

GENERAL MANAGEMENT



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CEO & Founder

KUDOS To You Professional Development Academy

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THE OWL AND THE FIELD-MOUSE



A little field-mouse was lost in a dense wood, unable to find his way out.

→

He came upon a wise old owl sitting in a tree.





The owl looked at him haughtily, sniffed disdainfully, and said, "Don't bother me with the details, I only decide the policy."

↓

"Please help me, wise old owl, how can I get out of this wood?" said the field-mouse.



←

"But how can I grow wings?" asked the mouse.






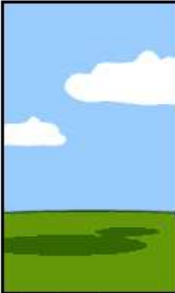


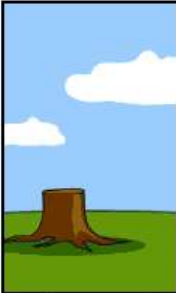

↓

"Easy," said the owl, "Grow wings and fly out, as I do."



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How the customer explained it	How the Project Leader understood it	How the Analyst designed it	How the Programmer wrote it	How the Business Consultant described it
				
How the project was documented	What operations installed	How the customer was billed	How it was supported	What the customer really needed

TODAY'S ORGANIZATION AND THEIR CHALLENGES

- Technology
- New business models
- Strive to remain competitive in the global arena
- Deal with uncertain environments
- Cutbacks
- Massive worldwide economic, political, and social shifts



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VUCA WORLD

Volatility



Speed, magnitude, turbulence and dynamics of change

Visionary

Uncertainty



Unfamiliar territory and unpredictable outcomes

Understanding

Complexity



Multiple interdependencies amidst global interconnectivity

Clarity

Ambiguity



Multiple perspectives and interpretations of scenarios

Agility



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What Is The Differences Between Management & Leadership ?





**Management is doing things
right; leadership is doing the
right things.**
Peter Drucker

BrainyQuote

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**"Management Is Efficiency In
Climbing The Ladder Of Success"**

**"Leadership Determines Whether
The Ladder Is Leaning Against
The Right Wall."**

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**"The Conventional Definition Of
Management Is Getting Work Done
Through People."**


**"But Real Management Is Developing
People Through Work."**



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- ❖ "If you pick the right people and give them the opportunity to spread their wings
- ❖ And put compensation as a carrier behind it.
- ❖ You don't have to manage them."



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There are Four such orientations have been adopted in defining management process:

- ❖ Production-or efficiency-oriented,
- ❖ Decision-oriented,
- ❖ People-oriented, and
- ❖ Function-oriented.



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PRODUCTION- OR EFFICIENCY-ORIENTED

Definition:

“Management is the art of knowing what you want to do and then seeing that it is done in the best and cheapest way”



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DECISION-ORIENTED DEFINITIONS:

“Management is simply the process of decision making and control over the action of human beings for the expressed purpose of attaining predetermined goals”



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PEOPLE ORIENTED DEFINITIONS:

“Management is the accomplishment of results through the efforts of other people”



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FUNCTION ORIENTED DEFINITIONS:

“To manage is to forecast and to plan, to organize, to coordinate and to control”



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Exercise 1

"မြန်မာပြည်မှာ တိုးတက်
အောင်မြင်နေတဲ့ Innovative
Organization (ဆန်းသစ် တီထွင်
တိုးတက် နေသော အဖွဲ့အစည်း)
တစ်ခု အကြောင်း ရေးပါ။
ဘာကြောင့် ထိုသို့ တိုးတက်
အောင်မြင် ရသလဲ ဆိုတဲ့
အကြောင်းရင်း တစ်ခုကိုလည်း
ရေးပါ။" 15 min



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DEFINITION OF MANAGEMENT

- The Attainment Of Organizational Goals In An **Effective And Efficient** Manner Through:
- Planning
- Organizing
- Leading/Directing
- Controlling Organizational Resources



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PLANNING

Planning means

- “the determination of What is to be done,
- How and Where it is to be done,
- Who is to do it, and
- How the results are to be evaluated.”



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ORGANIZING

Organizing refers to

- “the systematic arrangement of different aspects of the business operations to achieve the planned objectives.”



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LEADING OR DIRECTING

In Directing, managers

- Determine direction,
- State a clear vision for employees to follow,
- and Help employees understand the role they play in attaining goals.



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CONTROLLING

In controlling, managers evaluate

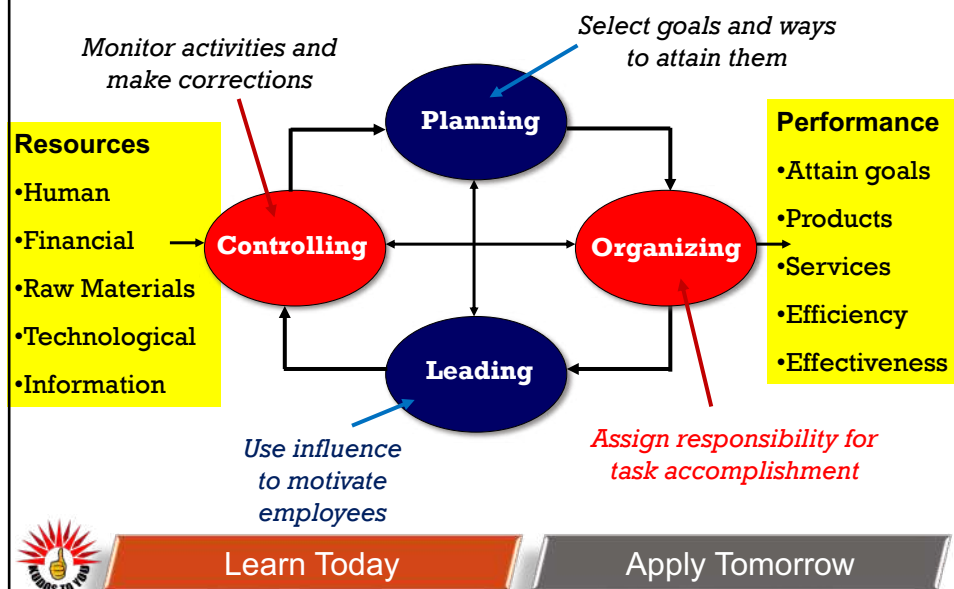
- how well the organization is achieving its goals and
- Takes corrective action to improve performance.



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MANAGEMENT FUNCTIONS



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TERMS FOR UNDERSTANDING ORGANIZATIONAL PERFORMANCE

- Organization...social entity that is goal directed and deliberately structured
- Goal directed...designed to achieve some outcome
- Deliberately structured...tasks are divided and responsibility for their performance is assigned



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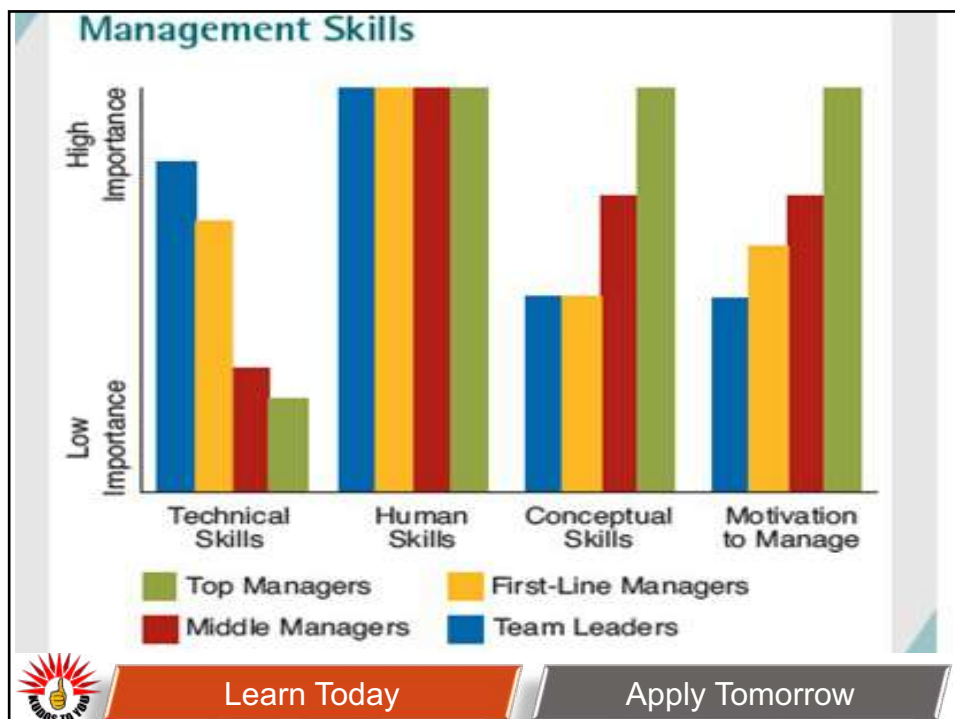
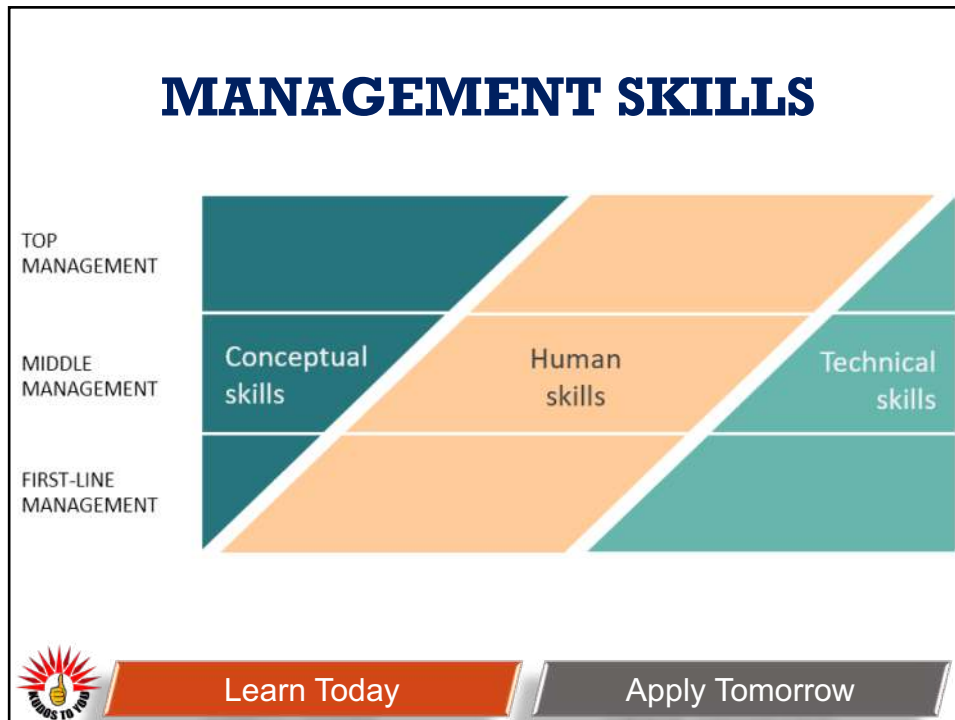
TERMS FOR UNDERSTANDING ORGANIZATIONAL PERFORMANCE

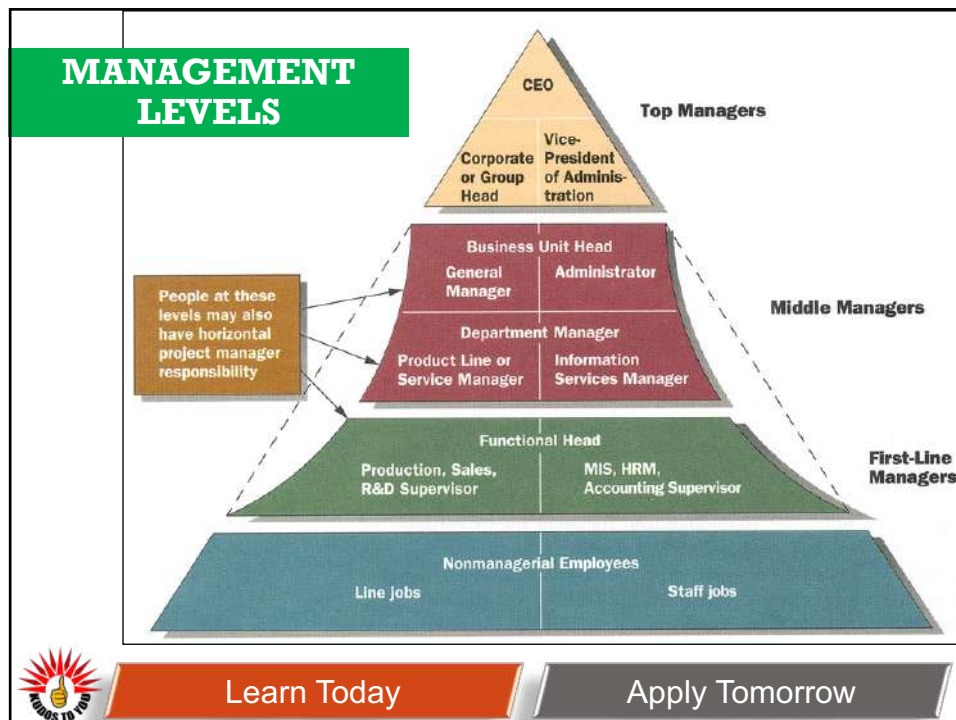
- Effectiveness...degree to which goals are achieved
- Efficiency...use of minimal resources to produce the desired volume of output



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HORIZONTAL DIFFERENCES

- Functional managers, responsible for departments that perform a single functional task
- General managers, responsible for several departments that perform different functions



FUNCTIONAL DEPARTMENTS

- Advertising
- Sales
- Finance
- Human resources
- Manufacturing
- Accounting



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FOURS KINDS OF MANAGERS AND TASKS

Top Managers,	Middle Managers	Front Line Managers	Team Leaders
CEO, CFO, COO VP, Corporate Heads	GM, Plant Mgr. Regional Mgr. Division Mgr.	Office Manager Shift Supervisor Department Mgr.	Team Leaders Group Contacts Team Facilitator
<ul style="list-style-type: none"> • Change • Commitment • Culture • Environment 	<ul style="list-style-type: none"> • Resource • Objectives • Coordination • Strategy Implementation • Sub unit performance 	<ul style="list-style-type: none"> • Non managerial work supervision • Training & Teaching • Scheduling • Facilitation 	<ul style="list-style-type: none"> • Facilitation • External Relationship • Internal Relationship



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TEN MANAGER ROLES WITH THREE CONCEPTUAL CATEGORIES

Informational

- Monitor
- Disseminator
- Spokesperson

Interpersonal

- Figurehead
- Leader
- Liaison

Decisional

- Entrepreneur
- Disturbance handler
- Resource allocator
- Negotiator



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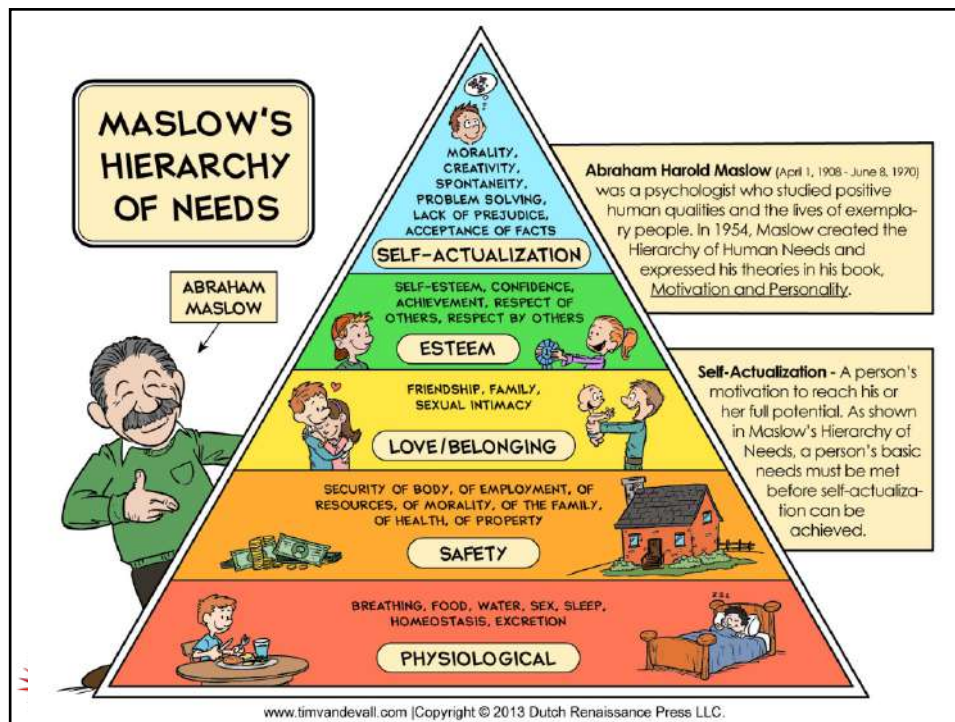
- Embrace ambiguity
- Create organizations that are:
 - Fast
 - Flexible
 - Adaptable
 - Relationship-oriented
- Focus on:
 - Leadership
 - Staying connected to employees and customers
 - Team building
 - Developing a learning organization

**TODAY'S
MANAGERS**



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HENRI FAYOL'S 14 POINTS

- ☒ Division of labor
- ☒ Authority
- ☒ Discipline
- ☒ Unity of command
- ☒ Unity of direction
- ☒ Subordination of individual interest
- ☒ Remuneration

- ☒ Centralization
- ☒ Scalar chain
- ☒ Order
- ☒ Equity
- ☒ Stability and tenure of staff
- ☒ Initiative
- ☒ Esprit de corps



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▪ **1. DIVISION OF WORK:**

- Work should be divided among individuals and groups to ensure that effort and attention are focused on special portions of the task.
- Fayol presented work specialization as the best way to use the human resources of the organization.



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▪ **2. AUTHORITY:**

- The concepts of Authority and responsibility are closely related. Authority was defined by Fayol as the right to give orders and the power to exact obedience.
- Responsibility involves being accountable, and is therefore naturally associated with authority.
- Whoever assumes authority also assumes responsibility.



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▪ **3. DISCIPLINE:**

- A successful organization requires the common effort of workers.
- Penalties should be applied judiciously to encourage this common effort.

4. UNITY OF COMMAND

- Workers should receive orders from only one manager.



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▪ **5. UNITY OF DIRECTION:**

- The entire organization should be moving towards a common objective in a common direction.

▪ **6. SUBORDINATION OF INDIVIDUAL INTERESTS TO THE GENERAL INTERESTS:**

- The interests of one person should not take priority over the interests of the organization as a whole.



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▪ **7. REMUNERATION:**

- Many variables, such as cost of living, supply of qualified personnel, general business conditions, and success of the business, should be considered in determining a worker's rate of pay.



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▪ **8. CENTRALIZATION:**

- Fayol defined centralization as lowering the importance of the subordinate role. Decentralization is increasing the importance.
- The degree to which centralization or decentralization should be adopted depends on the specific organization in which the manager is working.



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▪ **9. SCALAR CHAIN:**

- Managers in hierarchies are part of a chain like authority scale.
- Each manager, from the first line supervisor to the president, possess certain amounts of authority.
- The President possesses the most authority; the first line supervisor the least.
- Lower level managers should always keep upper level managers informed of their work activities.
- The existence of a scalar chain and adherence to it are necessary if the organization is to be successful.



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▪ **10. ORDER:**

- For the sake of efficiency and coordination, all materials and people related to a specific kind of work should be treated as equally as possible.

▪ **11. EQUITY:**

- All employees should be treated as equally as possible.



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▪ **12. STABILITY OF TENURE OF PERSONNEL:**

- Retaining productive employees should always be a high priority of management.
- Recruitment and Selection Costs, as well as increased product-reject rates are usually associated with hiring new workers.



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▪ **13. INITIATIVE:**

- Management should take steps to encourage worker initiative, which is defined as new or additional work activity undertaken through self direction.

▪ **14. ESPIRIT DE CORPS:**

- Management should encourage harmony and general good feelings among employees.



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Exercise 2

- လွန်ခဲ့သော ၅ နှစ် (သို့) ၁၀ နှစ် နှင့်
- ယခု မိမိအိမ်တွင် ပြောင်းလဲ သွားသော ကွာခြားချက်များကိုအဖွဲ့လိုက် ဆွေးနွေးပါ။
- တွေ့ရှိချက်များကို တင်ပြပါ။



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CHANGE MANAGEMENT



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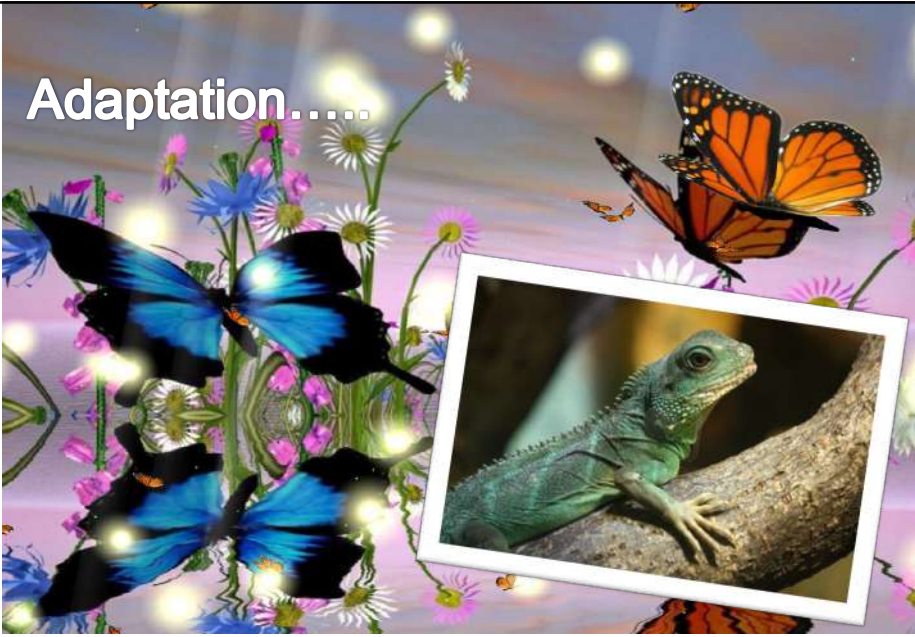
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Million
Years
Ago.....



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Adaptation.....



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CHANGE




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TRANSFORMATION



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" WIND OF CHANGE "

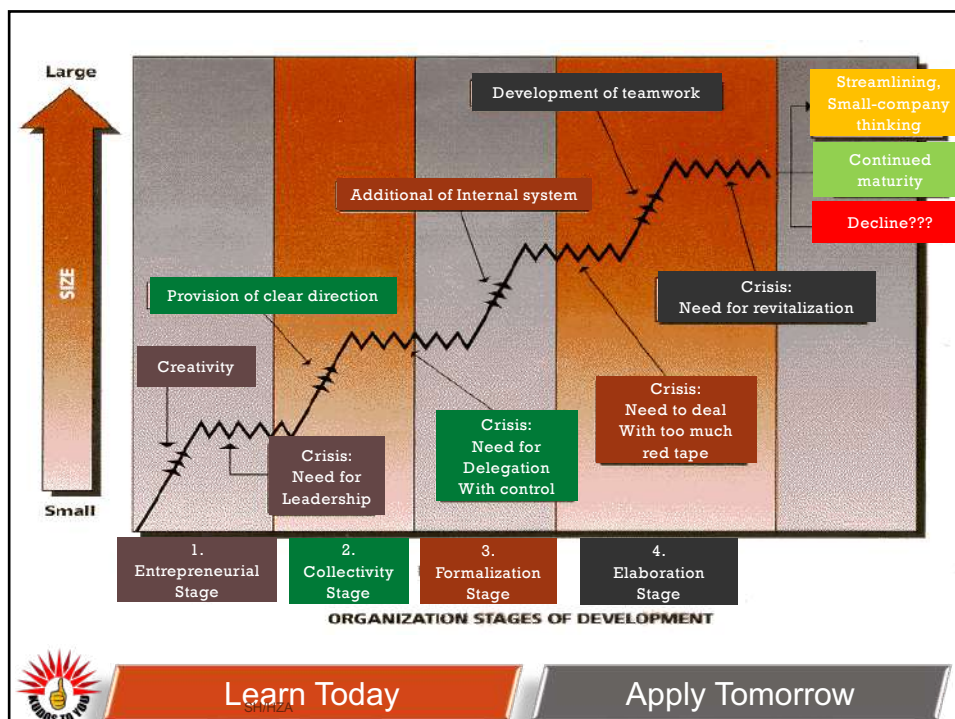


**When The Wind Of Change Blows
Some Build Walls,
Others Build Windmills.
(Chinese Proverb)**



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ORGANIZATIONAL LIFE CYCLE

Entrepreneurial Stage

- Emphasis is on creating a product and surviving in the marketplace
- Founder fully devote energies in technical activities, marketing and production
- Working hours long
- Control is based from owner's personal supervision
- **Growth**
 - From creative new product or service
- **Crisis**
 - **Need for leadership**



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ORGANIZATIONAL LIFE CYCLE

Collectivity Stage

- After Strong leadership is developed, Org. need to have clear goal and direction
- Departments must have hierarchy of authority, job assignment and a beginning a division of labor
- **Growth**
 - From Visions and Missions
 - Employees spend more hours in work
- **Crisis**
 - **Need for Delegation**



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ORGANIZATIONAL LIFE CYCLE

Formalization Stage

- Installation and use of law, procedures and control system
- Less frequent communication and more formal
Professionals may be needed
- Top Management focus on Strategy and Planning
- **Growth**
 - From effective new coordination and control system
 - Decentralized
 - Incentive system based on profit
- **Crisis**
 - **Need to Deal with Too much Red tape**



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ORGANIZATIONAL LIFE CYCLE

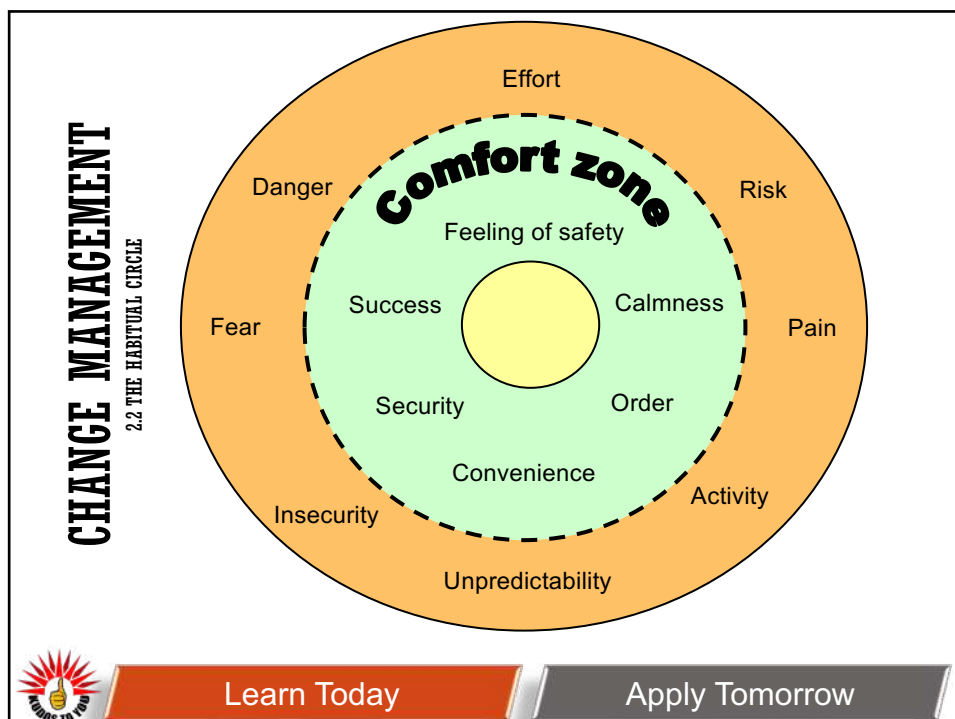
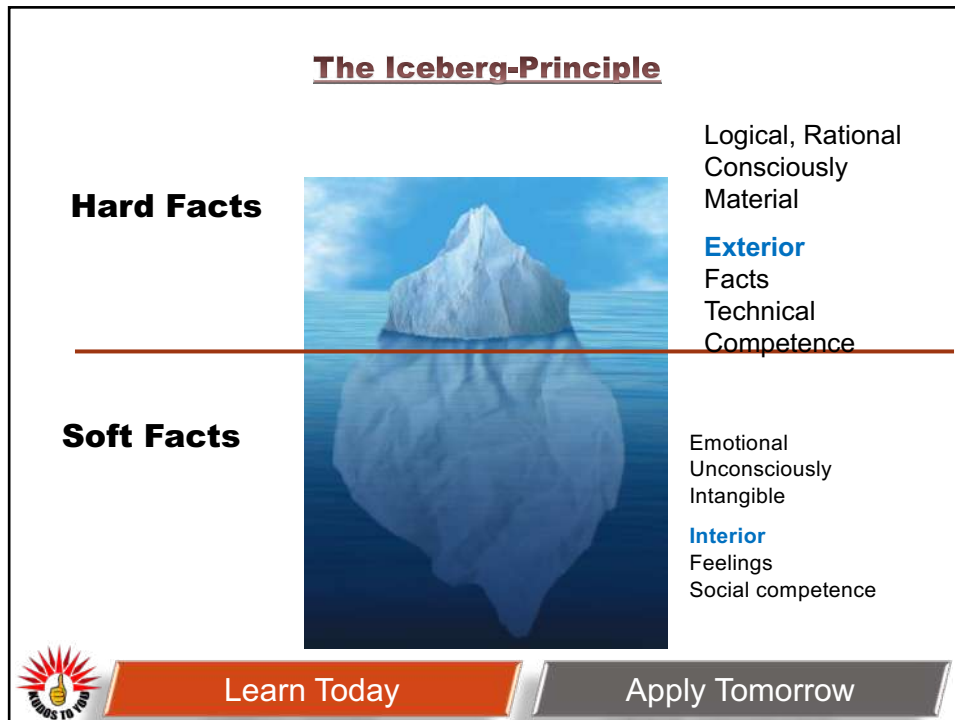
Elaboration Stage

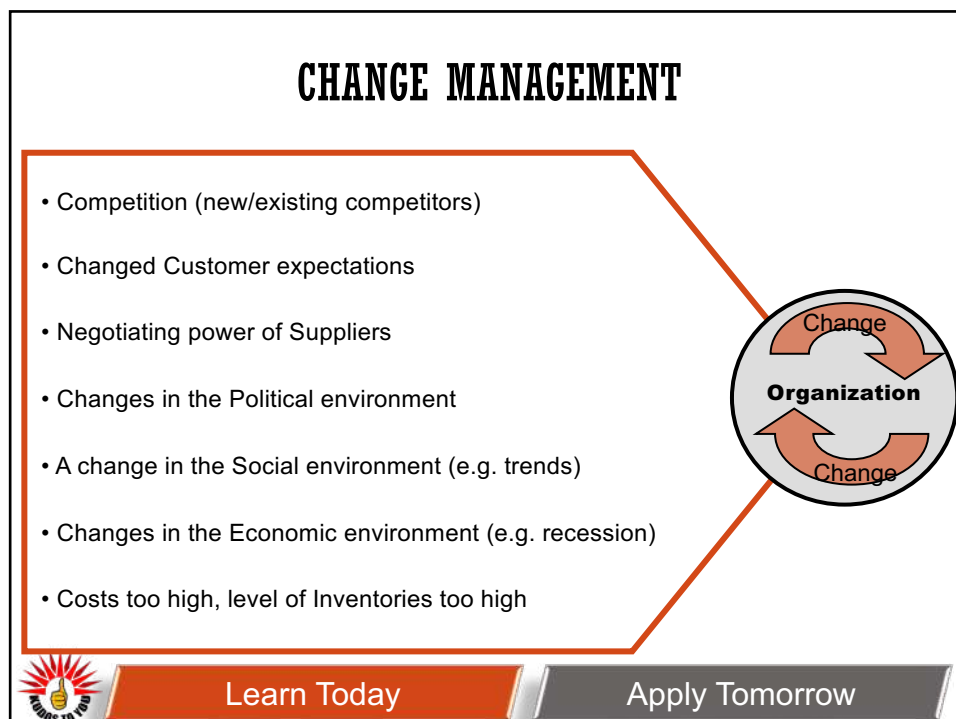
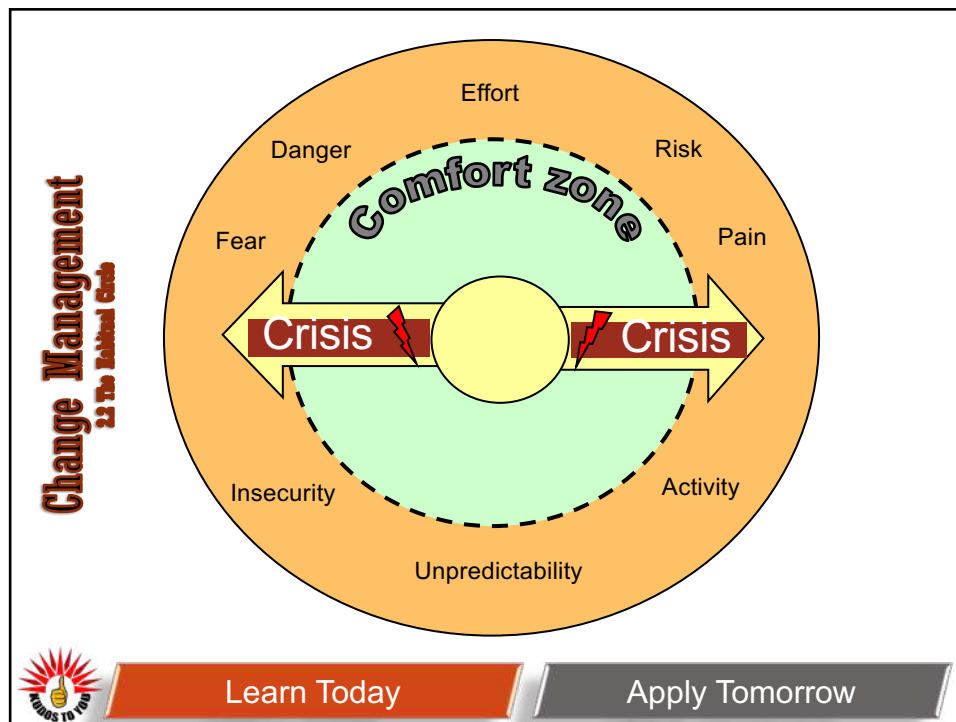
- Team Work Development
- **Growth**
 - Manager's skills development for Confronting problems and working together
 - Social control and self-discipline reduce the formal controls
 - Across functions or multiple divisions for better collaboration
- **Crisis**
 - **Need for Revitalization**
 - **Need for Renewal may occur every 10-20 yrs.**



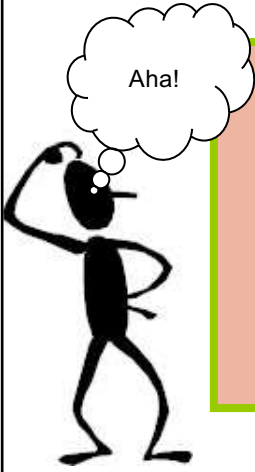
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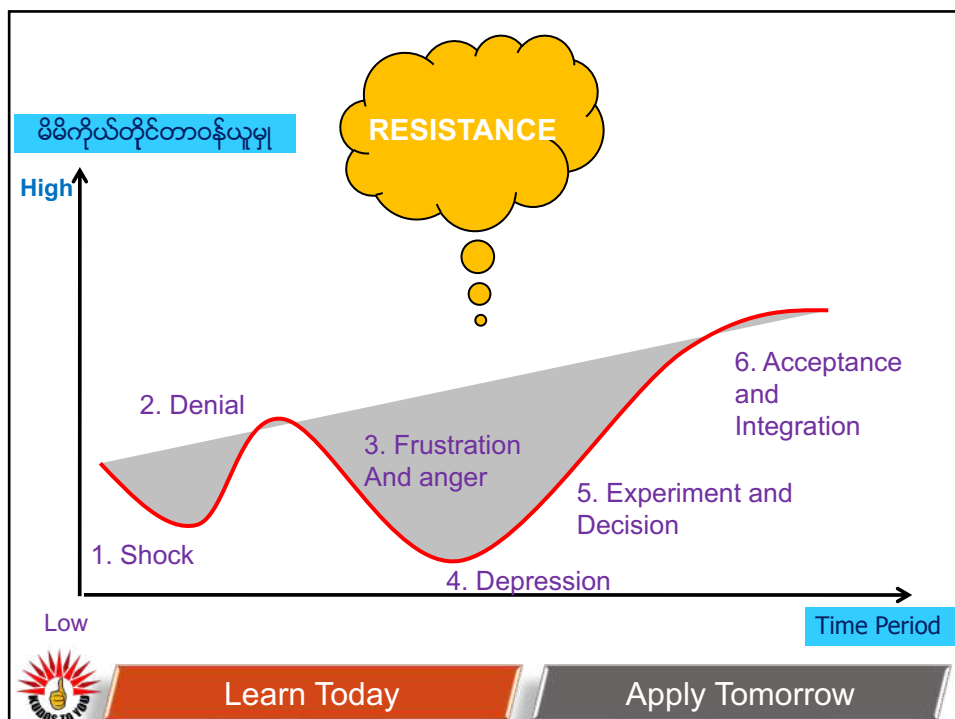
Aha!

A crisis is an essential part of change!



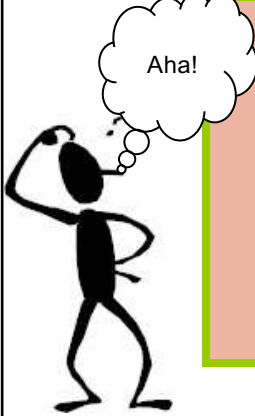
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FINDING NO. 4



Aha!

A change process always undergoes several phases that require a lot of time and staying power!




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CHANGE MANAGEMENT

	Verbal (Talking)	Nonverbal (Behavior)
တုန့်ပြန် (Fight)	Opposition: ပြန်လည်ငြင်းခုံခြင်း စွပ်စွဲပြောဆိုခြင်း ဖိအားပေးခြင်း အပြစ်တင်ခြင်း ဗျူရိုကရက်ဆံ့ခြင်း	Agitation: အနှောက်အယှက်ပေးခြင်း ကန့်လန့်တိုက်ခြင်း လှိုင့်ဝှက်ကြံစည်ခြင်း ကောလဟာလ ဂိုဏ်းဖွဲ့ခြင်း
ရှောင်ပြေး (Flee)	Evasion: တိတ်တိတ်နေခြင်း ရှေးခြင်ယောင်ဆောင်ခြင်း မလိုအပ်သည်ကိုငြင်းခုံခြင်း သရော်ခြင်း	Sluggishness: ဂရုမစိုက်ခြင်း ပျင်းရိစွာနေခြင်း ပျက်ကွက်ခြင်း ဘေးထွက်နေခြင်း



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1. Change is **Natural** and **Ever-present!**
2. Changes in a private and professional sphere can be **an example and a motivation!**
3. A **Crisis** is an essential part of change!
4. A change process always undergoes several **phases**, that require a lot of time and staying power!
5. There is no change without **resistance!**
6. Continuous **communication & involvement** help to reduce resistance!
7. The tasks of the **manager** in the change process:
 - **Setting the direction**
 - **Acting as a role model**
 - **Being a facilitator for change**
 - **Being active**

**CHANGE
MANAGEMENT**



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CHANGE MANAGEMENT

3. SUMMARY

危机

↓

危
机

Crisis

↓

Danger

Chance



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CHANGE MANAGEMENT

Change is the Future!




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Exercise 3

- ရန်ကုန် နှင့် မန္တလေး ပြောင်းလဲ တိုးတက်မှု ပုံစံ
မတူရ ခြင်း၏ စီမံခန့်ခွဲ ပုံကို ဆွေးနွေးပါ။



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Change for Excellence

▪ **Good is not enough!**

**GOOD IS THE
ENEMY OF
GREAT**



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Innovative Organization...



TECHNOLOGY + PEOPLE



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Innovative Organizations...



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Innovative Organizations...



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Innovative Organizations...



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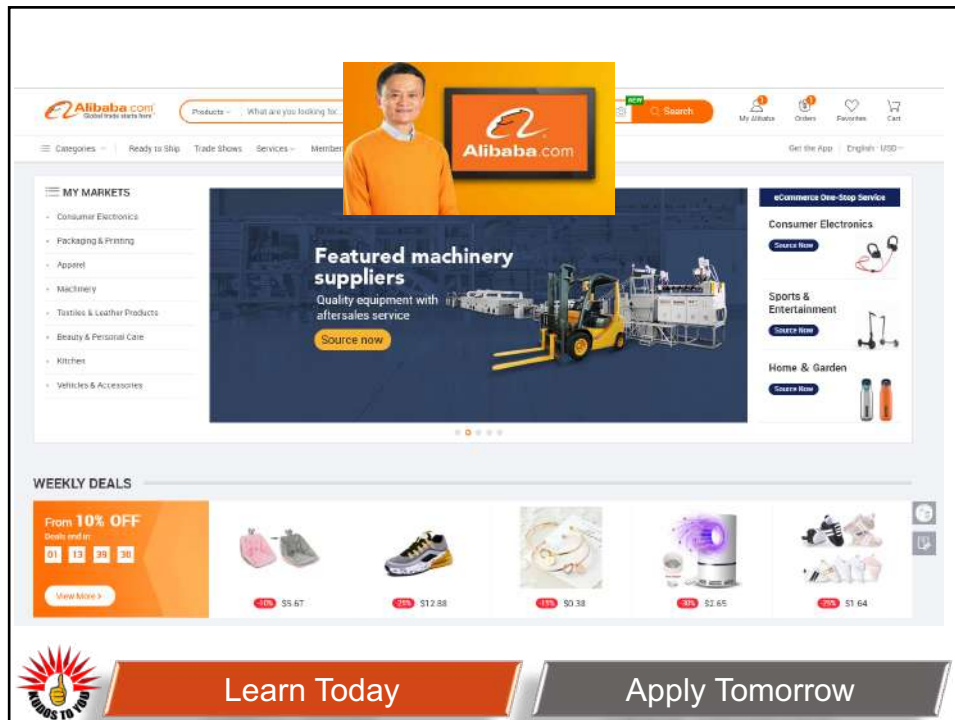
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Innovative Organizations...

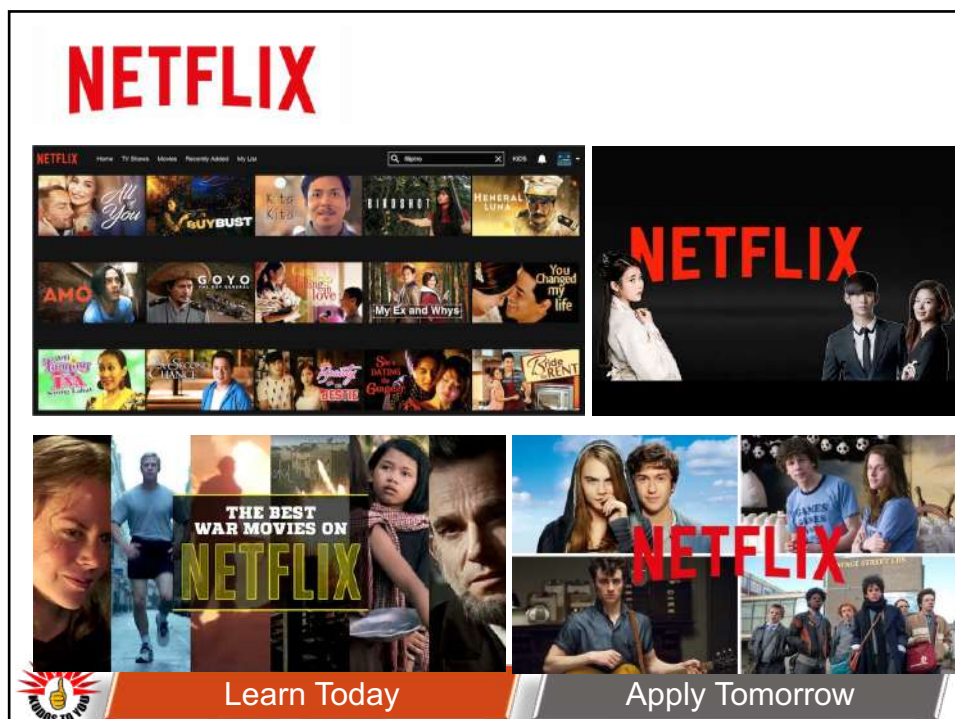


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The image shows the Alibaba.com homepage. At the top, there's a navigation bar with the Alibaba.com logo, a search bar, and links for 'Products', 'What are you looking for?', 'Search', 'My Alibaba', 'Orders', 'Favorites', and 'Cart'. Below the navigation bar, there's a 'MY MARKETS' section with a list of categories: Consumer Electronics, Packaging & Printing, Apparel, Machinery, Textiles & Leather Products, Beauty & Personal Care, Kitchens, and Vehicles & Accessories. The main banner features a 'Featured machinery suppliers' advertisement with a forklift image and a 'Source now' button. To the right, there's a 'eCommerce One-Stop Service' section with links for Consumer Electronics, Sports & Entertainment, and Home & Garden. Below the banner, there's a 'WEEKLY DEALS' section with a 'From 10% OFF' badge and a grid of product deals, including shoes, a watch, a fan, and a bag. At the bottom, there's a 'KUDOS TO YOU' logo and two buttons: 'Learn Today' and 'Apply Tomorrow'.



The image shows the Netflix homepage. At the top, there's a navigation bar with the Netflix logo, links for 'Home', 'TV Shows', 'Movies', 'Recently Added', and 'My List', a search bar, and a 'KIDS' button. Below the navigation bar, there's a grid of movie and TV show thumbnails. The main banner features a 'NETFLIX' logo and a grid of movie and TV show thumbnails. At the bottom, there's a 'KUDOS TO YOU' logo and two buttons: 'Learn Today' and 'Apply Tomorrow'.

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INNOVATIVE WORKPLACES

Deloitte



CVTE @ China



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INNOVATIVE ORGANIZATIONS IN MYANMAR



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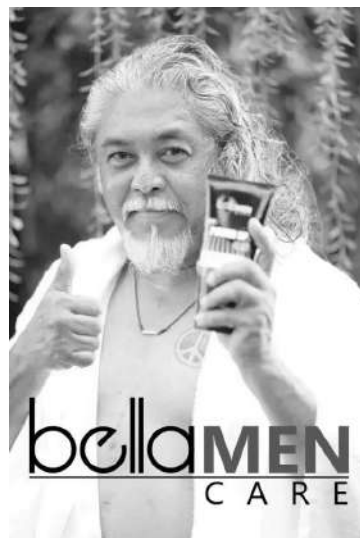
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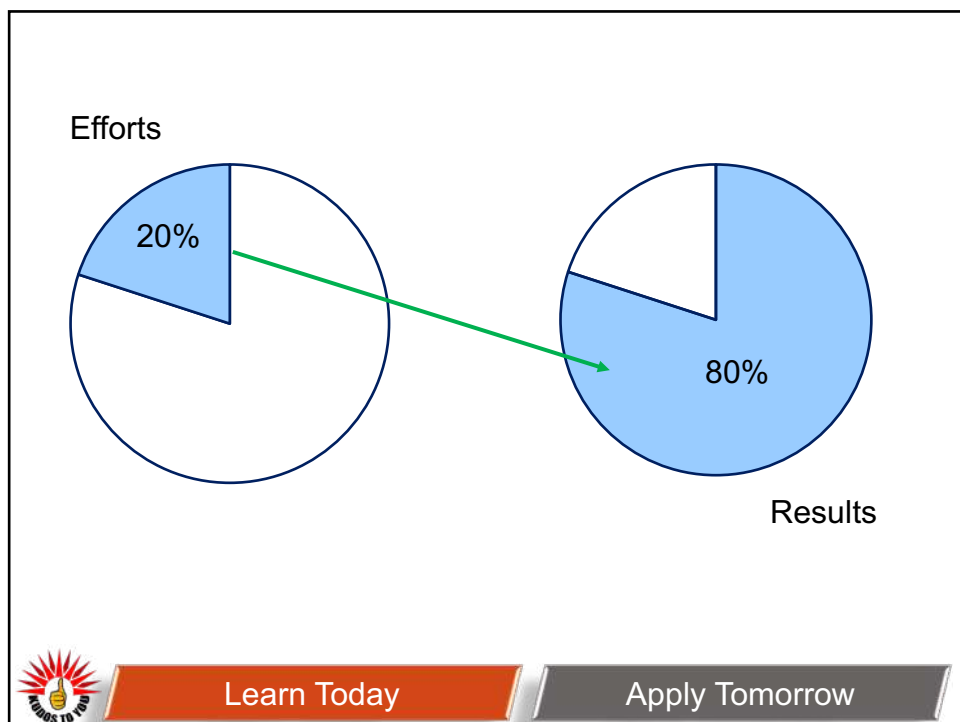
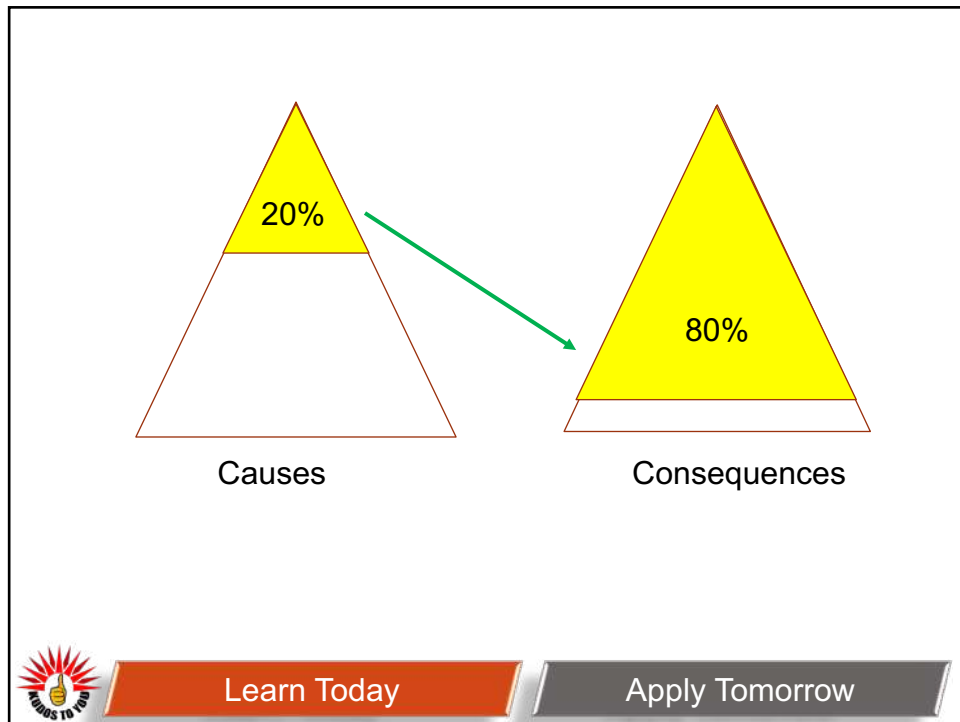


© Zaw Naing: Leadership and Management Skills

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APPLYING THE 80/20 PRINCIPLE

80/20 in Business		80/20 in Life	
 Strategy	 Cost Reduction	 Get Clear	 Transform Time-Use
 Marketing	 Sales	 Money	 Achievement/Career
 Decision Making	 Negotiation	 Happiness	 Relationships
 Inventory Management	 Project Management		



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The **17 Skills** Leaders Need to Stand Out

Develop a Leader Mindset

1. The Transition To Leadership
2. Building Trust And Credibilit
3. Emotional Intelligence
4. Positioning Yourself For Success





Managing Yourself

1. Becoming A Person Of Influence
2. Communicating Effectively
3. Personal Productivity
4. Self-development

By: Harvard Business Review



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The **17 Skills** Leaders Need to Stand Out

Managing Individuals

1. Delegating With Confidence
2. Giving Effective Feedback
3. Developing Talent



Managing Teams

1. Leading Teams
2. Fostering Creativity
3. Hiring – And Keeping - The Best



Managing the Business

1. Strategy : A Primer
2. Mastering Financial Tools
3. Developing A Business Case

By: Harvard Business Review



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Exercise 4

- 1.သင့်အနေဖြင့် မန်နေဂျာ ရာထူးအသစ် တစ်နေရာတွင် စတင်တာဝန်ယူရပါက ချက်ချင်း လွယ်ကူစွာ ဖြေရှင်းနိုင်မည့် ပြဿနာ (၄) ခုကို ချရေးပါ။
- 2.သင်၏ စိတ်ပိုင်းဆိုင်ရာ ခံစားချက်များနှင့် အမှုအကျင့်များနှင့်ပတ်သက်၍ လုပ်ဖော်ကိုင်ဖက် များ၏ အမြင်ကို မေးမြန်းမှတ်သားပါ ။
- 3.သင့်အား လိုအပ်လာပါက ကူညီပေးနိုင်မည့် စိတ်တူ ကိုယ်တူ လုပ်ဖော်ကိုင်ဖက် အမည်များချရေးပါ။



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