BOOK REVIEW

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Title of Book: MANAGEMENT OF WORK: A WORKBOOK
Author of the book: William E. Broadwell
Publisher: Addison-Wesley Publishing Company, Massachusetts.

ABOUT THE BOOK

The book MANAGEMENT OF WORK: A WORKBOOK, has been written for managers, especially those in the lower to middle levels of management. It has been designed so that it can be used with the number of sections which are corresponded in this book.

The theory behind the various functions can be introduced through these corresponding sections, each of including filmstrips which gives a certain pattern of a supposed situation and the workbook can then be used to review the theory and simulate its application. Such a combination is particularly effective for in-house training of newly appointed foremen and supervisors. In those cases where a more academic approach is desired, the workbook can be used as an adjunct to any good textbook on managerial functions.

So often in management training, there is a tendency to lecture when the real need is for group discussion and simulation exercises. This book is an attempt to help fill that need.
The book contains five sections and sub-topics within it. These are as follows:

SECTION I
The Successful Manager:
This section includes the following sub-topics:
- Managing
- Authority and Responsibility
- Qualifications of a Successful Manager

Mr. Broadwell has defined the kinds of work perspective of management in context to a manager. He defines two types of work i.e. managerial and operative. According to him Authority and Responsibility are the bases upon which management is founded. Then he says that a successful manager seems to have the following four attributes:

Technical competence,
Leadership ability,
Company-oriented interests, and
Ability to manage.

SECTION II
Planning:
The following are the sub-topics:
- The What and How of Planning
- Objectives and Policy in Planning
- Putting plans into Effect

The author defines role of planning which plays an important role in bridging the gap between an organization, a department, or a group. He considers it to be the most important function a manager performs. According to him, there are Four Planning Decisions which have to be made before a plan can become operational, these are: what is to be done, who is going to do it, how it is going to be done, and when it will be done. And the other one is Long and Short-Range Planning which varies with the type of organization and plan.

Then in the second part, the author says that the organization should recognize its overall objectives which can be further categorized as the ‘general objective’ and the ‘specific objective’. Setting objectives is closely associated with establishing policy. Procedures and Rules are other features linked with the policy making in order to achieve the objectives.

Further, it is explained that after all the necessary decisions are made and have come up with the objective, the next problem is putting it into effect which means actual planning.

SECTION III
Organizing:
The third section consists of the following sub-topics:
- Organizational structure
- People in Organization
- Staffing
Organizing in order to accomplish a given objective is necessary because it provides stability in working relations. Mr. Broadwell describes that the manager’s organizational responsibilities involve two areas of operation. The first is the jobs which he oversees: he must determine what jobs are required and how to fit them into an organizational structure so as to get the work done most efficiently. Secondly, the people who work under him: he must determine what kinds of people are needed for the various jobs, find these people, train them, and keep them happy in their work.

Then he talks about centralization and decentralization of authority in an organization and mentioned Span of control as an important consideration in organization. The second part throws light on the social side of organization which explains about the organization consisting of different social units. Lastly, Staffing elaborates the part of the manager’s job concerned with the actual selection and training of people, and putting them to work. The main features under this are selection of employees, training of employees, and appraisal of employees.

SECTION IV
Directing:
The following section is categorized into four sub-topics:
- Directing
- Leadership
- Communications
- Motivation

The author tries to explain that on the surface, the function of directing appears to be a simple matter. However, it is probably the most difficult of all management functions. According to him, Co-ordination is one of the major aspects of directing. He state the high degree of specialization as one of the major cause of co-ordination problems in an organization. He further gives three variables resulting into leadership:

1. The particular situation or environment.
2. The group of people being managed.
3. The manager’s ability and leadership technique (the most important factor).

The author co-relates motivation with the leadership, for ex: by providing good wages and job satisfaction to the employees. And then, certain common characteristics found in managers who are classified as outstanding leaders are discussed as follows:
Empathy,
Self-awareness,
Capacity for Work,
Enthusiasm,
Desire for Responsibility.

The other important factor of directing is to achieve good communication which involves listening and the manager must be aware of the certain things going around. Lastly, the author focuses on the motivation which is to be understood by the manager in order to fulfill his employees’ needs.
SECTION V
Controlling:
The last and the fifth section of this book consist of four sub-topics:

- Controlling
- Setting Standards
- Measuring Performance
- Remedial Action

The last of the four managerial functions which is discussed in the book is that of Control. According to the author, planning and control represent the beginning and end of the management process. He suggests that the feedback methods should be adopted in order to complete the control process. Setting standards, measuring the results and remedial action are discussed as the control techniques. The first step in the control process is to set the standards, to determine what we think the output of some operation, process, or human endeavor should be. Further, it is discussed about the sampling and reports which helps in measuring of the performance and its results. Lastly, when the method of measurement is decided and the standards being set, and the comparison made indicating a significant deviation needs remedial action to be taken.

CONCLUSION

The author, Mr. William E. Broadwell has made an attempt to describe the characteristics of a good manager and the main functions performed in the process of management with the help of exercise workbook. This comes to know, that a good manager needs not only an understanding of the theories and principles of management, but he also needs experience. Hence, to prepare a good manager, training must teach theory and, at the same time, provide opportunities to apply theory to actual situations.

The purpose of this workbook is to bridge the gap between theory and practice, to give the manager a chance to think about what the theory means and then to apply it. Since it is self contained and all exercises can be completed within its covers, it can readily be used for future reference.