS

DECISION

MAKING

RESULT

IS

FOCUS

FOUNDATION

FACTS WITHIN

AND OUTSIDE

THE ORGANIZATION

PLANNING

POLICY

AND

OBJECTIVE

ADOPTED

ACCEPTED

ORGANIZATION

RESPONSIBILITIES &

INTERRELATIONSHIP

COORDINATE

LEADERSHIP

MANAGING

MOTIVATION

DIRECTING

AND

LEADING

(i) CONSUMER

SATISFACTION

(ii) SOCIALLY

ACCEPTED

(iii) GROWTH FOR

THE COUNTRY

(vi) HUMAN

CIVILIZATION

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3. Systematic means for bringing together the organization's resources and functional specializations into an integrated whole.

4. Exchange of views, ideas, and information; better understanding; plans.

5. Appropriate review and consultation.

Hence, the focus is on balance, collaboration, problems, integration, compatibility.

CONCLUSION

The general concept of management as presented here is only helpful as a beginning, but to be more useful and practical, a more specific application to a newspaper operations is indeed needed. Appendix 1, 2, 3 and 4 are included as a guide for the readers to apply the basic concept of management and the various functions of management in newspaper organizations.

A SYNTHESIS of the Management Process and functions is highlighted in Appendix C.

Prof. Dr. Wan Mohd. Ghazali
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