**Part A need 100-200 words(references)**

**Part B need 500-600 words**

**All part need APA style, and cited**

**Do not share this work to anyone or upload this work in any website**

**Read DocA first , do not miss anything or details. If you have any question or need anything please let me know**

**All work is needed write in right format and no errors in grammar, punctuation, word choice, spelling.**

**Do not use any real name or real company name, for all work you can use “A company” without a name (No need to introduce the company in detail) or use I have Internship in a company.**

**Do not use any other resources, use your own words to finish this or change and rewrite it, do not share this work or upload it to any website, and it has to be your original work.**

**Answer from the perspective of students, only internship experience**

This is an assignment for an advanced professional course

Discussion work

Resources: The practice of management, page 27,

The book is on next pages, do not use other resources

You don't want to summarize the article (it's already a summary).

Part A

Your initial post should be at least three paragraphs long with at least three references in APA style.

100-200 words, three paragraphs

Part B

Responses should add new insights to the discussions other than just agreeing or disagreeing. And how would your topic support or contradict any of the management theories? You may also add your own experience and example to support your viewpoint.

500-600words.

Explain the article by you own word and add some personal idea and experience.

If you have any question please let me know.

PS.

"A leader is a dealer in hope."  - **Napoleon**

"I suppose that leadership at one time meant muscle; but today it means getting along with people."  - **Indira Gandhi**

"What leaders really do: set directions, align people, and motivate people."  - **John Kotter**

You may use some of the idea of this,

[The Practice of Management](#bookmark8)

**Peter F. Drucker**

**Summary Prepared by John D. Stavig and Shaker A. Zahra**

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***Shaker A. Zahra*** is the Robert E. Buuck Chair of Entrepreneurship and Professor of Strategy at the Carlson School of Management at the University of Minnesota. He is also the Codirector of the Center for Entrepreneurial Studies and Codirector of the Integrative Leadership Center. His research has appeared in leading journals. He has also published or edited 10 books. His research has received several major awards. He is the Chair for the Entrepreneurship Division of the Acad­emy of Management. His teaching, research, and service activities have received several awards.

Management is the brain of an enterprise and the primary source of long-term differentiation between firms. It is the disciplined and integrated practice of managing business, managers, workers, and work. It is also the creative process that drives **innovation** (the process of trans­forming discoveries into products, goods, and services) and entrepreneurship in a company. Management is entrusted with the responsibility for directing resources for the attainment of profits and the betterment of society.

Management is a practice, rather than an exact science or profession. As such, it requires judgment. *Management represents a systematic and fluid process of establishing and pursuing shared objectives for the enterprise, managers, and workers.* The role of management is to cre­ate a customer and organize the firm's resources toward the attainment of shared objectives. Managers must live in both the present and the future by balancing often-conflicting objectives.

Peter F. Drucker. *The Practice of Management.* New York: Harper & Row Publishers, Inc., 1954.

They need also to develop and maintain the logical linkages among strategy, objectives, and incentives throughout the enterprise.

The quality and performance of management are the only sustainable advantages for a business. A business is a social institution, created and managed by people. Rather than adapting to external conditions, management is creative and forward looking. It is the proactive creator of economic growth by deliberate action. Managing a business must always be entrepreneurial, focusing on creating customers through innovation and marketing. Management drives continued improvements and avoids inertia.

**A CONCEPT OF THE FIRM**

Organizations一and their managers一should be:

* Outward looking一both influenced by and shaping their external environment.
* A social institution一created by people; contributing to society.
* Pursuing multiple goals一both financial and nonfinancial.
* Innovative一emphasizing creativity, innovation, and entrepreneurship.
* Focused一answering and aligning resources to the question, *What is our primary business?*
* Spirited一creating self-controlled and motivated managers.

Management has important economic and social responsibilities. Though economic per­formance is the first priority and management must make a profit to cover its risk premium, it must also consider the impact of its policies and decisions on society.

Advances in technology and automation will challenge managerial capabilities. These advances will lead to a more highly skilled workforce and the growth of **knowledge workers** (employees with high levels of education, skills, and competencies) and create demand for man­agers with better capabilities to lead these employees. Rank-and-file jobs will become increasingly managerial, resulting in a displacement of jobs, rather than replacement. Properly executed, the application and management of automation will drive productivity and wealth creation.

**THE JOBS OF MANAGEMENT**

Determining the Business and Purpose

Management's first responsibility is to answer the question, *What is our business?* This is a chal­lenging question that requires deliberate analysis based upon a thorough understanding of who the customers are, what they're actually buying, and what they value. Customers must be the foundation of the business, based upon the value they receive. Forward-looking companies seek to assess market potential and structure and introduce innovations that deliver value to custom­ers, a process that determines what the business should be long term. Therefore, a company's entrepreneurial functions of innovation and marketing must cut across the entire business in or­der to satisfy customer needs. Customer satisfaction should be a company's primary goal. Profit is not the purpose of business, but rather a test of the validity of the business. *A firm's objective cannot simply be profit maximization.*

Setting and Measuring Progress Against the Objectives of a Business

Fundamental to the management of the business is the development of shared objectives. This must be derived from a creative and fluid process of deliberate goal setting. Objectives are re­quired in every area of the business where performance impacts the survival and success of the business. Objectives determine what action to take today to obtain results tomorrow. Objectives must be forward looking, and management should anticipate the future and be prepared to re­spond. Deliberate emphasis on innovation in setting objectives can be most valuable in areas where it appears less obvious. Management must implement regular, systematic, and unbiased measurements against set objectives, ideally based on feedback from the customer. Objectives should include areas of manager performance and development, worker performance and attitudes, and social responsibility. **Social responsibility** is simply the contribution a firm makes to its society. To some, this means making a profit, whereas others expect the firm to do more than this by ameliorating social problems. Setting objectives to improve worker performance and attitudes is one of the greatest challenges for management.

Balancing objectives across the different parts of a business is a critical role of manage­ment and requires judgment. Objectives can be changing, conflicting, intangible, and of differing duration. Objectives must be balanced based on organizational priorities and timing. A balanced set of objectives can serve as the "instrument panel” for piloting business.

Managing Managers by Objectives

Managers are the basic resource of business. They depreciate the fastest and require the greatest nourishment. **Management by objectives (MBO)** is the process in which employees set goals, justify them, determine resources needed to accomplish them, and establish timetables for their completion. These goals reflect the overall objectives of the organization. MBO develops indi­vidual responsibility toward a common direction. For an enterprise to grow beyond a single leader, an organized and integrated team that focuses on shared objectives is needed. Also re­quired is the regular, systematic, and unbiased measurement of performance and the results against established objectives.

Being a manager means sharing in the responsibility for the enterprise. Every manager should responsibly participate in the development of the objectives in the unit he or she works for. Objectives must be clear and specific. They should be balanced and incorporate short- and long-term, tangible and intangible objectives. Objectives must be measurable一clear, simple, rational, relevant, reliable, and understandable.

Using MBO, emphasis on teamwork and shared goals should occur at every level of management. To ensure cooperation, individual managers should be measured on the fol­lowing: performance from the individual unit, contribution to help other units achieve their objectives, and contribution expected from other units. MBO fosters self-control and moti­vation. This requires managers to convert objectives into personal goals, enabling them to direct, measure, and motivate themselves. To be in control and motivated, a manager's job should have the following characteristics: clear and measurable contribution to the success of the enterprise; directed and controlled by objectives, rather than the boss; broad scope and authority一decisions pushed down as far as possible; and duty to assist subordinates and peer managers to attain their objectives.

Productively Utilizing All Resources

Management is responsible for the productive utilization of all resources to meet overall objec­tives. It should create a desired balance between all factors of production that will give the great­est output for the smallest effort. Productivity must incorporate both direct labor and managerial talent, because management is the scarcest and most expensive resource in the organization. Management should be the creative driver of increased productivity, rather than parasitical overhead. Companies should focus on increasing contributed value and the proportion of this value retained as profit.

Management should also understand company capabilities and consider outsourcing cer­tain activities, even if potentially profitable. By evaluating this process mix, management will focus its resources on the activities that the company is best at performing, enabling it to create the most value for its customers.

Fostering a Positive Spirit

The spirit of the organization determines the motivation of its managers. It must be built on in­tegrity and demonstrated by the actions of its leaders. Excellence and continuous improvement of the performance of the whole group must be encouraged, recognized, and rewarded. Managerial focus should underscore strengths, not weaknesses. Recognition, promotion, and financial incen­tives need to be tied to objectives and team performance. A positive spirit prepares a person for leadership, enabling the execution of objectives and the attainment of superior results.

Developing Managers

Managers are the firm's scarcest and most expensive resource. Management must challenge employees at all levels to pursue self-development to meet future managerial requirements. Although management should encourage and direct the development of employees, the respon­sibility for development must remain with the subordinate manager. This development should place a large number of individuals in positions with general management responsibility across the business, rather than in a rotational program that promotes functional specialization for a select few. It is imperative that management create the opportunities and test the ability of its future managers to run and lead a whole business long before they reach the top.

Management of the Worker and Work

A key role for management is to define the nature of work, create a stimulating work environ­ment, set standards, and train employees to assume progressively higher and more challenging responsibilities. Work should be rewarding一both financially and psychologically一in order to improve productivity.

Structure of Management

The **management structure** of an organization一the way managers divide, share, coordinate, and evaluate the work they do in planning and organizing the firm's overall operations一must facilitate the achievement of its objectives. *Structure does not always create good performance, but it can certainly inhibit results.* The structure should be flat, simple, and focused on performance. In determining the appropriate structure, management should consider the following: What activities are needed to achieve objectives? What decisions, and at what level, are necessary to achieve objectives? To what degree are activities and decisions interdependent?

*Management structure should focus on business performance and results, contain the least possible number of levels, and enable the training and testing of future managers.* When possible, autonomous product businesses are superior in meeting these requirements. A functional orga­nization, even when decentralized, encourages specialization at the expense of company-wide perspective, adds unnecessary levels of management, and limits the development of future general managers.