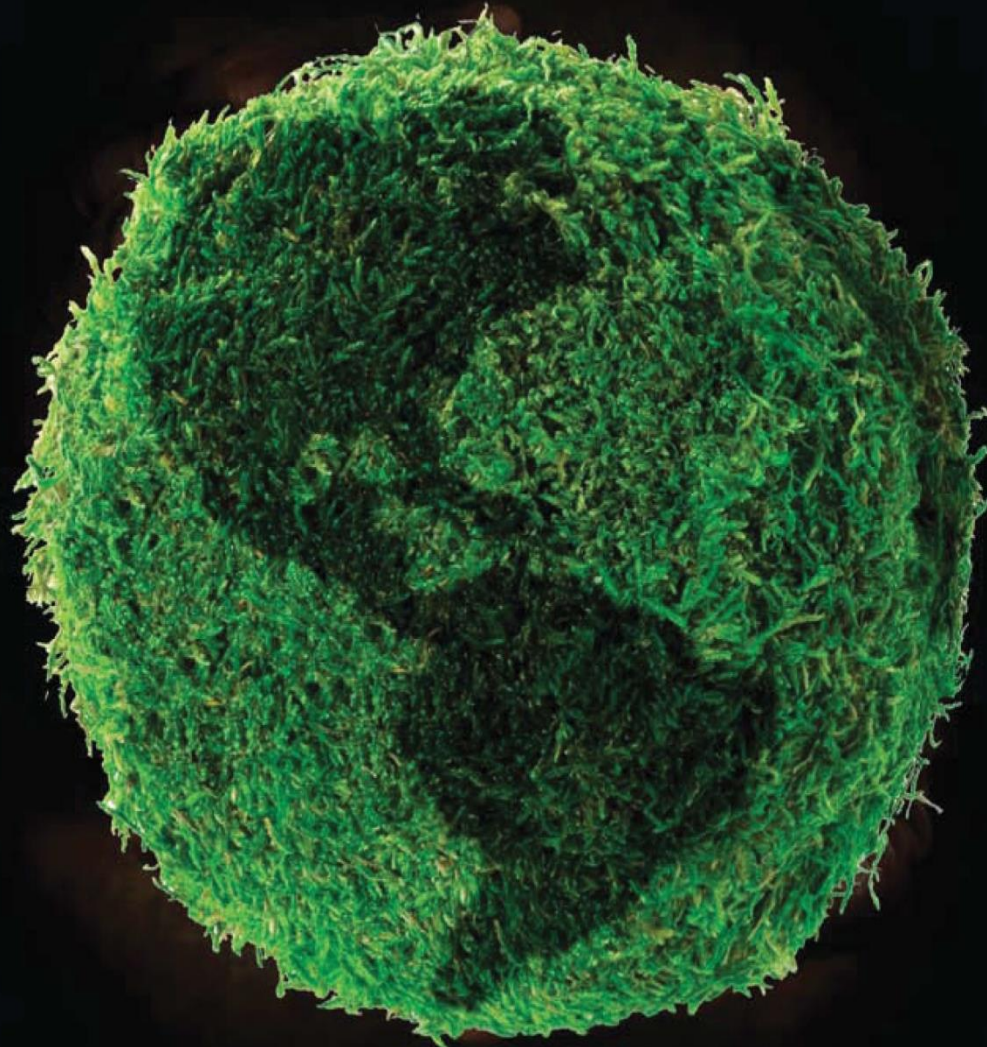


# business

a changing world





"A person who is happy is not because everything is right in his life, he is happy because his attitude towards everything in his life is right."

**Sundar Pichai**

**CEO, Google**

Saikat Pyne | Business Insider

# CHARACTERISTICS THAT MADE SUNDAR PICHAI, THE GOOGLE'S CEO

Since Pichai was so relishable to work with, people want to transfer to his org. which helped him to **build strong teams**

Though Google has politics, Pichai **avoided making enemies** & made his team successful

Pichai is very empathetic. He actually **cares about people**. He is universally well-liked at Google

Pichai led **successful efforts** for difficult projects that were core to Google's continued financial success

Pichai is very good at letting other peoples' opinions emerge before he **gives his own**

Pichai often acted as a spokesman for Larry Page and an interpreter to Page's vision. He had good **rapport with Page**

Pichai is a **good listener** and never intrudes in a meeting. He would deliver an idea that could work for everyone

Pichai was made the single most influential **executive at Google** because he took over product management and engineering for everything from Chrome to Google Maps



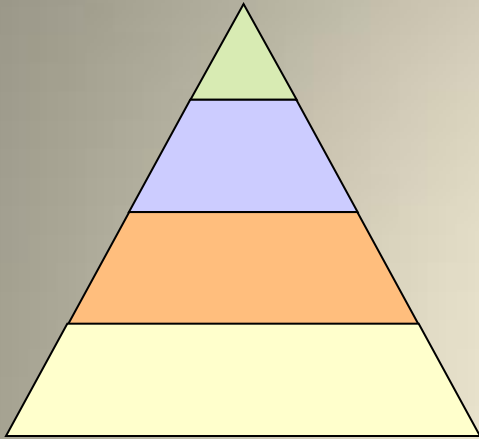


*"Well, yes, I knew that listening was crucial  
to being a good leader....*



*but I never knew that I was the one who  
had to do the listening."*

# The Importance of Management



*Management –  
planning, organizing, staffing, directing, & controlling*

Achieving objectives requires skilled  
management

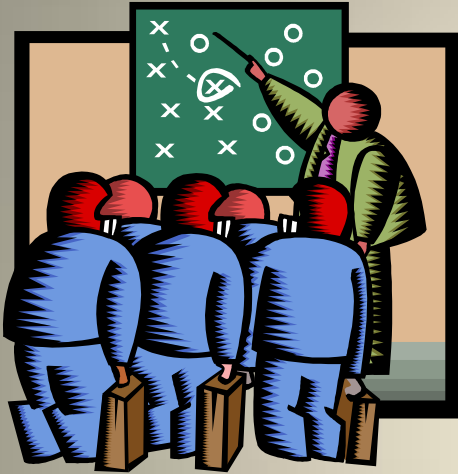
# The Importance of Management



## *Management*

*Process designed to achieve an organization's objectives by using its resources effectively & efficiently in a changing environment.*

# The Importance of Management



*What Managers Do*



*Make decisions – utilization of resources – achieve objectives:*

- Planning
- Organizing
- Staffing
- Directing
- Controlling

# NEW product development

## Sundar Pichai & Google

- Joined Google in 2004
- Headed Product management and innovation efforts for  ,  OS and 
-  and  applications
- Pichai added  to the Google products
- Senior Vice president of Google Inc.\*





# The Importance of Management



*Resource acquisition & coordination*

## *Resources*

- People
- Raw materials
- Equipment
- Money
- Information

# Management Functions



# Management Functions



## *Planning –*

Process of determining the organization's objectives and deciding how to accomplish them.

# Management Functions



*Planning*

***Objectives*** – results desired by organization

***Mission*** – organization's purpose and philosophy



# Management Functions



*Objectives*

## ***Common & Elaborate Organizational Objectives --***

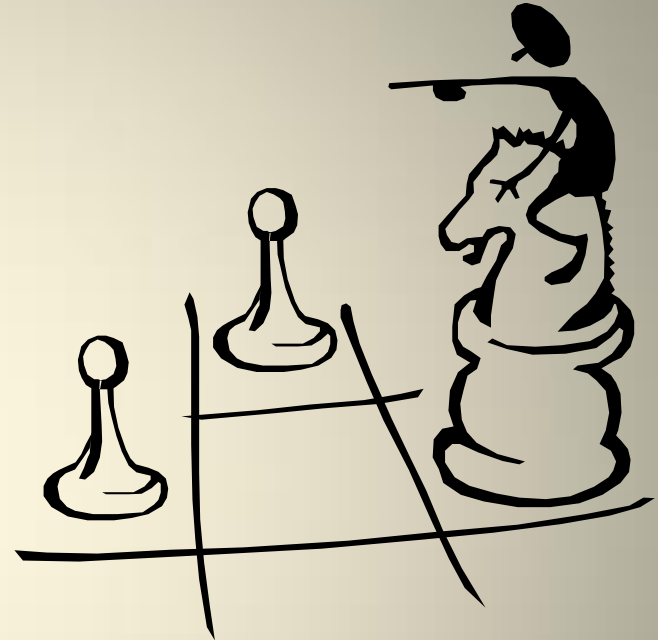
- Profit, competitive advantage, efficiency, growth
- Service, ethics, community responsibility

# Management Functions



*Plans*

*Strategic Plans*



*Tactical Plans*

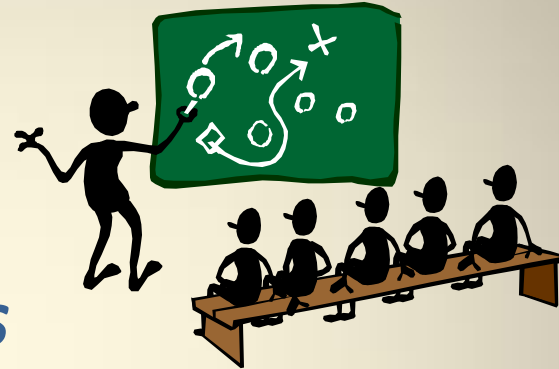
*Operational Plans*

# Management Functions

## *Strategic Plans*

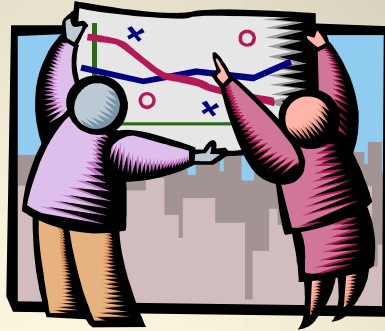
### *Executive level managers*

- Establish the long-range objectives & overall strategy to fulfill firm's mission
  - 2-10 years forward-looking
  - Sustainability
  - diversification, divestiture , mergers & acquisitions,



# Management Functions

## *Tactical Plans*



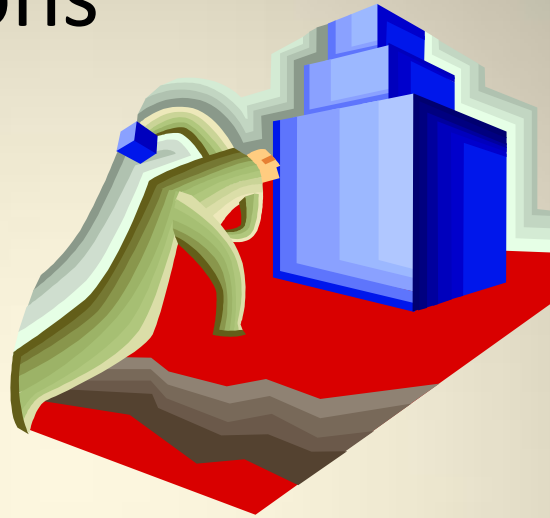
## *Short-range – strategy implementation*

- 1 year or less
- Environmental change
- Periodically reviewed & updated



# Management Functions

## *Operational Plans*



*Very short-term – actionable, specific*

- Individuals, work groups, departments
- 1 month, 1 week, 1 day
- Achieve tactical plans

# Management Functions

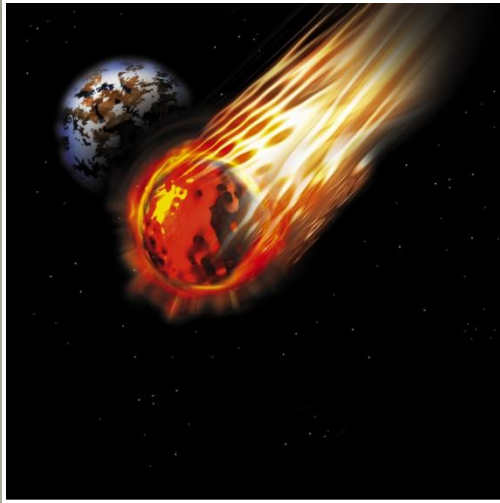
## *Crisis Management Contingency Planning*



### *Focus on potential disasters*

- Product tampering
- Oil spills
- Fire, earthquake, terrorist attack
- Unethical/illegal employee activity

# Management Functions



## *Crisis/Contingency Planning*

### *Crisis Management Teams*

- Mr. X
- Mr. Y
- Miss Z

# Management Functions



## *Organizing –*

Structuring of resources & activities to accomplish objectives efficiently & effectively.



# Management Functions



## *Organizing*

### *Importance –*

- Creates synergy
- Establishes lines of authority
- Improves communication
- Improves competitiveness

# Management Functions



## *Staffing –*

Hiring people to carry out the work of the organization.

# Management Functions



*Staffing*

## *Importance –*

- Recruiting
- Determine skills
- Motivate & train
- Compensation levels

# Management Functions



***Downsizing –***

Elimination of significant numbers of employees  
(*rightsizing, trimming the fat*)



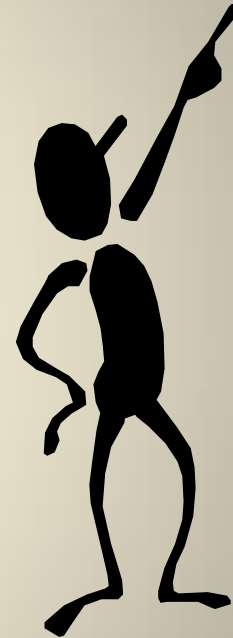
# Management Functions



## *Directing –*

Motivating and leading employees to achieve organizational objectives.

# Management Functions -- *Directing*



## *Motivation*

- Incentives (raise, promotion)
- Employee involvement (cost reduction, customer service, new products)
- Recognition and appreciation

# Management Functions



## *Controlling –*

Process of evaluating and correcting activities to keep organization on course,

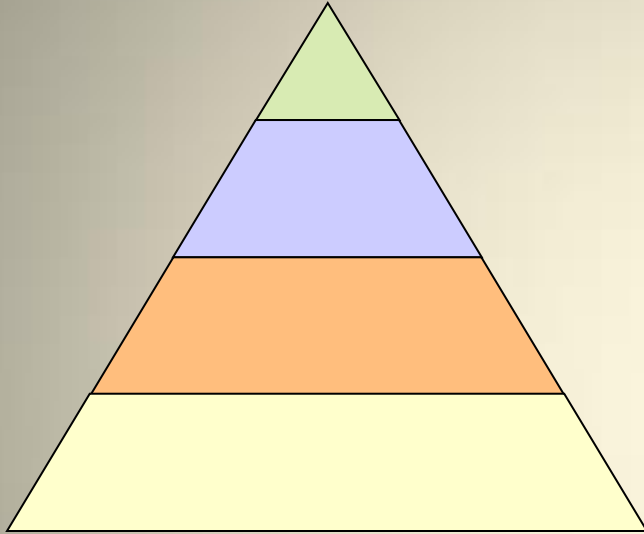
# Management Functions



## *Five Activities –*

- Measuring performance
- Comparing performance against standards
- Identifying deviations from standards
- Investigating causes of deviations
- Taking corrective action

# Types of Management



## ***Levels of Management –***

- Top management
- Middle management
- First-line/supervisory management

# Types of Management



## *Top Management*

- President
- Chief Executive Officer (CEO)
- Chief financial officer (CFO)
- Chief operations officer (COO)

# Levels of Management

Rank	CEO	Company	Total Compensation (\$ millions)
1.	Lawrence J. Ellison	Oracle	\$192.92
2.	Frederic M. Poses	Trane	\$127.10
3.	Aubrey K. McClendon	Chesapeake Energy	\$116.89
4.	Angelo R. Mozilo	Countrywide Financial	\$102.84
5.	Howard D. Schultz	Starbucks	\$98.60

*The 5 Highest Paid CEO's in 2007*



# Types of Management



## *Middle Management*

- Responsible for tactical planning
- Implement general guidelines established by top management

# Types of Management



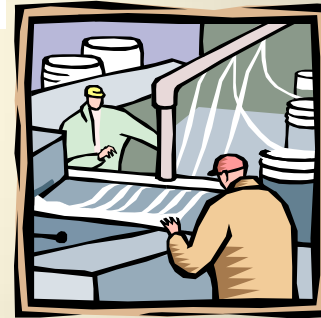
## *First-Line Management*

- Supervise workers
- Oversee daily operations
- Directing and controlling primary functions

# Areas of Management



- Finance
- Production
- Operations
- Human Resources
- Marketing
- Administration



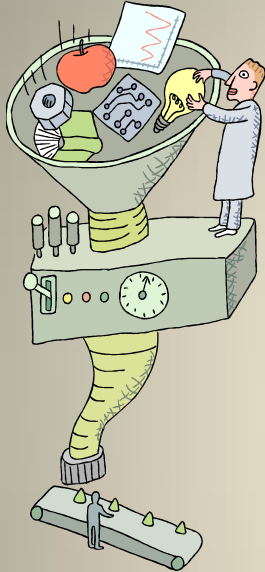
# Areas of Management



## *Financial Management –*

Focus on obtaining money necessary for the successful operations and using funds to further organizational goals.

# Areas of Management



## ***Production & Operations Management–***

Develop & administer activities to transform resources into goods, services, and ideas for the marketplace.

# Areas of Management



## *Human Resources Management –*

Handle staffing function and deal with employees in a formalized manner

# Areas of Management



## *Marketing Management –*

Responsible for planning, pricing, and promoting products and making them available to customers



# Areas of Management



## *Information Technology (IT) Management –*

Responsible for implementing, maintaining, and controlling technology applications in business (computer networks)

# Areas of Management



## *Administrative Managers –*

Manage an entire business or major segment of the business. Coordinate activities of specialized managers.

# Skills Needed by Managers

- *Leadership*
- *Technical expertise*
- *Conceptual skills*
- *Analytical skills*
- *Human relations skills*



# Managerial Skills



## *Leadership –*

Ability to influence employees to work toward organizational goals.

# Managerial Skills

## Seven Tips for Successful Leadership

- Build effective and responsive interpersonal relationships.
- Communicate effectively—in person, print, e-mail, etc.
- Build the team and enable employees to collaborate effectively.
- Understand the financial aspects of the business.
- Know how to create an environment in which people experience positive morale and recognition.
- Lead by example.
- Help people grow and develop.

# Skills Needed by Managers

- *Autocratic Leaders*

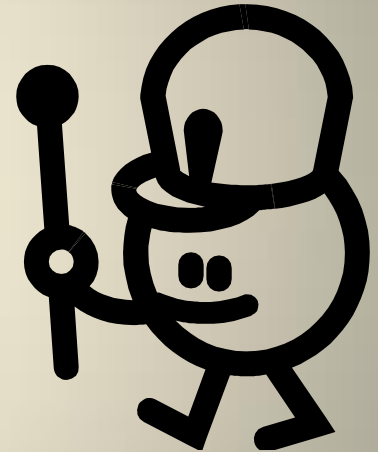
- *Decision makers, “tell” employees*

- *Democratic Leaders*

- *Involve employees in decisions*

- *Free-rein leaders*

- *Employees work without interference*



# Most Admired Companies & CEO's

Company	Chief Executive Officer
Apple	Steve Jobs
Berkshire Hathaway	Warren Buffett
General Electric	Jeffrey Immelt
Google	Eric Schmidt
Toyota Motor	Katsuaki Watanabe

*America's Most Admired Companies, 2008*

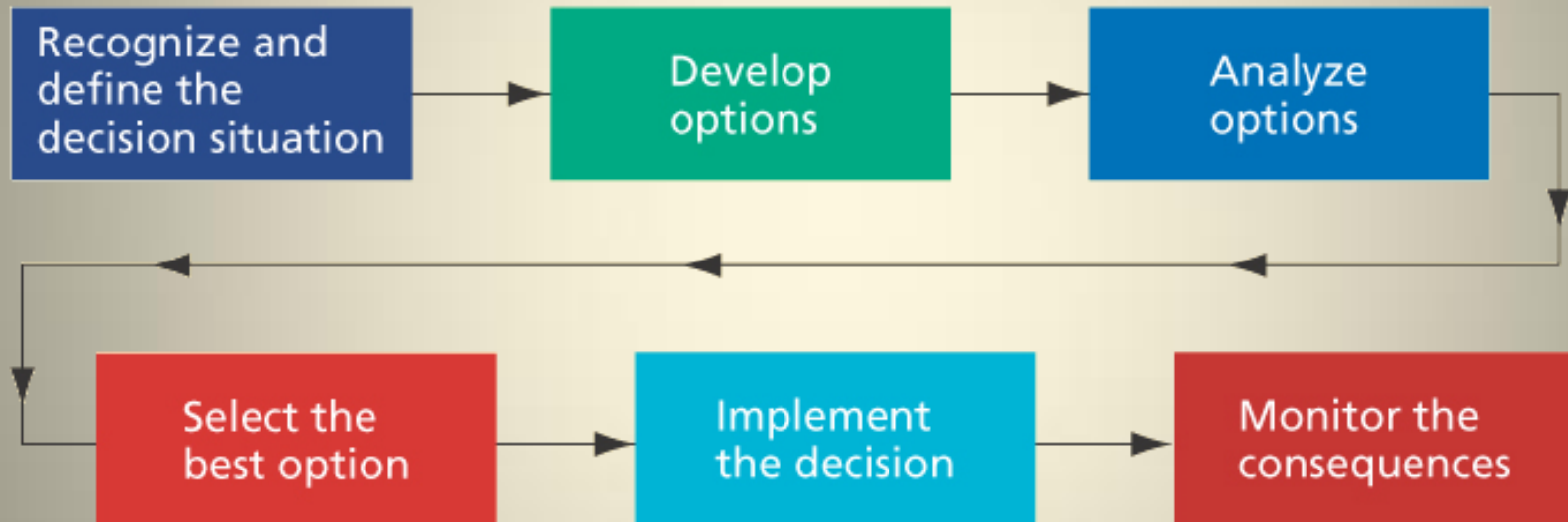


# Management – *Going Green*

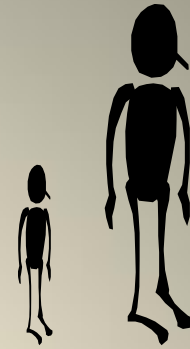


***Compact Fluorescent Light Bulbs: A Bright Idea –***  
CFL's use 75 percent less energy. [Technical Consumer Products, Inc.](#) largest provider of CFL's in the United States.

# Decision Making



# The Realities of Management



According to J.P. Kotter, management functions boil down to:

1. *Figuring out what to do despite uncertainty, diversity, and a great deal of potentially relevant information.*
2. *Getting things done through a large and diverse set of people despite having little direct control over them.*