Managerial issues for developing a good Website

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Abstract

Sharing of knowledge, resource and dissemination of information is the need of the day. In today's scenario, anything and everything needs to be made available on Internet and therefore it needs to be web compatible. This paper takes a holistic view about the few viable issues which are directly or indirectly related to a good website designing. Some of these are termed as micro level issues which affect directly and the rest are macro level issues which have an impact on the organization growth and thereby in the website designing. Micro level issues are basically focusing on conducing environment, coordination within the team etc. where as macro level issues refer to management issues in terms of knowledge management andcross functional management.

Keywords: Website Development, Conducive Environment, Cross-functional Management, Knowledge Management

Introduction

In today's scenario, it is very much needed to keep one updated and also be ready for upgrading oneself with the latest technology. Those days of dictating, being a big fish in the pond are over. Now anybody can challenge anybody or better to say any company can be of threat to others. So, it is very much necessary for a growing company to continually improve and always act upon the SWOT analysis properly. Charles Darwin's theorem of "Survival of the fittest" has a straight forward theory of survival that is to adjust oneself with the change of technology or be at par with the rate of modernization. Since all the companies are managed by a group of people at the managerial level, it is mandatory now for them to know their technical team and the technology driven work within the organization. So, in nutshell, the managerial personnel now have to take the lead role with the software developing team of any company or organization for a long life of any software. In order to do so, one has to make the information system reliable, trustworthy and flexible enough to cope up with the pace of technology change. Management must get simple innovative competitive technology product to start with. This will be delivered by the software team. Now to make it run, survive long, is a management issues. Therefore management team and software development team must work hand in hand to make any software operational successfully for a longer period.

In today's Internet era, any software we talk, it should be compatible with and be readily made available on Internet. So, managerial issues for developing a good web enabled application are manifolds. In today's world one really needs to change one's mindset. Sharing of thoughts, ideas, knowledge

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are the need of the day. One really cannot stand in isolation and survive long. Dissemination of information and molding information to one's need is the key to success. There are few viable issues which are directly or indirectly related to a good Website designing. Out of these few can be coined as micro level issues and rest are Macro level issues for the organization as such. These are:

A. Micro-level issues relates to Good Web Designing:

Conducive Environment in Global Scenario, Harmonious relation between the Technical Team, Management Team and the Support Service Team, Competency of the Technical Team, are few Micro level issues which need to be addressed properly to deign a good application.

1. Conducive Environment in Global Scenario:

A good website must be at par with international standard. It should have the best technology/platform/RDBMS to sustain for a long. It eventually gives a quality product with proper certification. Any good software development team will fulfill this requirement, however from management point of view one must ensure that nothing is left out in this process because missing of any component out of these will make the website vulnerable. Hence, being a manager, one need to assess the global scenario and then compare whether the product (website) made is of that standard or not. [5]

2. Harmony between different working Groups:-

The technical team the management Team and the Support Service team must work hand in hand to give a quality output with respect to software development work. This can only be achieved if the company is in AARP balance mix.
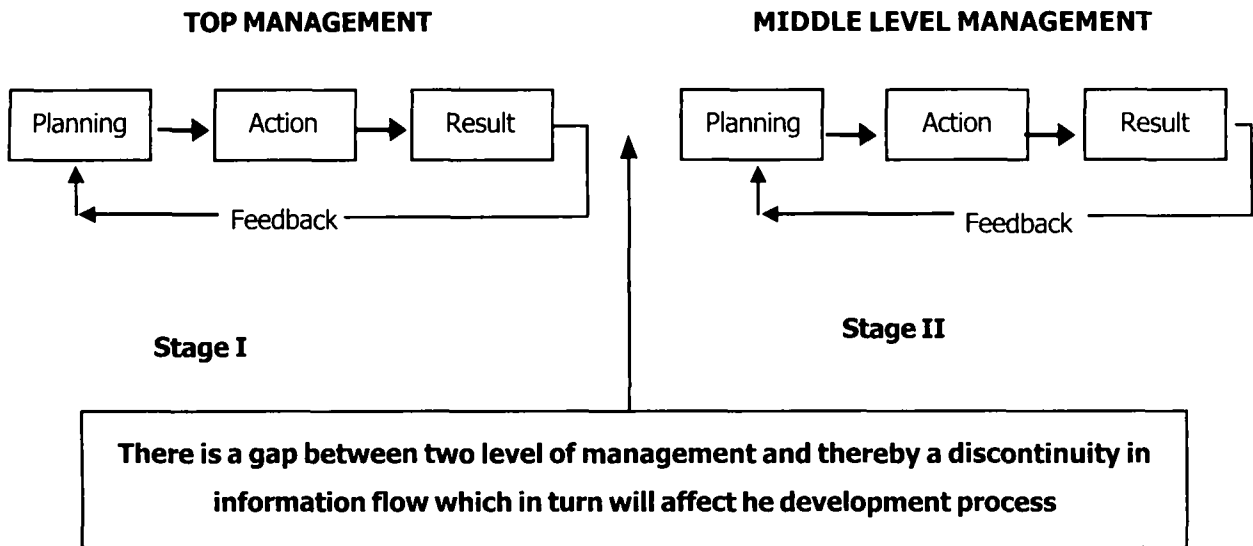
2.1 AARP Balance Mix:

For any company to succeed, one of the very powerful components is the manpower of that organization. Human resources of any company, whether in managerial skill or software skill should have perfect bent of mind to give best output to the
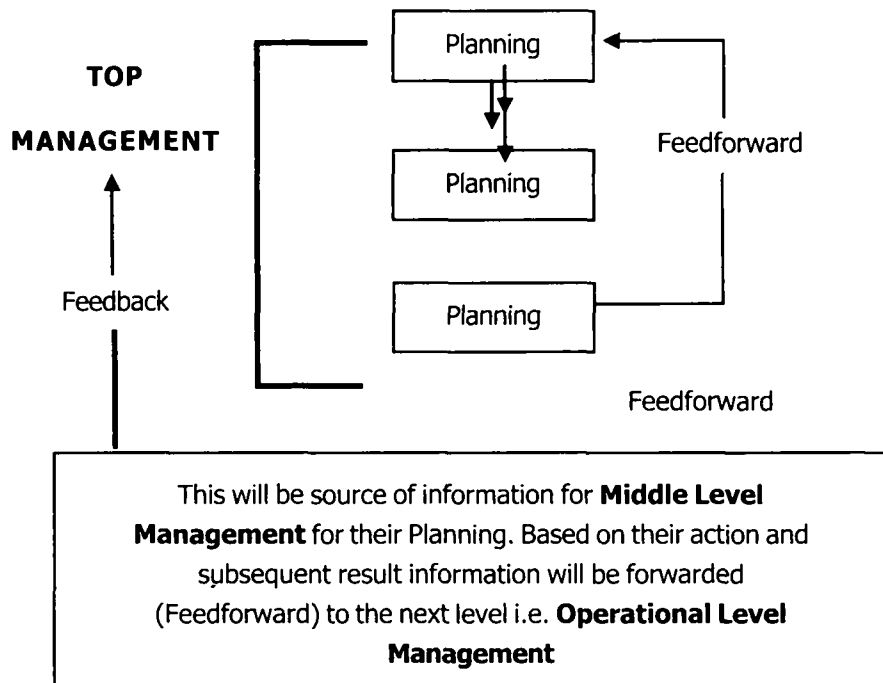
company. For which the organization must have proper **Autonomy (A)** defined for each personnel. Every individual must be responsible for something. Which in turn we can say they must be **accountable (A)** for some activities or others, there should be a proper **rewarding(R)** and **punishment(P)** scheme within the organization that will act as a motivational factor to perform better and at the same time have a fear of being punished if not performing up to the mark. This **AARP** must be in balance mix, conducive to both employees as well as organization. Any disturbance in this balance mix may lead to employee's dissatisfaction and as a consequence trained expert software professional may leave and thereby create a void in the organization which will definitely affect the software (website) development work. So, being a manager one must look for a good healthy AARP scheme within the organization to avoid brain drain from the organization.

2.2 PARF Loop:

For any good development work it calls for a good Planning. In order to achieve that there should be proper Action (A) plan. Once we apply those actions we will get the result(R). Comparing the result from the proposed we will refine our Planning process by sending proper feedback (F) to the strategic planner. This is what we called as old conventional PARF loop. Any break or discontinuity in this loop will certainly break the chain and so does the development process. However, in modern definition of management, the PARF loop has been modified as PARFF loop. the first 'F' component is Feedback to be given to the Planner where as at every step there is a concept of Feed-forward which means a good development process not only give feedback to the higher ups in planning process but also to the next (subordinate) level to involve themselves in the development process so that every person owning the development work gives its best for the work. This feed-forward is represented as second 'F' in the PARFF loop of modern approach. In conventional method, there is always a possibility of a discontinuity at every level because it is a closed loop and there is a gap between two or more management levels. Where as the modern approach has an open ended thread which connects it to the next level and thereby continuity is preserved in real sense across the entire organization.

TOP MANAGEMENT

Planning → Action → Result

Feedback

Stage I

MIDDLE LEVEL MANAGEMENT

Planning → Action → Result

Feedback

Stage II

There is a gap between two level of management and thereby a discontinuity in information flow which in turn will affect he development process

CONVENTIONAL APPROACH

TOP

MANAGEMENT

Planning

Planning

Planning

Feedforward

Feedforward

Feedback

This will be source of information for **Middle Level Management** for their Planning. Based on their action and subsequent result information will be forwarded (Feedforward) to the next level i.e. **Operational Level Management**

MODERN APPROACH

3. Competency level of the Technical Team

Technical team must comprise of (a) SRS preparation team, (b) Layout designing team (c) coding team and (4) Security Checking/Quality Auditing team.. Competency level of all these teams need to be very high for developing a good site.

The SRS preparation team should have people with good listening power to good writing skill to key-in the requirements properly in order to complete the SRS.

The layout designing team must work with the concept of "**Think Globally, act locally**". Any web site is developed for disseminating the information. So, the layout designer team must understand in consultation with the SRS preparation team about its target groups of this website. Keeping that in view, the layout designing team must think as globally as possible to make the initial layout which must satisfy the different target groups at the same time it must be simple, precise, modular and easy to use.

Now, the same has to be coded by **the Coding team,** who acts locally with the use of latest tools and technology available with them. It should be designed in such a fashion that enhancement can be made easily.

For a **dynamic website**(there is a database at the back-end where multiple users from remote geographic locations having access to INTERNET through different ISPs are allowed to update the database), **the Security Checking/Quality Auditing team** plays a very vital role. They must test the website critically and minutely from every point of view so that no unauthorized user can get slightest opening to access the database. Any vulnerability found will be brought to the notice of Coding team. Coding team will remove all those vulnerabilities in consultation with Quality Auditing team before publishing the website on Internet. So in short, the technical team comprised of people with different expertise and must work in good coordination to complete the developmental work.

A. Macro-level issues relating to Good Web Designing:

Cross-functional management and Knowledge management are keys to success for any organization.

1. Cross-functional management (CFM)

It manages business processes across the traditional boundaries. It reduces the inter-area conflicts within the organization and thereby reducing suboptimization. It takes a holistic view for the growth of the entire organization. Cross-functional management consists of area managers working on the different subset of web designing activities together to make sure they support interests of the company, thus it is one of the prerequisite for a good web designing.[3]

CFM consists of management performance metrics, as one of its major component.

Metrics drive behavior. Bad or incomplete metrics drive bad behavior, so it is extremely important to identify the correct measures.[4] A critical prerequisite of good CFM is that the managers have appropriate metrics to track their performance. These metrics are the financial and non-financial measures of success. It is crucial that these measures be horizontally and not vertically integrated, that they be linked with the company's mission, vision, and value proposition, and that they be actionable and within that manager's span of control. Vertical integration of metrics is when all the measures of success for a department are aligned along traditional functional lines. The vertical integration of metrics, however, leads to suboptimization. A good thumb-rule is that if all the activities of web site design in the organization are optimized using vertically integrated metrics, the company as a whole is suboptimized [4].

To prevent this suboptimization, metrics need to be horizontally integrated. Horizontal integration of metrics is when the measures of success for an area look across sub-activity boundaries to search for the profit of the company as a whole. Using horizontally integrated metrics prevents suboptimization by seeking to measure the success of a function by its impact on the company as a whole.

2. Knowledge Management

Knowledge is a major driving force for wealth creation and any organizational change. Effective knowledge management is a key to the success of modern organizations and therefore it is exponentially

growing for any rising company. As a result, companies are now implementing knowledge management processes and its supporting technologies. **Knowledge management systems (KMS)** are a class to support and enhance the organizational processes of knowledge creation.[1, 2]

Acknowledgements

Reference

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[4]   The web site of ROL Alliance, LLC Url is http://www.roi-ally.com/cfm.htm

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