



INTERNATIONAL INSTITUTE OF MANAGEMENT New Delhi

This Website titled www.technologyindia.edu has pleasure in introducing the International Institute of Management headquartered at New Delhi. The origins of the International Institute of Management dates back to 28 December 1980 when this Institution was inaugurated during the 1980 World Management Congress by the then Union Minister for Commerce, Steel and Mines, Hon'ble Shri Pranab Mukherjee. Since then this Institution has been engaged in the preparation of different types of curriculum for management oriented education in the international perspective besides bringing out many publications / study materials on different areas of management.



Hon'ble Shri Pranab Mukherjee, Union Minister for Commerce, Steel and Mines Government of India inaugurating the International Institute of Management

THE GENESIS AND EVOLUTION OF THE INTERNATIONAL INSTITUTE OF MANAGEMENT (IIM)

The establishment of the International Institute of Management (IIM) stands as a landmark moment in the history of global management education. While many management institutions focus on localized business environments, the IIM was born out of a vision to create a globalized pedagogical framework. This vision was designed to address the multifaceted challenges of the late 20th century, ranging from industrial efficiency to ecological sustainability.

To understand the magnitude of this institution, one must look at the intellectual landscape of 1980—a year that served as a bridge between traditional industrial management and the modern, interconnected global economy.

The Visionary Foundation: Dr. Priyaranjan Trivedi

The conceptual blueprint of the first International Institute of Management was the brainchild of Dr. Priyaranjan Trivedi. As a young educator, Trivedi possessed a unique interdisciplinary perspective. His background in Engineering provided him with a rigorous, analytical approach to problem-solving, while his training in Management gave him the human-centric and organizational tools necessary to lead complex systems.

Trivedi realized that the management challenges of the future could not be solved by siloed thinking. He saw a world where:

- **Technical expertise** needed to be balanced with administrative agility.
- **Global issues** (like climate change and rural poverty) required structured, managerial solutions.
- **Education** needed to transcend national borders to create a "global manager."

The Endorsement of a Legend: Prof. A. Dasgupta

A vision, no matter how grand, requires the validation of the established guard. Dr. Trivedi's proposal found its most significant ally in Prof. A. Dasgupta, widely revered as the "Father of Modern Management" in India. As the founder of the Faculty of Management Studies (FMS) at Delhi University, Prof. Dasgupta had already revolutionized how business was taught in the subcontinent.

In early 1980, during the All India Management Convention in Delhi, Prof. Dasgupta formally endorsed Trivedi's concept. This endorsement was critical; it signaled to the academic and political world that the proposed International Institute of Management was not just a fledgling idea, but a necessary evolution of the discipline. Dasgupta's support provided the institutional credibility required to move from theory to reality.

A Comprehensive Academic Philosophy

The core objective of the IIM was to create an institution of "international importance." This wasn't merely a title; it was a commitment to a curriculum that was radically

broader than contemporary MBA programs. The institute aimed to tackle managerial solutions for all countries through a tiered academic structure:

1. **Undergraduate and Postgraduate Excellence:** Launching Bachelor's and Master's programs to build a foundation of young professionals.
2. **Research-Driven Leadership:** Establishing Doctoral and Post-Doctoral programs to foster innovation and high-level strategy.
3. **Specialized Management Spheres:** Moving beyond just "Finance" or "Marketing," the IIM focused on:
 - **Environmental Management:** Recognizing early on that industry and ecology must coexist.
 - **Disaster Mitigation:** Developing protocols for managing crises, a field that was then in its infancy.
 - **Sustainable Development:** Aiming for growth that does not deplete future resources.
 - **Entrepreneurship (Rural and Urban):** Empowering individuals to create jobs rather than just seek them.

The Grand Inauguration: The World Management Congress (1980)

The formal birth of the International Institute of Management occurred on 28 December 1980. This date was chosen to coincide with the first World Management Congress held in New Delhi (28-29 December 1980).

The inauguration was a high-profile diplomatic and academic event. It was officiated by the then Union Minister for Commerce, Steel, and Mines, representing the Government of India's commitment to the project. The guest list reflected the "international" nature of the institute:

- **Global Ministers:** Leaders from various nations who recognized the need for cross-border management standards.
- **The Corporate Vanguard:** CEOs from both Public Sector Undertakings (PSUs) and private sector giants.
- **The Diplomatic Corps:** Ambassadors and High Commissioners, highlighting the role of management in international relations and soft power.

Lasting Impact and Global Relevance

The IIM was designed to be a "solution hub." By integrating engineering logic with management strategy, and prioritizing sustainable development before it became a mainstream buzzword, the institute set a precedent for modern ESG (Environmental, Social, and Governance) standards.

Today, the principles laid down by Dr. Trivedi and Prof. Dasgupta in 1980 continue to resonate. The transition from purely profit-driven management to a model that includes disaster resilience and rural entrepreneurship remains the hallmark of a truly "international" education. The IIM didn't just teach people how to run companies; it taught them how to manage the world.

THE STRATEGIC ALLIANCES AND INTELLECTUAL LINEAGE OF THE INTERNATIONAL INSTITUTE OF MANAGEMENT

The successful launch of any pioneering institution requires more than just a visionary idea; it necessitates a rigorous process of validation, cross-institutional networking, and the securing of academic intellectual capital. The months leading up to the December 1980 inauguration of the International Institute of Management (IIM) were marked by a series of strategic pilgrimages undertaken by its founder, Dr. Priyaranjan Trivedi. These meetings served to anchor the new institute within the existing ecosystem of Indian management excellence while simultaneously pushing the boundaries toward global internationalization.

The Pilgrimage to IIM Ahmedabad: Seeking the Benchmark

In the hierarchy of management education, the Indian Institute of Management, Ahmedabad (IIMA) held—and continues to hold—a position of unparalleled prestige. Recognizing that the "International" Institute of Management needed to align itself with the highest standards of pedagogy, Dr. Trivedi traveled to Ahmedabad months before the official inauguration.

His meeting with Prof. V.S. Vyas, the then Director of IIMA, was not merely a courtesy call. It was a strategic effort to bridge the gap between the established national model of management and the emerging international requirements. Dr. Trivedi brought with him a legacy of encouragement from the giants who had built the Ahmedabad institution:

- **Prof. Ravi J. Mathai (June 1972):** As the first full-time Director of IIMA, Mathai was a proponent of institution-building and social responsibility. His early motivation of Trivedi in 1972 provided the long-term philosophical backing for the project.
- **Prof. Samuel Paul (June 1978):** A pioneer in public policy and management, Prof. Paul's encouragement two years prior to the inauguration reinforced the "urgent need" for the internationalization of management education, a move away from purely localized case studies toward a global framework.

Inter-Institutional Cooperation: The Role of Prof. I.M. Pandey

One of the most critical outcomes of the Ahmedabad visit was the introduction of Dr. Trivedi to Prof. I.M. Pandey. At the time, Prof. Pandey was not only a renowned authority in Finance but also held the pivotal role of Chair for Inter-Institutional Relations.

This connection transformed the International Institute of Management from a solitary venture into a collaborative academic powerhouse. Prof. Pandey's commitment was profound:

1. **Faculty Sharing:** He assured that the esteemed teaching faculty of IIMA would be spared periodically to train and educate the new teachers of the International Institute of Management.

2. **Mentorship:** This arrangement ensured that the "International" curriculum would be delivered with the same analytical rigor as the "Ahmedabad" curriculum, creating a high-quality academic pipeline for the students.
3. **Institutional Solidarity:** By facilitating this cooperation, Prof. Pandey signaled that the IIM Ahmedabad did not view the new institute as a competitor, but as a necessary partner in the mission to globalize Indian management expertise.

Establishing the Leadership: Trivedi and Dasgupta

The culmination of these high-level negotiations was the formalization of the Institute's internal governance. The structure was designed to marry youthful energy with veteran wisdom:

- **The Chairman: Prof. A. Dasgupta**, the "Father of Modern Management," took the helm as the First Chairman. His presence provided the institutional gravity and the "Delhi School" influence, balancing the "Ahmedabad" influence brought in through the recent alliances.
- **The Director:** With the full and enthusiastic consent of Prof. Dasgupta, Dr. Priyaranjan Trivedi was appointed as the First Director of the International Institute of Management.

This appointment was a validation of Trivedi's decade-long journey from his early engineering days to his consultations with Mathai and Paul, through to his successful negotiations with Vyas and Pandey.

The Philosophical "Urgent Need"

The recurring theme in these meetings—expressed by Mathai, Paul, and Vyas—was the "Internationalization of Management Education." In 1980, the world was beginning to see the early signs of rapid globalization. The leaders of IIM Ahmedabad recognized that:

- Traditional management was too focused on domestic industrial productivity.
- The new era required managers who understood international trade, global environmental standards, and cross-border crisis management.
- A dedicated "International" institute was the right vehicle to experiment with these broader curricula without being bogged down by the existing bureaucratic structures of older institutions.

Legacy of the Collaboration

The cooperation between the International Institute of Management and the stalwarts of IIM Ahmedabad created a unique hybrid model. It combined the Case Study Method (popularized by IIMA) with a Global Sustainability Framework (envisioned by Dr. Trivedi). When the institute was finally inaugurated on 28 December 1980, it did not start from scratch. It stood on the shoulders of giants like Dasgupta, Mathai, Paul, and Pandey. This collaborative foundation ensured that the International Institute of Management was born with a "silver spoon" of academic excellence, ready to tackle the complexities of a changing world.

International Institute of Management (IIM), New Delhi's, 50-year master plan (1981–2030) reflects the vision of Dr. Priyaranjan Trivedi and Prof. A. Dasgupta. It tracks the evolution from a pioneer in environmental management to a leader in the digital and sustainable governance era.

THE TRAJECTORY

Phase I: 1981–1990 | Foundation and Specialization

Focus: Establishing the "International" identity and specialized curriculum.

- **1981–1983:** Formalization of the Post Graduate Diploma in Management curricula. Implementation of the inter-institutional faculty exchange with IIM Ahmedabad and FMS Delhi.
- **1984–1986:** Launch of the first dedicated Environmental Management program, a first in the region, focusing on industrial ecology.
- **1987–1988:** Establishment of the Disaster Mitigation Cell to develop managerial protocols for natural and industrial calamities (post-Bhopal gas tragedy context).
- **1989–1990:** Development of the Rural Entrepreneurship Lab to bridge the gap between urban corporate strategies and rural economic needs.

Phase II: 1991–2000 | Liberalization and Global Outreach

Focus: Adapting to India's economic opening and the rise of the "Global Manager."

- **1991–1993:** Restructuring of Finance and Trade modules to align with India's New Economic Policy. Emphasis on Foreign Direct Investment (FDI) management.
- **1994–1996:** Expansion of Post-Doctoral research programs. Initiation of "Ambassadorial Lecture Series" involving the diplomatic community in Delhi.
- **1997–1998:** Launching of MBA Degree in collaboration with Sikkim Manipal University, Gangtok and Integration of Information Technology (IT) into the core management syllabus. Launch of the first "E-Governance" certificate courses.
- **1999–2000:** Hosting the World Management Congress (20th Anniversary Edition) to evaluate the "Management for the 21st Century."

Phase III: 2001–2010 | Sustainability and the Millennium Goals

Focus: Aligning management with the United Nations Millennium Development Goals (MDGs).

- **2001–2003:** Launch of the Sustainable Development MBA, focusing on "Triple Bottom Line" reporting (People, Planet, Profit).
- **2004–2006:** Strengthening of Urban Entrepreneurship programs to address the rapid urbanization of the Global South.

- **2007–2008:** Launching of the distance learning MBA in collaboration with The Global Open University, Nagaland; and the Development of the Carbon Credit Management module, preparing managers for the emerging green economy.
- **2009–2010:** Expansion of international campuses or study-abroad partnerships in South-East Asia and Africa to solidify the "International" mandate.

Phase IV: 2011–2020 | Digital Transformation and Resilience

Focus: Navigating the Fourth Industrial Revolution and global volatility.

- **2011–2013:** Implementation of Big Data Analytics and AI in Management within the Master’s programs.
- **2014–2016:** Focus on Ethical Leadership and Corporate Governance following global financial shifts.
- **2017–2018:** Launch of the Social Innovation Incubator to support startups tackling clean water, sanitation, and renewable energy.
- **2019–2020:** Rapid transition to Hybrid Learning Models and "Crisis Management" protocols in response to the global pandemic, reinforcing the Disaster Mitigation foundation.

Phase V: 2021–2030 | The Green Tech and AI Frontier

Focus: Achieving Net-Zero management and Human-Centric AI leadership.

- **2021–2023:** Launch of the ESG (Environmental, Social, and Governance) Excellence Center. Focus on auditing and reporting for global compliance.
- **2024–2025:** Implementation of Generative AI for Administrators training the next generation to lead in an automated world while maintaining human empathy.
- **2026–2028:** Focus on Circular Economy Management, moving beyond sustainability to regenerative business models.
- **2029–2030:** Golden Jubilee Strategic Review. Finalizing a 2050 roadmap aimed at "Management for Planetary Well-being," ensuring the IIM remains the premier institution for global solutions.

Summary of Evolutionary Goals

| Period | Core Philosophy | Key Output |
|------------------|------------------------|-------------------------------------|
| 1981–1990 | Institution Building | Integrated Engineering & Management |
| 1991–2000 | Market Integration | Globalized Trade Curriculum |
| 2001–2010 | Holistic Growth | Sustainable Development Frameworks |
| 2011–2020 | Tech-Agility | Digital & Disaster Resilience |
| 2021–2030 | Ethical Leadership | Net-Zero & AI Governance |

THE INTERNATIONAL INSTITUTE OF MANAGEMENT PRESENTLY CONDUCTS THE FOLLOWING CERTIFICATE LEVEL COURSES FOR ALL THOSE INTERESTED IN ACQUIRING EXPERT KNOWLEDGE OF MANAGEMENT AND ALLIED DISCIPLINES :

CERTIFICATE LEVEL COURSES

1. **Certificate in Management**
2. **Certificate in Human Resource Management**
3. **Certificate in Marketing Management**
4. **Certificate in Financial Management**
5. **Certificate in Production and Operations Management**
6. **Certificate in Materials Management**
7. **Certificate in Export Management**
8. **Certificate in Urban Management**
9. **Certificate in Rural Management**
10. **Certificate in Environmental Management**
11. **Certificate in Disaster Management**
12. **Certificate in Total Quality Management**
13. **Certificate in Institutional Management**
14. **Certificate in Aviation Management**
15. **Certificate in Retail Management**
16. **Certificate in Police Administration**
17. **Certificate in Hotel Management**
18. **Certificate in NGO Management**
19. **Certificate in Knowledge Management**
20. **Certificate in Hospital Management**
21. **Certificate in Safety Management**
22. **Certificate in Strategic Management**
23. **Certificate in Project Management**
24. **Certificate in Stress Management**
25. **Certificate in Integrated Pest Management**

Duration : Three Months

Eligibility : No Minimum Educational Qualification has been led down. All those interested in acquiring expert knowledge of management and allied subjects are eligible to apply.

Fee : Rs. 3500 or US\$ 85 only to be paid on account of admission, registration and evaluation fee.

This amount is to be transferred to our Bank Account having the following details :

Name of the Account : International Institute of Management

Bank Name : Indian Bank, Saket Branch, New Delhi, India

Account Number : 869963098

IFS Code : IDIB000S097

STEP BY STEP METHOD OF LEARNING AT THE INTERNATIONAL INSTITUTE OF MANAGEMENT :

1. Get the Admission Form downloaded and complete the same
2. Email the filled-up Admission Form
3. Pay the Admission Fee by Cheque / Draft / Electronic Transfer
4. Receive the Roll Number and Study Materials
5. Go through the e-book carefully
6. Complete the assignments and send the same to the Institute by Email / Post
7. Submit the Project Report based on your experience and knowledge acquired regarding any topic relevant to the admitted student.
8. Wait for the announcement of results.
9. Receive the Certificate (Online)

In case of any clarification, contact the Facilitation Officer, International Institute of Management, A 14-15-16, Paryavaran Complex, New Delhi – 110030, India by post or by Email : management@ecology.edu

For any clarification, contact may be made through telephone by calling on Toll Free Number - 18005714545

All those interested in getting admitted to one of the Certificate level courses are here by advised to fill-up the Admission Form given below and send the same on the above mentioned address by email or by post along with payment of Rs. 3500 by cheque / draft / RTGS etc.

Roll Number Allotted

Stamp Size Photo



INTERNATIONAL INSTITUTE OF MANAGEMENT

A 14-15-16, Paryavaran Complex, South of Saket, New Delhi-110030

Email : management@ecology.edu # Toll Free Number: 18005714545

ADMISSION FORM

NAME OF THE COURSE SELECTED

Name of the Candidate

Father's Name

Mother's Name

Date of Birth Nationality.....

Address

.....

.....

Email Website (if any).....

Educational Qualification

.....

.....

Mention how will this course help you ?

.....

.....

Details of Fee paid (Cheque / Draft / Electronic Transfer)

.....

.....

Date

Signature

Those interested in establishing new management institutions or strengthening the existing ones by collaborating with the International Institute of Management (A DIVISION OF THE WORLD INSTITUTION BUILDING PROGRAMME - WIBP) MAY CONTACT AT THE FOLLOWING ADDRESS :

The President
International Institute of Management
A 14-15-16 Paryavaran Complex
South of Saket, New Delhi – 110030
Toll Free Number: 18005714545
Email : management@ecology.edu

The curriculum and the study materials for the following courses / subjects have been prepared by the International Institute of Management :

GENERAL MANAGEMENT TOPICS

Management Process and Perspectives
Organisational Behaviour
Managerial Economics
Management Accounting
Quantitative Techniques
Computer Aided Management
Total Quality Management
Business Communication
Human Resource Management
Marketing Management
Financial Management
Business Laws
Research Methodology
Production and Operations Management
Economic Environment of Business
Business Ethics
Management Information Systems
Logistics and Supply Chain Management
Management Control Systems
Strategic Management
Project Management
Entrepreneurship Development
Corporate Governance

HUMAN RESOURCE MANAGEMENT TOPICS

Human Resource Planning and Development
Labour Laws in India
Organisational Change and Development
Industrial Relations
International H R Management

Performance Appraisal and Management
Management of Training and Development
Managing Interpersonal / Group Behaviour

MARKETING MANAGEMENT TOPICS

Advertising and Sales Promotion
Management of Services
Marketing Research
International Business
International Marketing
Consumer Behaviour
Brand Management
Rural Marketing

FINANCIAL MANAGEMENT TOPICS

Corporate Finance
Taxation in India
Indian Financial System
Management of Financial Services
Security Analysis
Portfolio Management
International Finance
Management of Financial Institutions

INFO-TECH AND SYSTEMS MANAGEMENT TOPICS

Systems Analysis and Design
Software Engineering
Database Management Systems
Internet Applications and Java
Computer Graphics
Web Technologies
RDBMS
Computer Comm. and Network

ENVIRONMENTAL MANAGEMENT TOPICS

Introduction to Environmental Science
India's Environment
Global Environment Issues
Environmental Education
Population and Community Ecology
Natural Resources Conservation
Environmental Protection and Law
Environmental Impact Assessment
Pollution Monitoring and Control

NGO MANAGEMENT TOPICS

Nationalism and Indian Society
NGO Development
Fund Raising
NGO and Social Development
Voluntary Organisation : Past, Present and Future
Resource Management for NGOs
State, Civil Society and NGOs
United Nations and NGOs

ENTREPRENEURSHIP BASED TOPICS

Concept of Entrepreneurship
Entrepreneurial Education
Benchmark for Entrepreneurship
Entrepreneurship in SME Sector
Entrepreneurship for Sustainability
Women Entrepreneurship
Global Entrepreneurship
Rural Entrepreneurship

BIOTECHNOLOGY MANAGEMENT TOPICS

Introduction to Biotechnology
Applications of Biotechnology
Biotechnology Industries
Biotechnology Engineering
Biotechnology Risks, Safety and Ethics
Biotechnology Informatics
Modern Advances in Biotechnology
Nanobiotechnology

NANOTECHNOLOGY TOPICS

Nano-Biology
Nano-Chemistry
Nano-Physics
Nano-Engineering
Nano-Electronics
Nano-Biotechnology
Nano-Computers
Nano-Research

BIOINFORMATICS TOPICS

Bio Programming Languages
Genetics
Statistical Methods and DBMS

Molecular Biology and Biochemistry
Biotechnology and Industrial Microbiology
Structural Bioinformatics
Biocomputing Languages
Bioinformatics Software

HOSPITAL ADMINISTRATION TOPICS

Introduction to Health Care
Hospital and its Departments
Health Education
Health Informatics
Medical Ethics
Special Care Hospitals
Health Science, Law and Knowledge
Health Insurance

MEDICINAL PLANTS TOPICS

Introduction to Medicinal Plants
Medicinal Plants Cultivation
Phyto-Pharma. Studies (Pharmacognosy)
Conservation and Distribution of Med. Plants
Phytochemistry
Phyto-Pharma. Studies (Pharmacology)
Medicinal Plants Resource Management
Quality Control for Medicinal Plants

INTELLECTUAL PROPERTY RIGHTS TOPICS

IPR and its General Regime
Patent System, Law and Policy
Copyright and Neighbouring Rights Law
Trademark System, Law and Policy
Industrial Designs and Geo-indications
IPR Protection : Global and Local Scenario
WIPO, WTO, GATT, TRIPS and IPR
IPR, Innovations, Science and Tech.

GLOBAL PEACE AND SECURITY TOPICS

Peace Keeping and Peace Making
Global Wars and International Security
International Organisations and Global Peace
Regional Security and Confidence Building
Treaties on War, Peace and Security
World Conflicts
International Laws on Terrorism
Regional Laws on Terrorism

DISARMAMENT STUDIES TOPICS

Major Resolution and Decision on Disarmament
Arms Control and Disarmament
Arms Race, Trade and Military Expenditure
Defensive Security and Arms Reduction
Conventional Wars and Weapon Systems
Nuclear Wars, Weapons and Global Security
Nuclear Non-Proliferation and World Peace
Nuclear Test Bans and Weapon Free Zones

TOTAL QUALITY MANAGEMENT TOPICS

Fundamentals of Total Quality Management
Statistics
Management Systems and Guides
Decision Making Aids
Quality Policy, Objectives and Audits
Statistical Process Control
Inspection Quality, Sampling Plans
Environment, Health and Safety
Materials Management
Testing and Calibration Laboratories

GEOINFORMATICS TOPICS

Physical Geography
Geographical Information System
Principles of Remote Sensing
Spatial Database Design
Modern Cartography and Map Digitization
Modelling and Visualisation of Spatial Data
Internet Based GIS
Land Use Planning
Tools for Map Analysis
Information Extraction from Images

ECOTOURISM TOPICS

Concepts of Tourism
Introduction to Ecotourism
Ecotourism Venues and Business
Ecotourism Planning and Development
Design of Ecotourism Facilities
Wildlife Tourism
Social and Cultural Aspects of Ecotourism
Researching Tourist Satisfaction

TOURISM, TRAVEL AND HOSPITALITY TOPICS

Introduction to Tourism, Travel and Hospitality
Management of Tourism and Hospitality Industry
Hospitality Professional Services
Hospitality Administration and Manpower Development
Hospitality Project Management
Hospitality Management, Training and Development
Eco-Tourism and Environment
Tourism Planning : Approaches and Techniques

DISASTER MANAGEMENT TOPICS

Introduction to Disaster Mitigation
Hydrological Coastal and Marine Disasters
Atmospheric Disasters
Geological, Mass Movement and Land Disasters
Forests related Disasters
Wind and Water Driven Disasters
Technological Disasters
Case Studies in Disaster Management

MEDIA MANAGEMENT TOPICS

Principles of Mass Communication
Media Ethics and Laws
News Reporting and Editing
Media Management and Development
Professional Journalism
Print Media Management
Electronic Media Management
Public Relations Management

INSURANCE BUSINESS TOPICS

Business Dev. and its Management Practices
Insurance Business in India
Insurance Regulations
Corporate Procedures and Practices
Life Insurance Products and Services
General Insurance Products and Services
Case Studies in Life Insurance
Case Studies in General Insurance

RETAIL MANAGEMENT TOPICS

Introduction to Retail Management
IT and Retail Management
Advertising Management

Brand Management
Marketing Research
Consumer Behaviour
Sales Force Management
E-Commerce

CRIMINOLOGY TOPICS

Crime and Criminology
Criminal Intelligence and Combat Mechanism
Crime in India
Crime Against Women
Crime and Corruption
Criminal Law and Justice
Crime Prevention : Commissions and Reports
Global Terrorism

FORENSIC SCIENCE TOPICS

Introduction to Forensic Science
Forensic Science Disciplines
Forensic Psychology
Forensic Services
Forensic Technologies
Forensic Science Education and Research
Forensic Toxicology, Pharmacist and Nursing
Computer Forensic Information

GERIATRIC CARE TOPICS

Introduction to Geriatric Care
Principles and Practice of Gerontology
Geriatric Psychology and Psychiatry
Geriatric Education and Counselling
Geriatric Sociology and Social Gerontology
Geriatric Pharmacology and Cure
Fatal Diseases Care Rehabilitation
Chronic Ailments and Ageing

SUSTAINABLE DEVELOPMENT TOPICS

Global Sustainable Development
Biodiversity Conservation and Management
Global Energy Policies and Resources
Green Movements
Green and Eco Philosophy
Environment Policies and Perspectives
Environmental Disasters
Island Development and Biodiversity

Fragile Ecosystem Development
Forest and Wildlife Protection

POLLUTION CONTROL TOPICS

State of India's Pollution
Global Pol. Issues
Air Pollution
Water Pollution
Noise Pollution
Agricultural Pollution
Nuclear and Thermal Pollution
Marine Pollution
Solid Waste Management

REAL ESTATE MANAGEMENT AND DEVELOPMENT TOPICS

Introduction to Real Estate Development
Real Estate Economics
Construction Management
Building and its Types
Real Estate Trends and Appraisal
Real Estate Related Laws
Growth and Recession in Real Estate
Real Estate Marketing

GREEN BUSINESS TOPICS

Introduction to Green Business
Strategies for Green Business Development
Planning and Policy Initiatives for Green Business
Networking Business Organisations
Green Business and Johannesburg Summit
Industry's Environmental Compliance
Cleaner Production for Green Business
Globalisation Trade and Environment

EDUCATIONAL MANAGEMENT TOPICS

Educational Systems in India
Educational Thinker's Views
Educational Leadership
Educational Administration
Educational Marketing
Dev. Planning in Education
Worldwide Educational Systems
Future of Educational Entrepreneurship

INSTITUTIONAL MANAGEMENT TOPICS

Institution Building Philosophies
Management of Educational Institution
Management of Voluntary Institutions
Management of Political Institutions
Management of Religious Institutions
Management of International Institutions
Management of Government Institutions
Management of Business Institutions

BEHAVIOURAL SCIENCE TOPICS

Introduction to Behavioural Science
Leadership
Organisational Change and Development
Managing Interpersonal
Group Behaviour
Organisational Development
Stress Management
Conflict Resolution and Management
Psychological Profiling

FASHION DESIGN, TECHNOLOGY AND MANAGEMENT TOPICS

History of Fashion
Areas of Fashion
Fashion Design, Technology and Management
Fashion Fabric and Clothing
Fashion Designers and their Styles
Fashion Journalism
Fashion Shows and their Management
Sustainable Fashion

PRODUCTION AND OPERATIONS MANAGEMENT TOPICS

Theories of Production and Operations
Economics of Production
Production Design and Manufacturing
Logistics Engineering
Production Technologies
Industrial Engineering
Productivity Analysis
Process Improvement and Management

MATERIALS MANAGEMENT TOPICS

Purchasing Management
Materials Management

Materials Disposal Management
Transportation Management
Procurement Management
Stores Management
Negotiations and Contract Management
Emerging Issues in Materials Management

POLICE ADMINISTRATION TOPICS

Effective Policing
Criminology
Criminal Law Enforcement
Forensic Science
Police Reforms
Advanced Policing
Gore Committee Report
Police Research

ORGANIC FARMING TOPICS

Introduction to Organic Farming
Organic Farming Techniques
Organic Farming Systems
Ornamental Organic Gardens
Integrated Pest Management
Organic Fertilizers
Organic Organisations
Organic Food

HABITAT AND POPULATION STUDIES TOPICS

Human Settlements and Human Health
Urban and Rural Settlements
Population Pressure and Poverty
Population, Environment and Development
Population Explosion and Poverty
Population and Development
Nuptiality and Fertility
Population Education

CLIMATE CHANGE MANAGEMENT TOPICS

Politics of Climate Change
Global Warming
Sea Level Rise
Global Warming : Cooperation
Saving Ozone Layer
Nuclear Power Wastes
Toxic and Hazardous Waste Management
India's Role in Global Warming Reduction

GREEN TECHNOLOGY TOPICS

Introduction to Green Science and Technology
Green Technology Dimensions
Green Energy Technologies
Environmental Sustainability
Corporate Environmental Responsibility
Green Technological Applications
Green Laws Compliance
Green Conventions

GOOD GOVERNANCE TOPICS

Planning and Development in India
Political Theory
Good Governance and Management
Accountability and Public Audit
Economic History of India
NGOs, Governance and Social Change
Social Problems in India
Community Development

PLANNING AND DEVELOPMENT TOPICS

Introduction to Planning and Development
Planning in India
Social Development
Society, Nature and Environment
Development Planning
Good Governance and Management
Government Accountability
NGO Management

RURAL DEVELOPMENT TOPICS

Introduction to Rural Development
Rural Banking in India
Rural Employment
Integrated Rural Development
Rural Entrepreneurship
Panchayati Raj and Rural Development
Sustainable Rural Development
Gender, Population and Rural Development

WOMEN'S EMPOWERMENT TOPICS

Historical Perspective of Women
Women and Family Welfare

Women and Social Issues
Empowerment of Women
Women and Crime
Women and Health
Women and Development
Challenges for Women

CHILD CARE MANAGEMENT TOPICS

Introduction to Child Care
Child Education and Development
Adolescent Growth
Childlife and Acculturation
Early Childhood Education
Child Psychology
Child Rights
Holistic Child Care

FOREIGN TRADE MANAGEMENT TOPICS

Introduction to Foreign Trade
International Economics
India's Foreign Trade Policy
International Marketing
Export Documentation
IPR and Foreign Trade
Foreign Trade Restrictions
World Trade related Bodies

MENTAL HEALTH RELATED TOPICS

Introduction to Mental Health
Mental Health - Positive Psychology
Personality Theories
Mild Mental Disorders
Psychotic Disorders
Psychological Testing
Neurological Disorders
Personality Disorders

TRIBAL DEVELOPMENT TOPICS

Introduction to Tribal Development
Social Triology of Tribal India
Tribal Development Planning
Tribal Development Programmes
Empowerment of Tribals
Tribal Areas Development

Education and Training for Tribals
Ethnobiology of Tribals

SOCIAL WORK MANAGEMENT TOPICS

Introduction to Social Work
Resource Mobilization for Social Work
Social Development
Social Work and Community Development
Social Unrest and Violence
Human Rights and Social Work
Changing Dimensions of Social Work
Future of Social Work

COOPERATIVE MANAGEMENT TOPICS

History of Cooperative Movement
Types of Cooperative Organisations
Cooperative Marketing
Cooperative Finance
Consumer Behaviour
Cooperative Union
Cooperative Education
Future of Cooperative Management

AVIATION MANAGEMENT TOPICS

History of Aviation
Aviation Hospitality Management
Principles and Practice of Aviation Management
Cabin Safety and Security Management
Aircraft Finance and Marketing
Aircraft Typology
Aviation Disaster Management
Airport Security
Aviation Regulations
Indian Airports Management
Aviation and the Environment
Aircraft Maintenance
Civil Aviation Organisations
Airline Mergers and Acquisitions
Aircraft Equipment and Processes
Aviation Economics
Flight Guidance Information System
Air Timetable and Ticketing Services
Aviation Marketing Management
Aircraft Accidents Mitigation
Airports Management
New Dimensions of Aviation Management
Future of Aviation Industry

HOSPITALITY MANAGEMENT TOPICS

Introduction to Hotel Marketing
Food Science and Kitchen Safety
Food and Beverage Production
Catering Technology
Improving Hospitality Services
Catering Management
Culinary Facilities
Global Hospitality Management
Innovations in Hospitality Sector
Hospitality Administration
Front Office Management
Brand Management in Hotels
International Hotel Operations
Hospitality Research
Hotel Engineering
Bar Management
Accommodation Operations
Hotel Law
Nutrition, Food and Hygiene
Facilities Planning and Management

KNOWLEDGE MANAGEMENT TOPICS

Dimensions of Knowledge
Epistemology
Knowledge Management
Knowledge Engineering
Cognitive Science
Innovation Management
Ontology
Tacit Knowledge

URBAN MANAGEMENT TOPICS

Introduction to Urban Planning
Environmental Planning
Urban Development and Management
Urban Economics
Town and Country Planning Legislations
Urban Sustainability
Safety and Security in Urban Areas
Transportation Planning

VALUATION MANAGEMENT TOPICS

Introduction to Valuation Science
Quantitative and Economic Principles

Approaches and Models to Valuation
Appraisal Methodologies
Business Valuation
Real Estate Management and Valuation
Plant and Machinery Valuation
Environmental Impact Assessment

CONSTRUCTION MANAGEMENT TOPICS

Introduction to Building Construction
Building Materials
Building Services
Vastu Science
Furnishing Management
Construction Techniques
Construction Management
Building Biology
Green Buildings
Efficient Water Management
Landscaping
Terrace Garden

PUBLIC RELATION MANAGEMENT TOPICS

Introduction to Public Relations
Public Relations Today
Management of Public Relations
Public Relations and Marketing Communication
Applications of Public Relations
Ethics and Public Relations
Information Resources Management
Organisational Behaviour
Case Studies in Public Relations

SAFETY MANAGEMENT TOPICS

Introduction to Industrial Safety Management
Types of Industrial Safety
Safety Risks and Responses
Safety and Reliability Engineering
Occupational Safety and Health
Industrial Safety System
Safety Management Components
Accident Prevention
Aircraft Safety Regulations
Automobile Safety Measures
Consumer Products Safety
Electrical Safety Management
Explosives Safety Management

Rail Accidents Safety
Nuclear Accidents Safety
Safety Engineering
Sports Injury Safety
Strategic Safety Management
Safety Related Critical Systems
Safety in Industrial Establishments
Human Factors in Safety Management

SECURITY MANAGEMENT TOPICS

Introduction to Security Science and Management
Security Types and Models
Cyber Security
Security Devices and Systems
Security Risks
Advanced Security Services
Security Analysis
Security Applications

MANAGEMENT : PAST, PRESENT AND FUTURE

Management in business, organizations and institutions is the function that coordinates the efforts of people to accomplish goals and objectives using available resources efficiently and effectively.

Management comprises planning, organizing, staffing, leading or directing, and controlling an organization or initiative to accomplish a goal. Resourcing encompasses the deployment and manipulation of human resources, financial resources, technological resources, and natural resources.

Since organizations can be viewed as systems, management can also be defined as human action, including design, to facilitate the production of useful outcomes from a system. This view opens the opportunity to 'manage' oneself, a prerequisite to attempting to manage others.

Universities, Colleges and Institutions offer Bachelor's, Master's and Doctoral Degrees in management. At the Doctoral level students specialize in areas of management, such as human resources, marketing, finance, systems, materials, production, operation, rural, urban, construction, international management, organizational behavior, or strategic management.

The verb 'manage' comes from the Italian *maneggiare* (to handle, especially tools), which derives from the Latin word *manus* (hand). The French word *mesnagement* (later *ménagement*) influenced the development in meaning of the English word *management* in the 17th and 18th centuries.

Views on the definition and scope of management include :

- Management is defined as the organization and coordination of the activities of an enterprise in accordance with certain policies and in achievement of clearly defined objectives
- Fredmund Malik defines as Management is the transformation of resources into utility.
- Management included as one of the factors of production - along with machines, materials and money
- Peter Drucker (1909–2005) sees the basic task of a management as twofold: marketing and innovation. Nevertheless, innovation is also linked to marketing (product innovation is a central strategic marketing issue). Peter Drucker identifies marketing as a key essence for business success, but management and marketing are generally understood as two different branches of business administration knowledge.
- Directors and managers should have the authority and responsibility to make decisions to direct an enterprise when given the authority
- As a discipline, management comprises the interlocking functions of formulating corporate policy and organizing, planning, controlling, and directing a firm's resources to achieve a policy's objectives
- The size of management can range from one person in a small firm to hundreds or thousands of managers in multinational companies.

- In large firms, the board of directors formulates the policy that the chief executive officer implements.

Management involves the manipulation of the human capital of an enterprise to contribute to the success of the enterprise. This implies effective communication: an enterprise environment (as opposed to a physical or mechanical mechanism), implies human motivation and implies some sort of successful progress or system outcome. As such, management is not the manipulation of a mechanism (machine or automated program), not the herding of animals, and can occur in both a legal as well as illegal enterprise or environment. Based on this, management must have humans, communication, and a positive enterprise endeavor. Plans, measurements, motivational psychological tools, goals, and economic measures (profit, etc.) may or may not be necessary components for there to be management. At first, one views management functionally, such as measuring quantity, adjusting plans, meeting goals. This applies even in situations where planning does not take place. From this perspective, Henri Fayol (1841–1925) considers management to consist of six functions :

1. Forecasting
2. Planning
3. Organizing
4. Commanding
5. Coordinating
6. Controlling

Henri Fayol was one of the most influential contributors to modern concepts of management.

In another way of thinking, Mary Parker Follett (1868–1933), defined management as "the art of getting things done through people". She described management as philosophy.

Critics, however, find this definition useful but far too narrow. The phrase "management is what managers do" occurs widely, suggesting the difficulty of defining management, the shifting nature of definitions and the connection of managerial practices with the existence of a managerial cadre or class.

One habit of thought regards management as equivalent to "business administration" and thus excludes management in places outside commerce, as for example in charities and in the public sector. More broadly, every organization must manage its work, people, processes, technology, etc. to maximize effectiveness. Nonetheless, many people refer to university departments that teach management as "business schools". Some institutions (such as the Harvard Business School) use that name while others (such as the Yale School of Management) employ the more inclusive term "management".

English speakers may also use the term "management" or "the management" as a collective word describing the managers of an organization, for example of a corporation. Historically this use of the term often contrasted with the term "Labor" - referring to those being managed.

In for-profit work, management has as its primary function the satisfaction of a range of stakeholders. This typically involves making a profit (for the shareholders), creating valued products at a reasonable cost (for customers), and providing rewarding employment opportunities for employees. In nonprofit management, add the importance of keeping the faith of donors. In most models of management and governance, shareholders vote for the board of directors, and the board then hires senior management. Some organizations have experimented with other methods (such as employee-voting models) of selecting or reviewing managers, but this is rare.

In the public sector of countries constituted as representative democracies, voters elect politicians to public office. Such politicians hire many managers and administrators, and in some countries like the United States political appointees lose their jobs on the election of a new president/governor/mayor.

Difficulties arise in tracing the history of management. Some see it (by definition) as a late-modern (in the sense of late modernity) conceptualization. On those terms it cannot have a pre-modern history, only harbingers (such as stewards). Others, however, detect management-like-thought back to Sumerian traders and to the builders of the pyramids of ancient Egypt. Slave-owners through the centuries faced the problems of exploiting/motivating a dependent but sometimes unenthusiastic or recalcitrant workforce, but many pre-industrial enterprises, given their small scale, did not feel compelled to face the issues of management systematically. However, innovations such as the spread of Hindu-Arabic numerals (5th to 15th centuries) and the codification of double-entry book-keeping (1494) provided tools for management assessment, planning and control.

With the changing workplaces of industrial revolutions in the 18th and 19th centuries, military theory and practice contributed approaches to managing the newly-popular factories.

Given the scale of most commercial operations and the lack of mechanized record-keeping and recording before the industrial revolution, it made sense for most owners of enterprises in those times to carry out management functions by and for themselves. But with growing size and complexity of organizations, the split between owners (individuals, industrial dynasties or groups of shareholders) and day-to-day managers (independent specialists in planning and control) gradually became more common.

While management (according to some definitions) has existed for millennia, several writers have created a background of works that assisted in modern management theories.

Some ancient military texts have been cited for lessons that civilian managers can gather. For example, Chinese general Sun Tzu in the 6th century BC, *The Art of War*, recommends being aware of and acting on strengths and weaknesses of both a manager's organization and a foe's.

Various ancient and medieval civilizations have produced "mirrors for princes" books, which aim to advise new monarchs on how to govern. Examples include the Indian

Arthashastra by Chanakya (written around 300BC), and *The Prince* by Italian author Niccolò Machiavelli (c. 1515).

Written in 1776 by Adam Smith, a Scottish moral philosopher, *The Wealth of Nations* discussed efficient organization of work through division of labour. Smith described how changes in processes could boost productivity in the manufacture of pins. While individuals could produce 200 pins per day, Smith analyzed the steps involved in manufacture and, with 10 specialists, enabled production of 48,000 pins per day.

Classical economists such as Adam Smith (1723–1790) and John Stuart Mill (1806–1873) provided a theoretical background to resource-allocation, production, and pricing issues. About the same time, innovators like Eli Whitney (1765–1825), James Watt (1736–1819), and Matthew Boulton (1728–1809) developed elements of technical production such as standardization, quality-control procedures, cost-accounting, interchangeability of parts, and work-planning. Many of these aspects of management existed in the pre-1861 slave-based sector of the US economy. That environment saw 4 million people, as the contemporary usages had it, "managed" in profitable quasi-mass production. Salaried managers as an identifiable group first became prominent in the late 19th century.

By about 1900 one finds managers trying to place their theories on what they regarded as a thoroughly scientific basis (see scientism for perceived limitations of this belief). Examples include Henry R. Towne's *Science of management* in the 1890s, Frederick Winslow Taylor's *The Principles of Scientific Management* (1911), Frank and Lillian Gilbreth's *Applied motion study* (1917), and Henry L. Gantt's charts (1910s). J. Duncan wrote the first college management textbook in 1911. In 1912 Yoichi Ueno introduced Taylorism to Japan and became first management consultant of the "Japanese-management style". His son Ichiro Ueno pioneered Japanese quality assurance.

The first comprehensive theories of management appeared around 1920. The Harvard Business School offered the first Master of Business Administration degree (MBA) in 1921. People like Henri Fayol (1841–1925) and Alexander Church described the various branches of management and their inter-relationships. In the early 20th century, people like Ordway Tead (1891–1973), Walter Scott and J. Mooney applied the principles of psychology to management, while other writers, such as Elton Mayo (1880–1949), Mary Parker Follett (1868–1933), Chester Barnard (1886–1961), Max Weber (1864–1920), Rensis Likert (1903–1981), and Chris Argyris (* 1923) approached the phenomenon of management from a sociological perspective.

Peter Drucker (1909–2005) wrote one of the earliest books on applied management: *Concept of the Corporation* (published in 1946). It resulted from Alfred Sloan (chairman of General Motors until 1956) commissioning a study of the organisation. Drucker went on to write 39 books, many in the same vein.

H. Dodge, Ronald Fisher (1890–1962), and Thornton C. Fry introduced statistical techniques into management-studies. In the 1940s, Patrick Blackett worked in the development of the applied mathematics science of operations research, initially for military operations. Operations research, sometimes known as "management science" (but distinct from Taylor's scientific management), attempts to take a scientific

approach to solving decision problems, and can be directly applied to multiple management problems, particularly in the areas of logistics and operations.

Some of the more recent developments include the Theory of Constraints, management by objectives, reengineering, Six Sigma and various information-technology-driven theories such as agile software development, as well as group management theories such as Cog's Ladder.

As the general recognition of managers as a class solidified during the 20th century and gave perceived practitioners of the art/science of management a certain amount of prestige, so the way opened for popularised systems of management ideas to peddle their wares. In this context many management fads may have had more to do with pop psychology than with scientific theories of management.

Towards the end of the 20th century, business management came to consist of the following separate branches, namely :

- human resource management
- operations management or production management
- strategic management
- marketing management
- financial management
- information technology management responsible for management information systems
- rural management
- urban management
- entrepreneurship management
- construction management
- quality management
- materials management
- technology management
- hospital management
- hotel management
- environmental management
- disaster management
- media management
- land management
- agricultural management
- horticultural management
- educational management

In the 21st century observers find it increasingly difficult to subdivide management into functional categories in this way. More and more processes simultaneously involve several categories. Instead, one tends to think in terms of the various processes, tasks, and objects subject to management.

Branches of management theory also exist relating to nonprofits and to government: such as public administration, public management, and educational management.

Further, management programs related to civil-society organizations have also spawned programs in nonprofit management and social entrepreneurship.

Note that many of the assumptions made by management have come under attack from business-ethics viewpoints, critical management studies, and anti-corporate activism. As one consequence, workplace democracy (sometimes referred to as Workers' self-management) has become both more common and advocated to a greater extent, in some places distributing all management functions among workers, each of whom takes on a portion of the work. However, these models predate any current political issue, and may occur more naturally than does a command hierarchy. All management embraces to some degree a democratic principle—in that in the long term, the majority of workers must support management. Otherwise, they leave to find other work or go on strike. Despite the move toward workplace democracy, command-and-control organization structures remain commonplace as *de facto* organization structure. Indeed, the entrenched nature of command-and-control is evident in the way that recent layoffs have been conducted with management ranks affected far less than employees at the lower levels. In some cases, management has even rewarded itself with bonuses after laying off lower-level workers.

According to leadership academic Manfred F.R. Kets de Vries, a contemporary senior management team will almost inevitably have some personality disorders.

Management operates through various functions, often classified as planning, organizing, staffing, leading / directing, controlling / monitoring and motivation.

- **Planning:** Deciding what needs to happen in the future (today, next week, next month, next year, over the next five years, etc.) and generating plans for action.
- **Organizing:** (Implementation) pattern of relationships among workers, making optimum use of the resources required to enable the successful carrying out of plans.
- **Staffing:** Job analysis, recruitment and hiring for appropriate jobs.
- **Leading/directing:** Determining what must be done in a situation and getting people to do it.
- **Controlling/monitoring:** Checking progress against plans.
- **Motivation:** Motivation is also a kind of basic function of management, because without motivation, employees cannot work effectively. If motivation does not take place in an organization, then employees may not contribute to the other functions (which are usually set by top-level management).
- **Communicating:** is giving, receiving, or exchange information.
- **Creating:** ability to produce original Idea, thought through the use of imagination
- **Interpersonal:** roles that involve coordination and interaction with employees
- **Informational:** roles that involve handling, sharing, and analyzing information
- **Decisional:** roles that require decision-making
- **Political:** used to build a power base and establish connections
- **Conceptual:** used to analyze complex situations.
- **Interpersonal:** used to communicate, motivate, mentor and delegate
- **Diagnostic:** ability to visualize most appropriate response to a situation
- **Technical:** Expertise in one's particular functional area.

- The mission of the business is the most obvious purpose—which may be, for example, to make soap.
- The vision of the business reflects its aspirations and specifies its intended direction or future destination.
- The objectives of the business refers to the ends or activity that is the goal of a certain task.
- The business's policy is a guide that stipulates rules, regulations and objectives, and may be used in the managers' decision-making. It must be flexible and easily interpreted and understood by all employees.
- The business's strategy refers to the coordinated plan of action it takes and resources it uses to realize its vision and long-term objectives. It is a guideline to managers, stipulating how they ought to allocate and use the factors of production to the business's advantage. Initially, it could help the managers decide on what type of business they want to form.
- All policies and strategies must be discussed with all managerial personnel and staff.
- Managers must understand where and how they can implement their policies and strategies.
- A plan of action must be devised for each department.
- Policies and strategies must be reviewed regularly.
- Contingency plans must be devised in case the environment changes.
- Top-level managers should carry out regular progress assessments.
- The business requires team spirit and a good environment.
- The missions, objectives, strengths and weaknesses of each department must be analysed to determine their roles in achieving the business's mission.
- The forecasting method develops a reliable picture of the business's future environment.
- A planning unit must be created to ensure that all plans are consistent and that policies and strategies are aimed at achieving the same mission and objectives.

All policies must be discussed with all managerial personnel and staff that is required in the execution of any departmental policy.

- Organizational change is strategically achieved through the implementation of the eight-step plan of action established by John P. Kotter: Increase urgency, get the vision right, communicate the buy-in, empower action, create short-term wins, don't let up, and make change stick.
- They give mid and lower-level managers a good idea of the future plans for each department in an organization.
- A framework is created whereby plans and decisions are made.
- Mid and lower-level management may add their own plans to the business's strategies.

Most organizations have three management levels: first-level, middle-level, and top-level managers. These managers are classified in a hierarchy of authority, and perform different tasks. In many organizations, the number of managers in every level resembles a pyramid. Each level is explained below in specifications of their different responsibilities and likely job titles.

The top consists of the board of directors (including non-executive directors and executive directors), president, vice-president, CEOs and other members of the C-level executives. They are responsible for controlling and overseeing the entire organization. They set a tone at the top and develop strategic plans, company policies, and make decisions on the direction of the business. In addition, top-level managers play a significant role in the mobilization of outside resources and are accountable to the shareholders and general public.

The Board of Directors is typically primarily composed of non-executives which owe a fiduciary duty to shareholders and are not closely involved in the day-to-day activities of the organization, although this varies depending on the type (e.g., public versus private), size and culture of the organization. These directors are theoretically liable for breaches of that duty and typically insured under directors and officers liability insurance. Fortune 500 directors are estimated to spend 4.4 hours per week on board duties, and median compensation was \$212,512 in 2010. The board sets corporate strategy, makes major decisions such as major acquisitions, and hires, evaluates, and fires the top-level manager (Chief Executive Officer or CEO) and the CEO typically hires other positions. However, board involvement in the hiring of other positions such as the Chief Financial Officer (CFO) has increased. In 2013, a survey of over 160 CEOs and directors of public and private companies found that the top weaknesses of CEOs were "mentoring skills" and "board engagement", and 10% of companies never evaluated the CEO. The board may also have certain employees (e.g., internal auditors) report to them or directly hire independent contractors; for example, the board (through the audit committee) typically selects the auditor.

Helpful skills of top management vary by the type of organization but typically include a broad understanding competition, world economies, and politics. In addition, the CEO is responsible for executing and determining (within the board's framework) the broad policies of the organization. Executive management accomplishes the day-to-day details, including: instructions for preparation of department budgets, procedures, schedules; appointment of middle level executives such as department managers; coordination of departments; media and governmental relations; and shareholder communication.

Consist of general managers, branch managers and department managers. They are accountable to the top management for their department's function. They devote more time to organizational and directional functions. Their roles can be emphasized as executing organizational plans in conformance with the company's policies and the objectives of the top management, they define and discuss information and policies from top management to lower management, and most importantly they inspire and provide guidance to lower level managers towards better performance. Their functions include :

- Design and implement effective group and inter-group work and information systems.
- Define and monitor group-level performance indicators.
- Diagnose and resolve problems within and among work groups.
- Design and implement reward systems that support cooperative behavior. They also make decision and share ideas with top managers.