

General Management in IT Sector

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Abstract - General managers include owners and managers who head small business establishments whose duties are primarily managerial. Most commonly, the term General Manager refers to any executive who has overall responsibility for managing both the revenue and cost elements of a company's income statement. This means that a general manager usually oversees most or all of the firm's marketing and sales functions as well as the day-to-day operations of the business. Frequently, the General Manager is responsible for effective planning, delegating, coordinating, staffing, organizing, and decision making to attain desirable profit-making results for an organization.

INTRODUCING

Henri's parents, André and Eugénie Cantin Fayol, returned to France after André completed his military service. The family lived in La Voulte, where Henri received his elementary education. André worked as a superintendent at iron foundries in Le Pouzin and Le Teil, near La Voulte. Henri attended a polytechnic school in Valence, where he graduated from the Lycée Imperial (Imperial High School) in 1858. Henri followed in his father's footsteps, entering the National School of Mines at Saint Etienne at age seventeen to become a mining engineer. He graduated in 1860 and went to work at the Commentry coalfield in Henri Fayol, circa 1872, central France. The coalfield was owned by the Source: La Societe de Commentry- Société Boigues, Rambourg and Company, a joint Fourchambault et Decazeville, joint partnership (société en commandité) that also 1854—1954, Paris: Brodard et Cie owned steel mills at Fourchambault and Torteron, Taupin, 1954, p. 160. a forge at d'Imphy, foundries at Fourchambault and Montlucon, and an iron mine at Berry. Following the death of several partners in 1874, Boigues, Rambourg and Cie was reorganized as Commentry-Fourchambault (Comambault), a joint company (société anonyme). 2

From 1860 until 1866, Fayol worked as an engineer and made notable advances in the technique of fighting underground coal fires. His efforts were rewarded with a promotion to manager of the Commentry coalfield at age twenty-five; six years later, he was placed in charge of several colliers. 3In 1888, Comambault was in dire financial straits: no dividends had been paid since 1885, its Fourchambault and Montlucon facilities were losing money, and the coal deposits at Commentry and Montvicq were nearing depletion. This same year, Fayol was named Comambault's managing director (chief executive officer) and charged with revitalizing its operations. He closed the foundry at Fourchambault and centralized production at Montlucon to gain economies of scale. He acquired new coal deposits at Brassac and Decazeville and iron reserves at Joudreville. With the assistance of Joseph Carlioz, who was in charge of Comambault's commercial department, Fayol integrated Comambault backward to mine coal and iron ore and forward to smelt the iron into steel and to sell both the mined coal and raw steel. 4Fayol established research facilities to advance Comambault's technological capacity; entered into alliances with or acquired other firms; opened new mills to expand Comambault's geographical base; hired staff specialists in research, manufacturing, and selling; and, to gain a competitive advantage, repositioned Comambault as a supplier of specialty steels.

THE PRINCIPLES OF MANAGEMENT

Fayol recognized that the term principles is often misunderstood. To some observers, it suggests an unquestioned or rigid way of doing things, on the order of laws in the physical sciences. For this reason, Fayol was careful to explain what he meant by "principles": For preference I shall adopt the term principles whilst dissociating it from any suggestion of rigidity, for there is nothing rigid or absolute in management affairs, it is all a question of proportion. Seldom do we have to apply the

same principle twice in identical conditions; allowance must be made for different and changing circumstances. Therefore principles are flexible and capable of adaptation to every need; it is a matter of knowing how to make use of them, which is a difficult art requiring intelligence, experience, decision and proportion. Compounded of tact and experience, proportion is one of the foremost attributes of the manager.' Moreover, Fayol stressed that in advancing a list of principles of management, he was not suggesting that there is a limit to the number of principles that might apply in different situations. Other principles could be identified. The principles he chose to review were simply those he had found most useful in his own career. The fourteen principles on which Fayol concentrated were:

- Division of work
- Authority
- Discipline
- Unity of command
- Unity of direction
- Subordination of individual interests to the general interest
- Remuneration
- Centralization
- Scalar chain (line of authority)
- Order
- Equity
- Stability of tenure of personnel
- Initiative
- Esprit de corps

General management involves being responsible, on a day-to-day basis, for the direction of a business, or part of a business, against the backdrop of an increasingly global market place. It's varied, hands on and challenging with responsibility not only for the output of a team of staff but also to more senior managers for achieving project based work and management targets. Consequently, roles are invariably very busy but also stimulating and rewarding.

Management activities typically include:

- Defining objectives, allocating resources and monitoring progress against targets
- Planning and implementing projects, delegating work appropriately and taking responsibility for the outcome
- Recruiting, supervising, motivating and developing staff, to ensure effective team working
- Communicating effectively with colleagues, customers and suppliers
- Controlling finances and managing budgets
- Problem solving and dealing with complaints and managing change during the introduction of new work systems.

General Management Technical Skills

- Define and differentiate among various types of businesses (e.g., corporation, limited liability, partnership)
- Use planning tools to guide and manage an organization's business activities
- Apply marketing techniques to foster business growth
- Plan and evaluate the use of financial resources to effectively manage a business
- Demonstrate understanding of doing business in a global environment

Business Management Technical Skills

- Supervise, direct, motivate, and evaluate employees
- Develop, implement, and monitor tactical and strategic plans to manage growth
- and meet goals and organizational needs
- Facilitate change and implement improvement processes to optimize organizational effectiveness

Ethics and Legal Responsibilities

- Apply business laws and regulations to business situations
- Exhibit ethical standards in conducting business negotiations and making business decisions

Communications

- Locate, organize, and reference written information from reliable sources to communicate with coworkers and clients
- Develop and deliver formal and informal presentations using appropriate media to engage and inform audiences
- Apply listening skills and interpret verbal and nonverbal behaviors to enhance communication with coworkers and clients
- Interpret and use tables, charts, and figures

Information Technology Applications

- Use software such as word processors and spreadsheets to perform common business applications
- Use software such as databases to track and maintain business information

Problem Solving, Critical Thinking, and Decision Making

- Use problem solving and critical thinking skills to locate good sources of information about problems

and determine appropriate methods for investigating causes

- Use problem solving and critical thinking skills to determine root causes of problems and suggest solutions

Leadership and Teamwork

- Exhibit leadership practices to improve productivity and quality of the working environment
- Work effectively in a team environment to accomplish company goals and improve quality of the working environment

Safety, Health, and Environmental

- Identify and practice appropriate health and safety procedures for business occupations
- Apply appropriate emergency procedures for business occupations

Employability and Career Development

- Demonstrate employability skills related to a career in business
- Pursue career development skills to advance in business careers

CONCLUSION

General Management at Alstom is a cross-functional activity. It's about taking the lead and guiding others to get the most out of our teams. For instance, project leaders who can bring their missions to term, information technology specialists that can implement broad changes into our procedures, and individuals with global business acumen or who can establish positive industrial relations are all part of our general management function.

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