WEEK 4
Saturday
March 16, 2024

10TH GENERATION CREATING SUSTAINABLE NEIGHBORHOOD DEVELOPERS' PROGRAM: *Virtual*

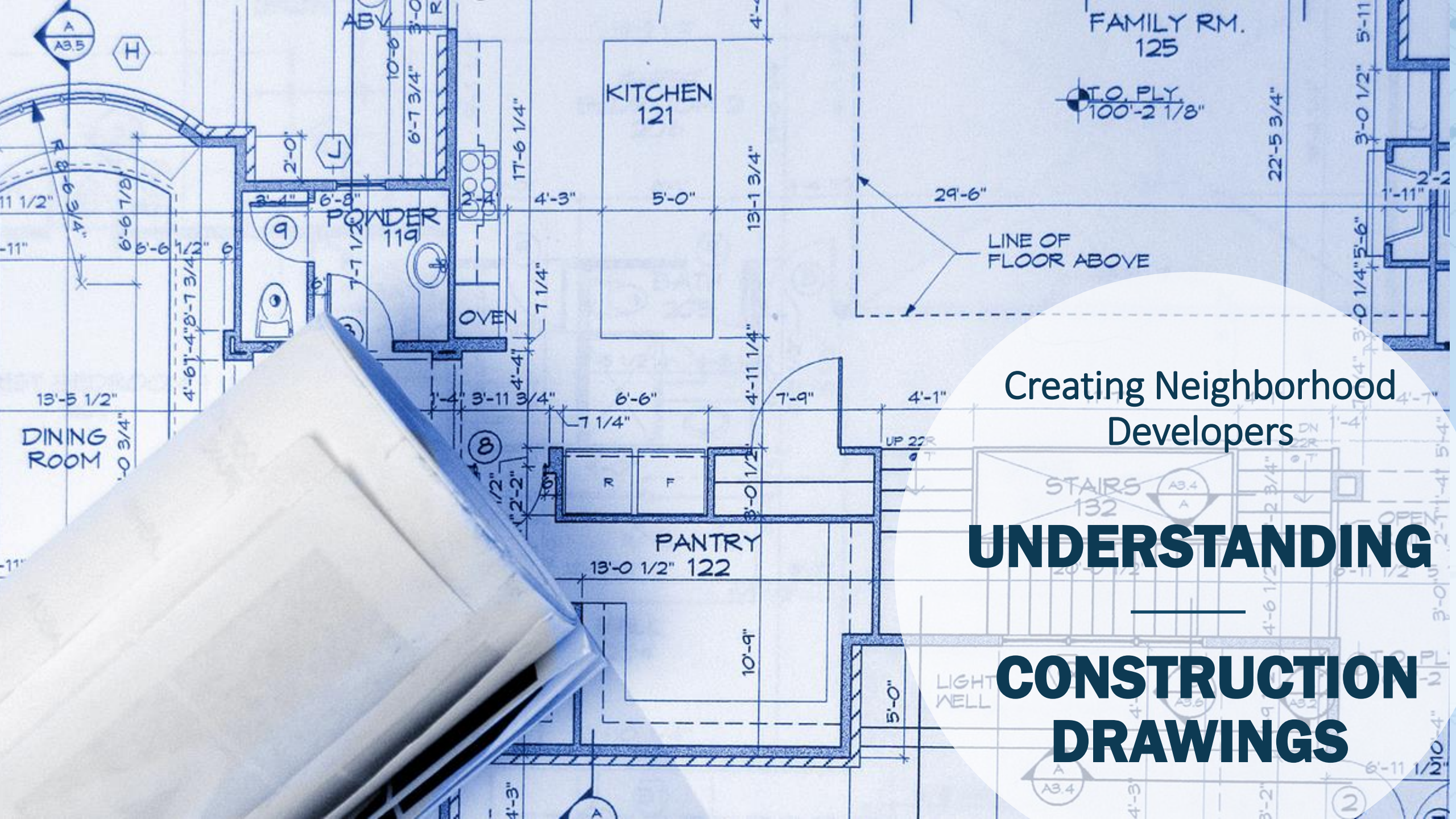
9:00 AM:	***Welcome!!*** Dr. Donald Andrews- Dean, College of Business, Southern University and A&M College
9:05 AM:	**Path Forward:** Eric L. Porter Co-Creator CSND/ComNet LLC
9:10 AM:	***Curriculum Direction:*** Dr. Sung No, Co-Director, SU EDA University Center
9:15 AM:	***"Where Are they Now"*** Bradley Brown, KMT Holdings
9:35 AM:	***"Design – Concepts – Architectural Fundamentals"*** Roland A. Arriaga, A-D Architects, LLC
10:40 AM:	***Break***
10:45 AM:	**"Urban Project Development"** Christopher Senegal, President Invictus Development Group – Houston TX
11:45 AM:	**"Organizational Management"** Mel Robertson, 3M Global, LLC
12:25 PM:	"**Creating Sustainable Neighborhood Developers Elevator Pitch"** 10th Generation CSND Random Students
12:50 PM:	***Closing:*** Eric L. Porter, Dean Andrews & Dr. Sung No

EDA University Center for Economic and Entrepreneurial Development, COB, Southern University, Baton Rouge

AACSB ACCREDITED

SOUTHERN UNIVERSITY College of Business

ComNet, LLC



Creating Neighborhood Developers

UNDERSTANDING

CONSTRUCTION DRAWINGS

Communicating with Construction Drawings

This class is administered by:

Roland A. Arriaga

National Council of Architectural Registration Boards
Adjust Lecturer, Creating Neighborhood Developers, Southern University Center for Entrepreneurship

Registered architect in FL, LA, MS, TX, UT

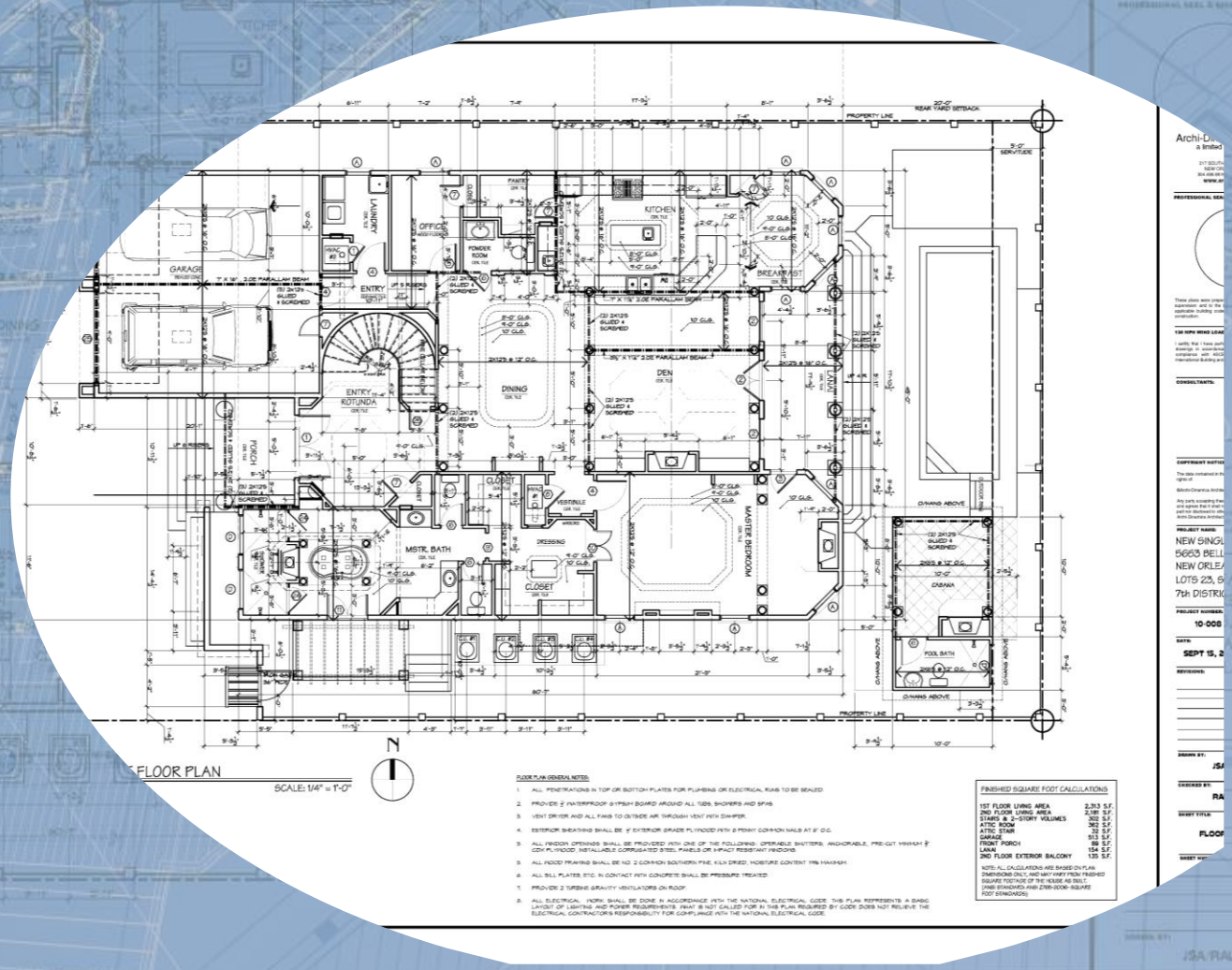
40 + years experience in commercial, mixed-use, adaptive reuse, institutional, multi-family, hospitality, and residential architecture.

Communicating with Construction Drawings

At the end this class you will understand how a set of plans is organized and how to read architectural “blueprints”.

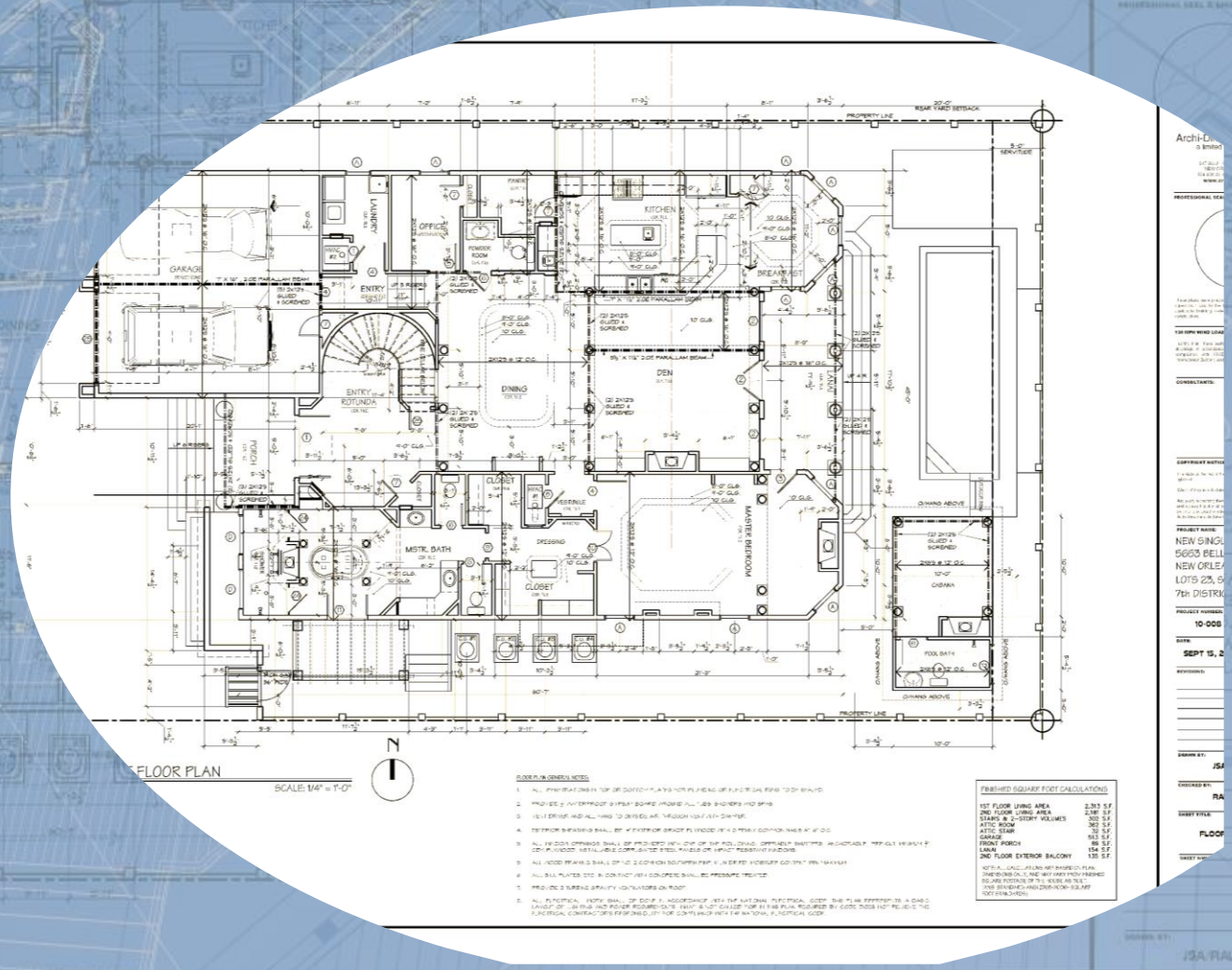
Introduction

- The complexity behind a single building can be translated into a set of construction drawings.
- Blueprints also known as construction drawings or working drawings are composites of several plans assembled into a set of drawings.
- Construction drawings are the main vehicle used in construction communication.
- Construction drawings are used as a basis for building construction and includes all the necessary information that a contractor and a developer needs to develop and build a project.



Why Construction Drawings?

- As buildings and the systems within them have become increasingly complex, so have the two-dimensional drawings that describe all the details of the project. From a simple residence to a large commercial building project, the same basic drawings and related information are required in order to obtain permits, estimate costs, establish a construction schedule, and ultimately construct the project.



COMMUNICATING WITH CONSTRUCTION DRAWINGS

PART ONE

THE BASICS

SCALES

A knowledge of the scales on construction drawings is essential for the accurate interpretation of drawings. Three types of measuring scales are used in determining measurements in construction drawings:

- Architect’s SCALE
- Engineer’s SCALE
- Metric SCALE

Using the Architect’s scale

Architect’s scale combinations and sample measurements at different scales.

The triangular architect’s scale contains 11 different scales. Architect scales have numbers that run incrementally both from left to right and from right to left. A whole number or fraction to the left or right of the number line indicates the scale those numbers represent. Each increment represents a foot and is further divided into smaller increments representing inches.

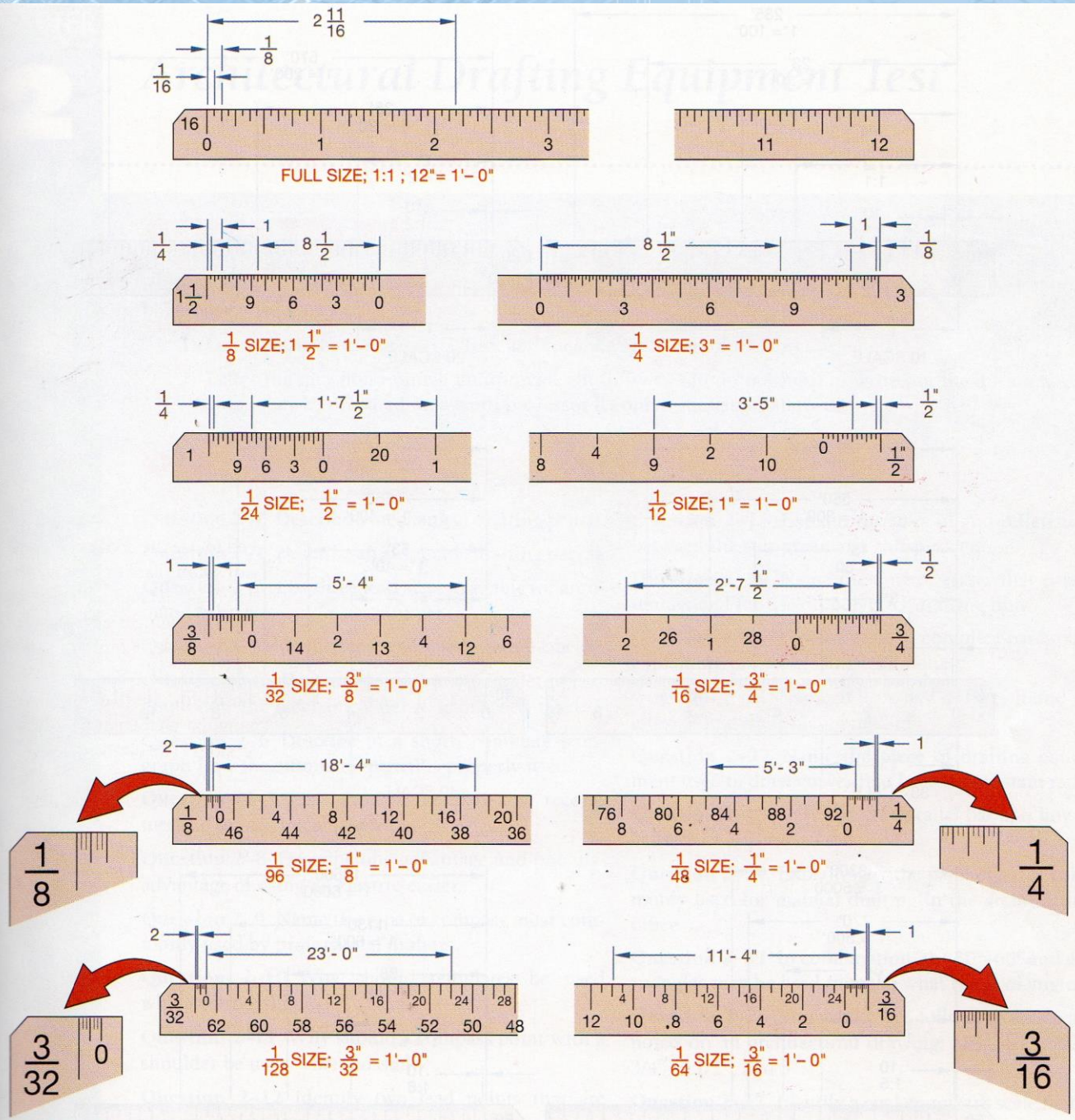


FIGURE 2.26 ■ Architect’s scale combinations.

Using the Engineer’s scale

Engineer’s scale combinations and sample measurements at different scales.

Engineer scales have numbers that run incrementally from left to right. The whole number to the left of the number line indicates the scale those numbers represent.

The Engineer’s Scale is often used for measuring topographical features on plot plans, surveys, and other large land tract plans showing roads, water mains, and other utilities.

The Engineer’s Scale is calibrated in multiples of 10 with each space representing a foot.

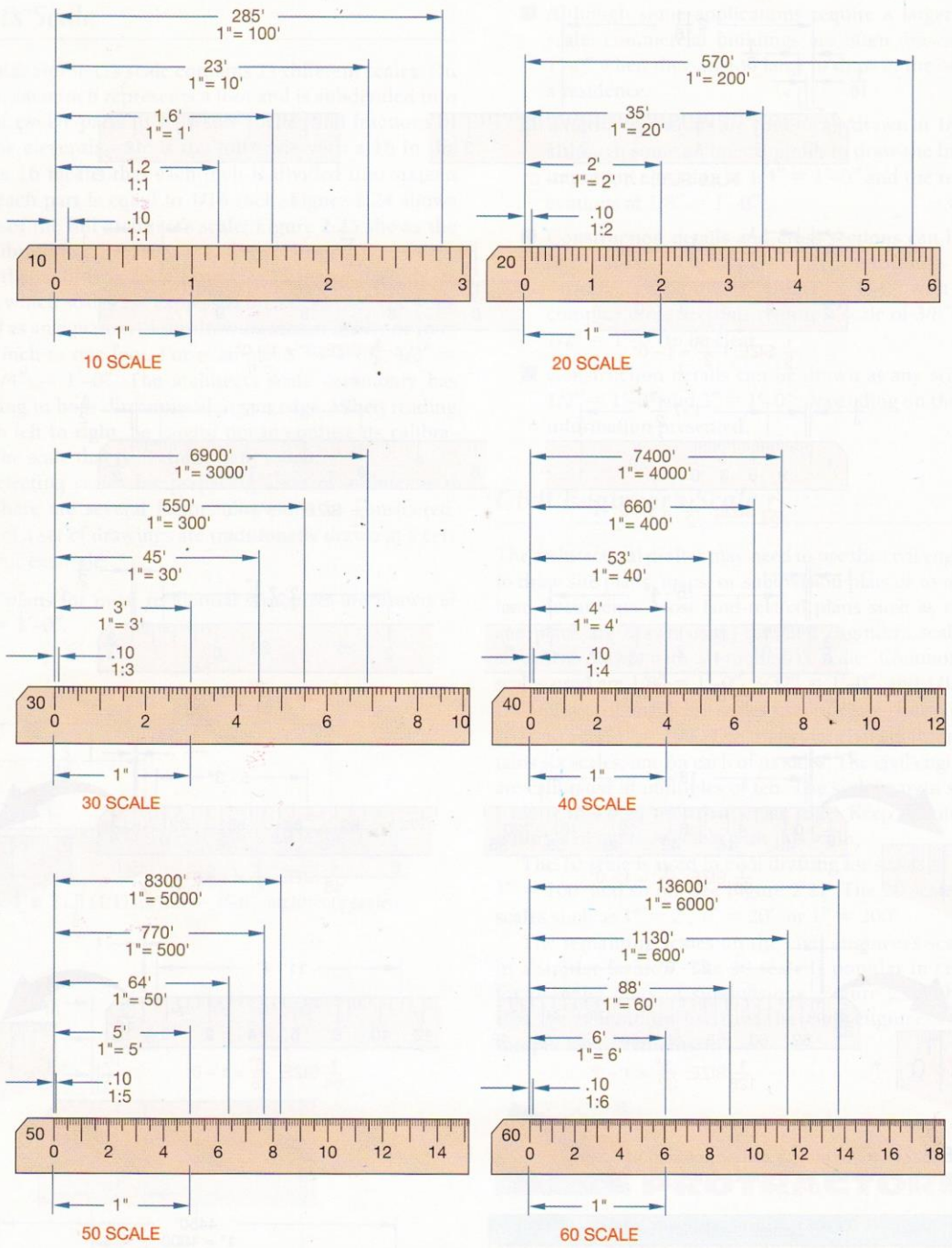
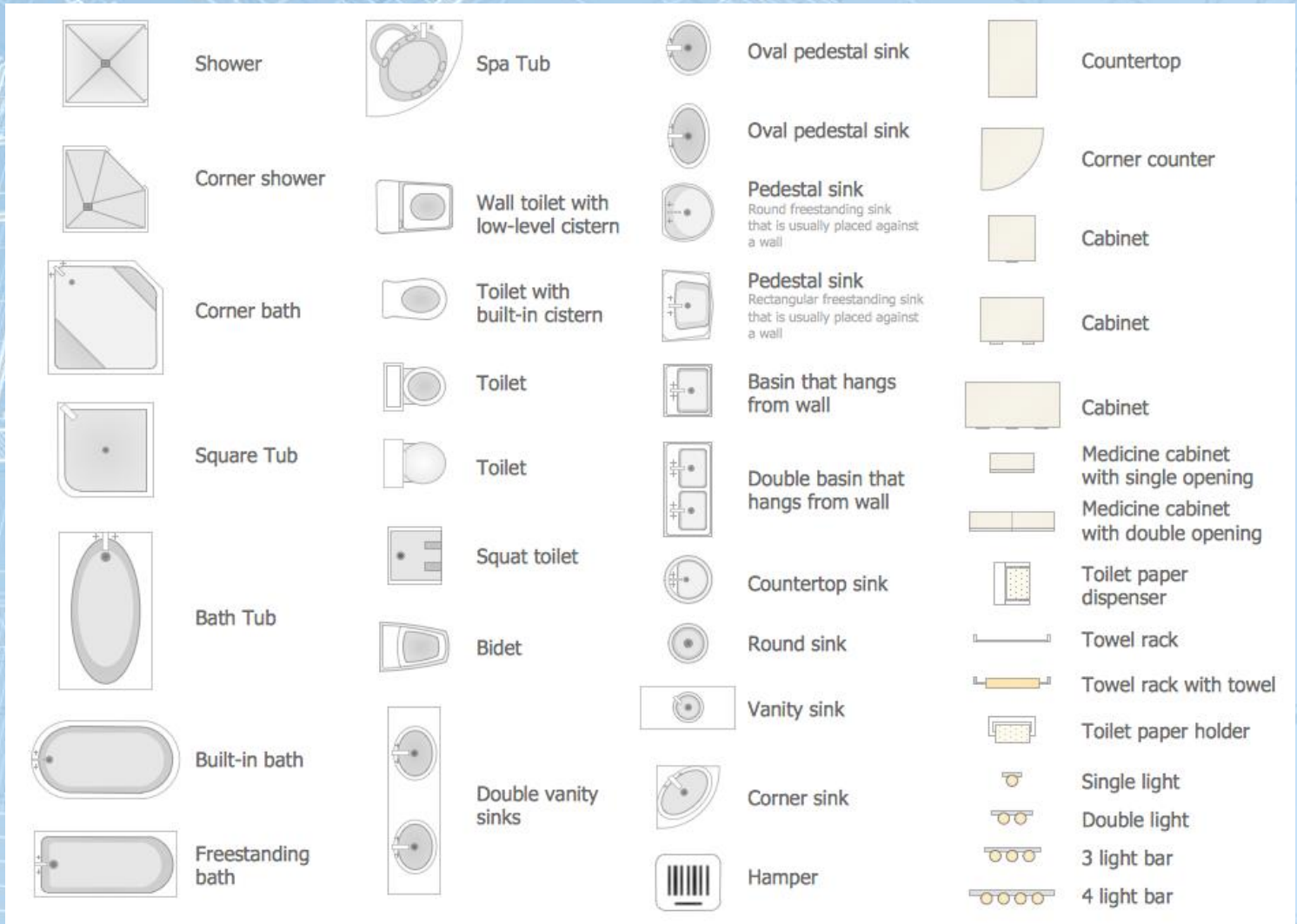


FIGURE 2.28 ■ Civil engineer’s scales and sample measurements at different scales.

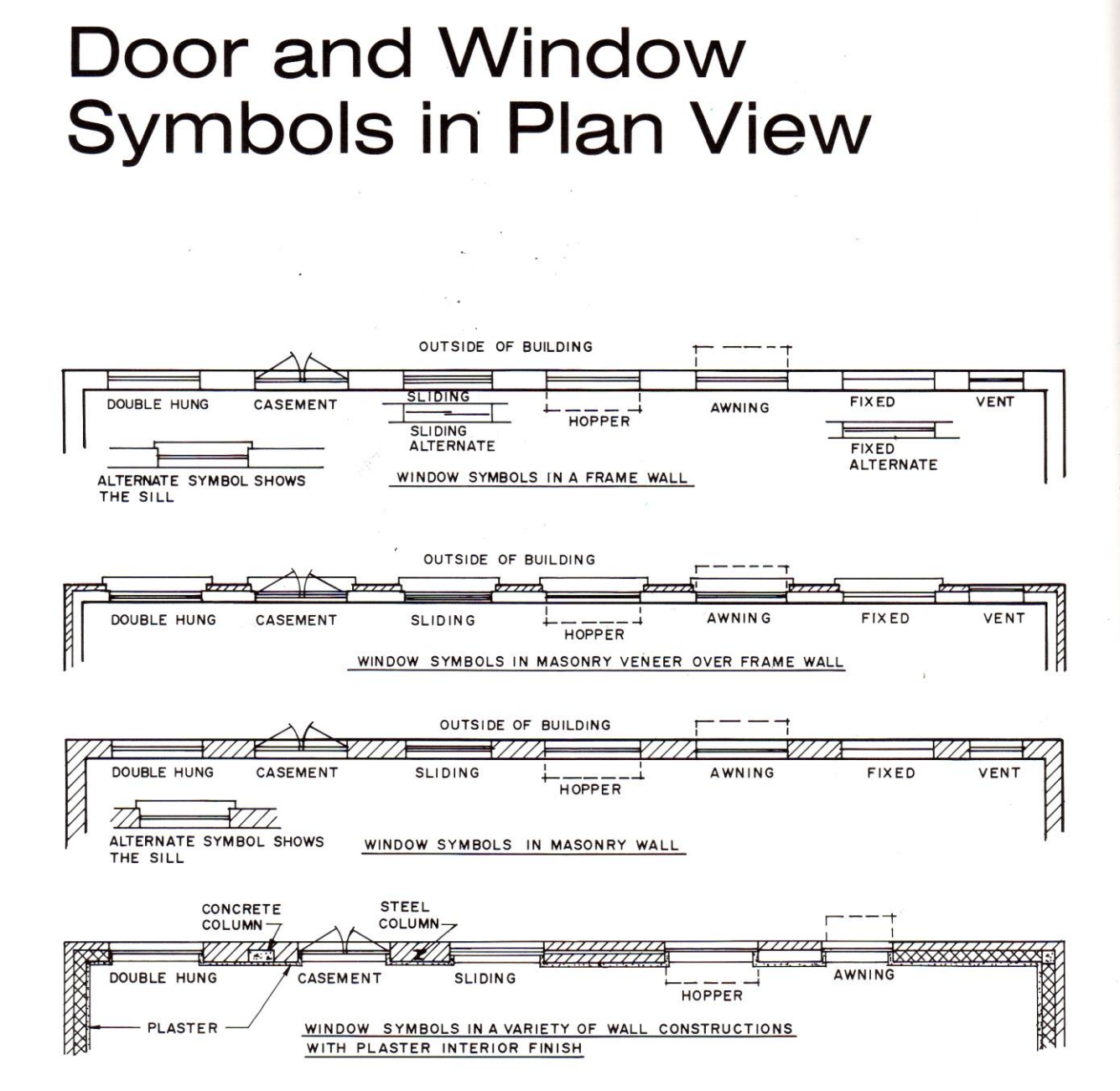
Architectural Blueprint Symbols & Lines

- Architects use standardized symbols so that anyone who looks at the drawing can understand that they are looking at a fireplace, window, kitchen table, or bathtub. For reference, every set of architectural drawings includes a symbol legend. If you aren't familiar with a symbol, you will be able to find it in the legend.



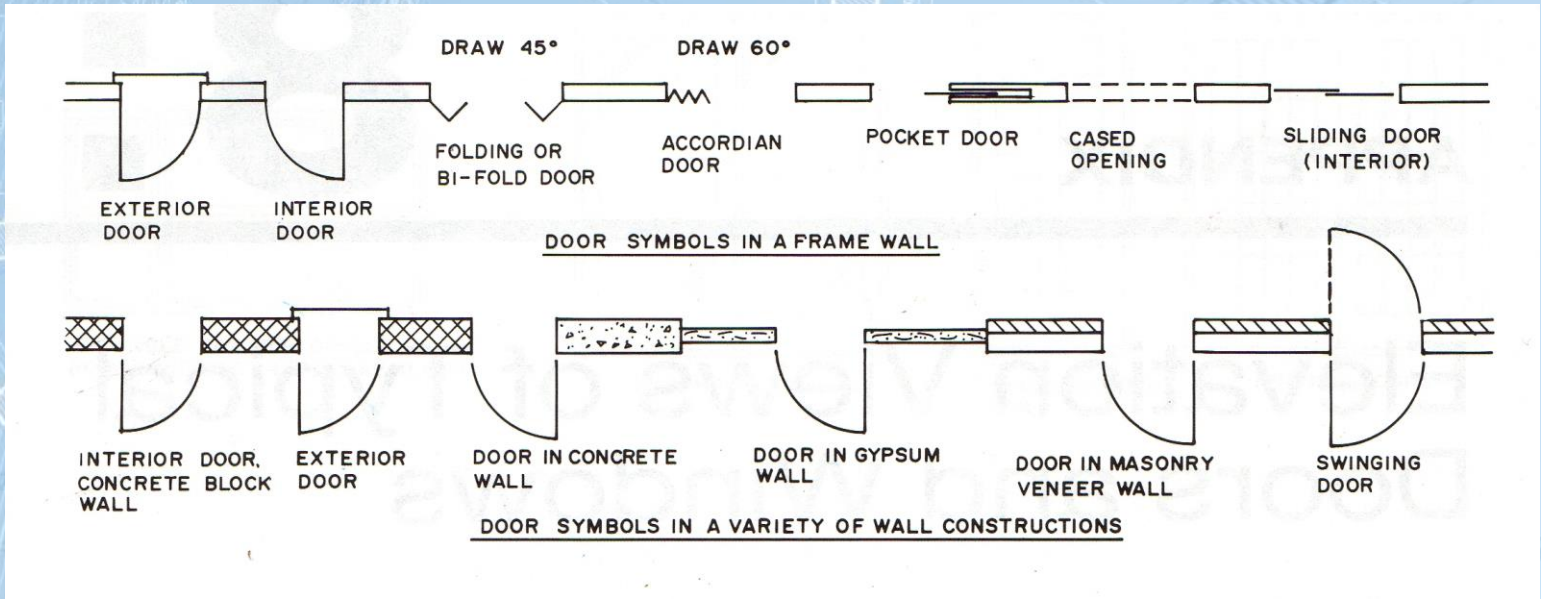
Architectural Blueprint Symbols & Lines

- Hundreds of abbreviations and symbols are used to convey building components such as doors, windows, and related information.



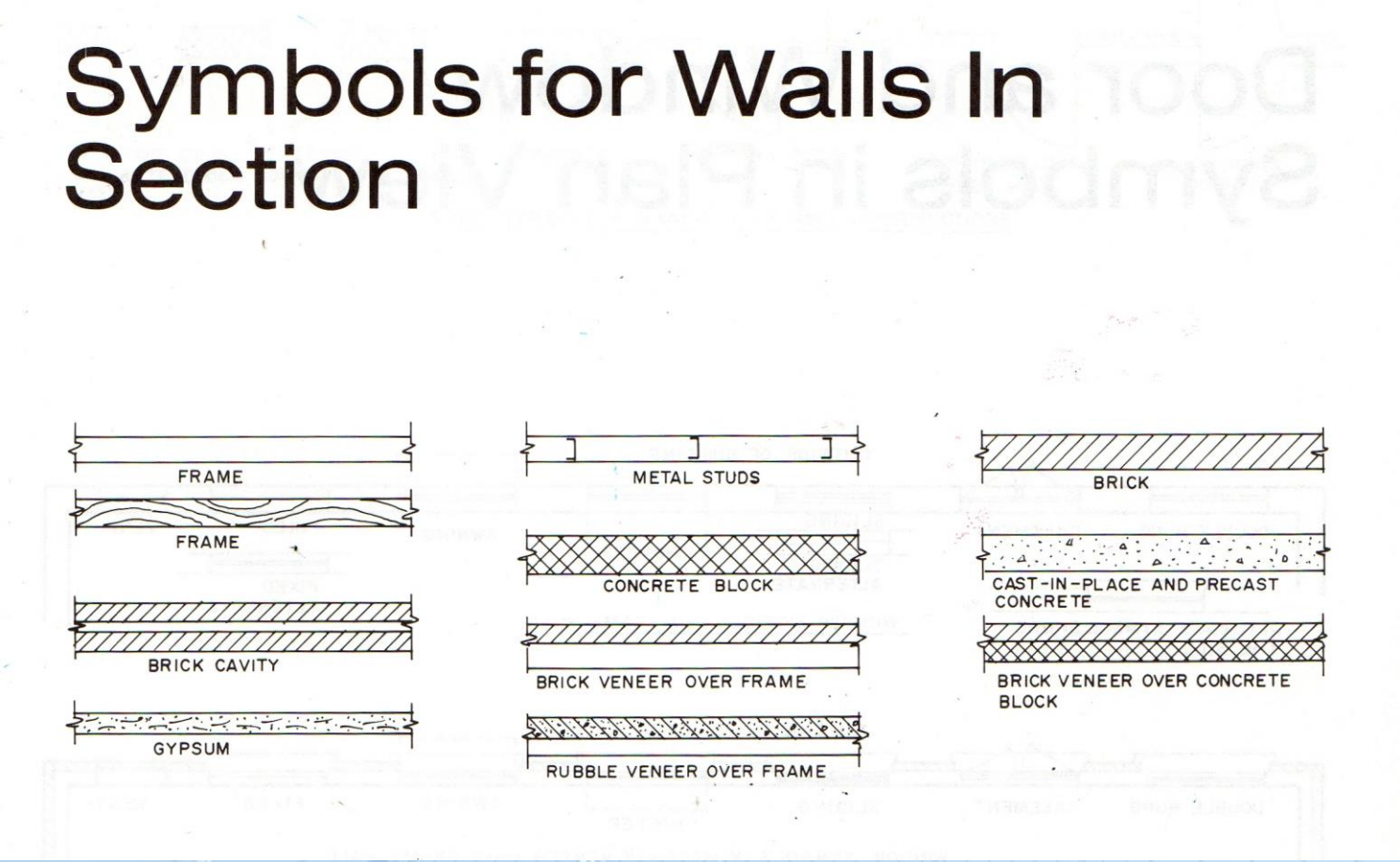
Architectural Blueprint Symbols & Lines

- Symbols provide a “common language” for plan reading throughout the US and abroad and they are created according to relevant standards and conventions.



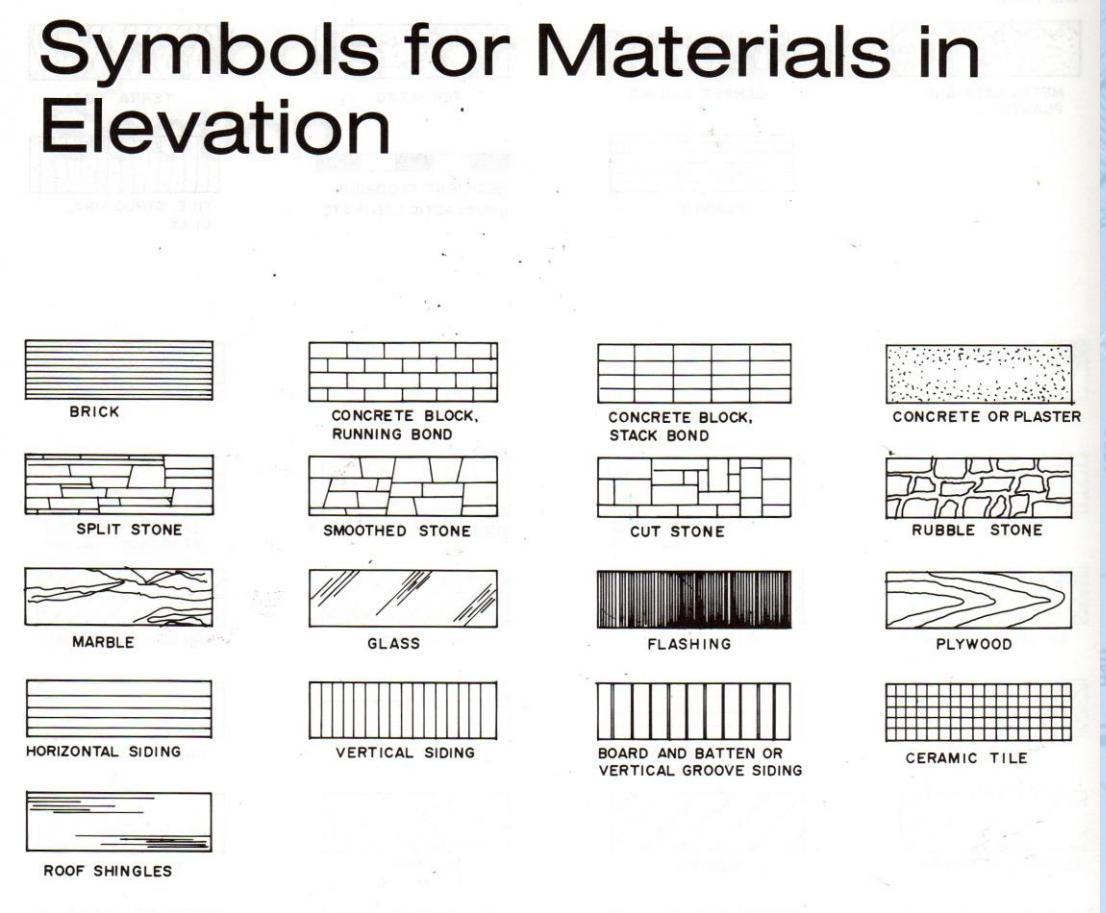
Architectural Blueprint Symbols & Lines

- Different types of lines are used on floor plans to show wall thicknesses. Walls are shown as two parallel lines.
- Each line type conveys a meaning in the way it is represented and its placement on the drawing.
- The addition of veneers and exterior material is shown with additional lines containing the symbol for the material used.



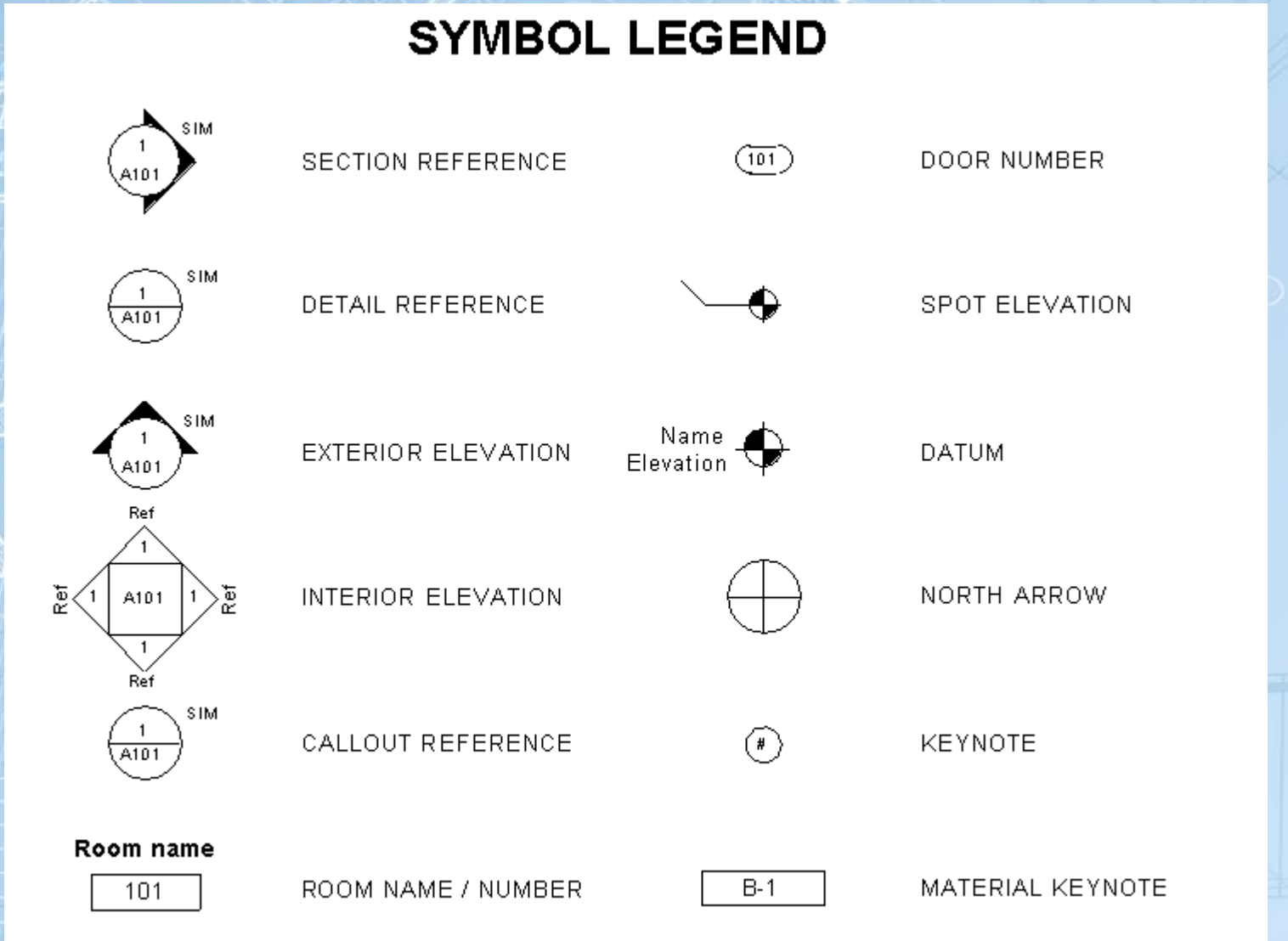
Architectural Blueprint Symbols & Lines

- Architects and engineers use basic graphics to describe specific building elements and materials. For example, a masonry wall when viewed in section will normally be shown with a 45-degree cross-hatching through the wall. These standardized graphics help the architect, engineer and builder communicate more clearly.



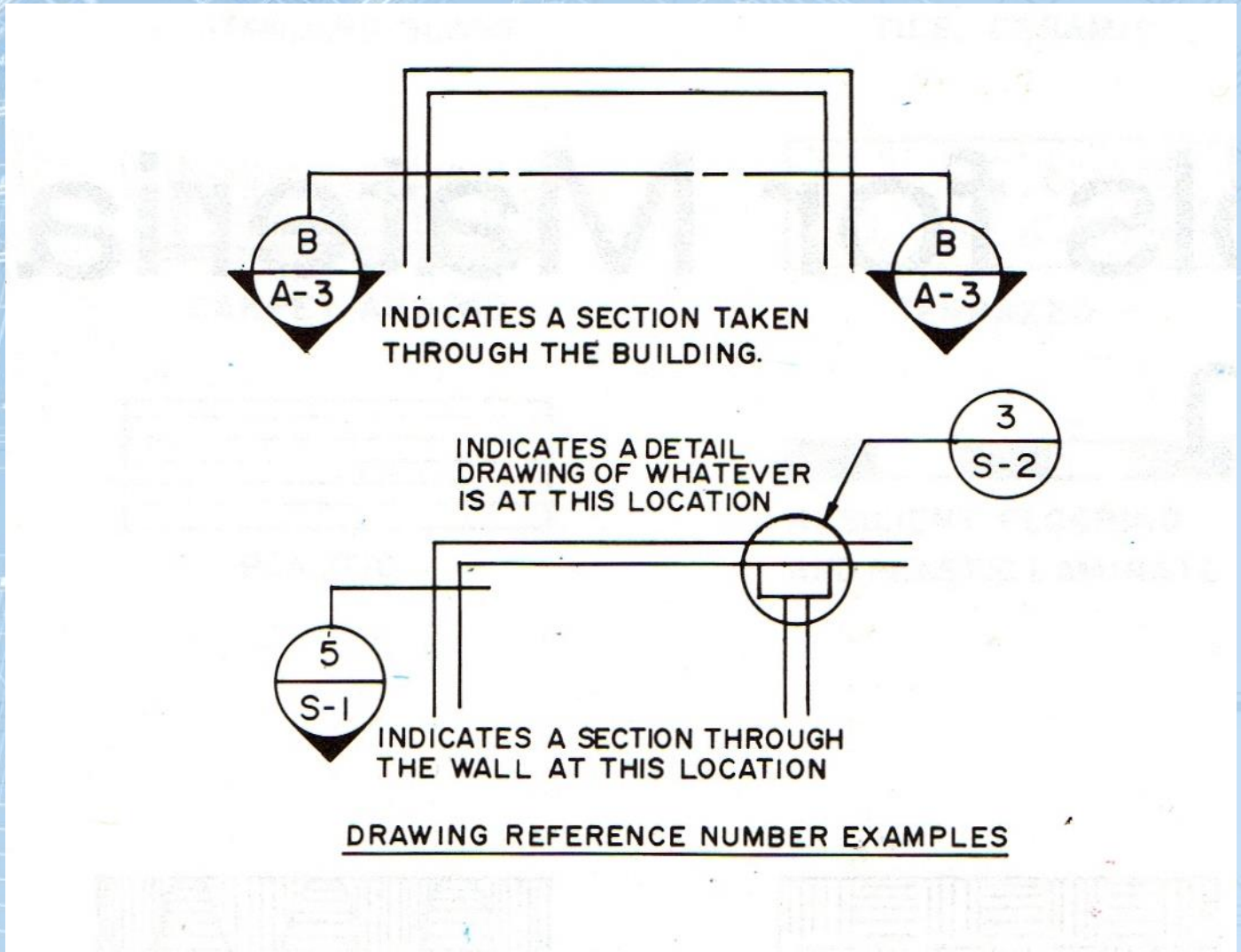
Architectural Blueprint Symbols & Lines

- To clarify their intent, the architect provides a legend, typically on the first sheet, that relates the symbols and their intended meaning.



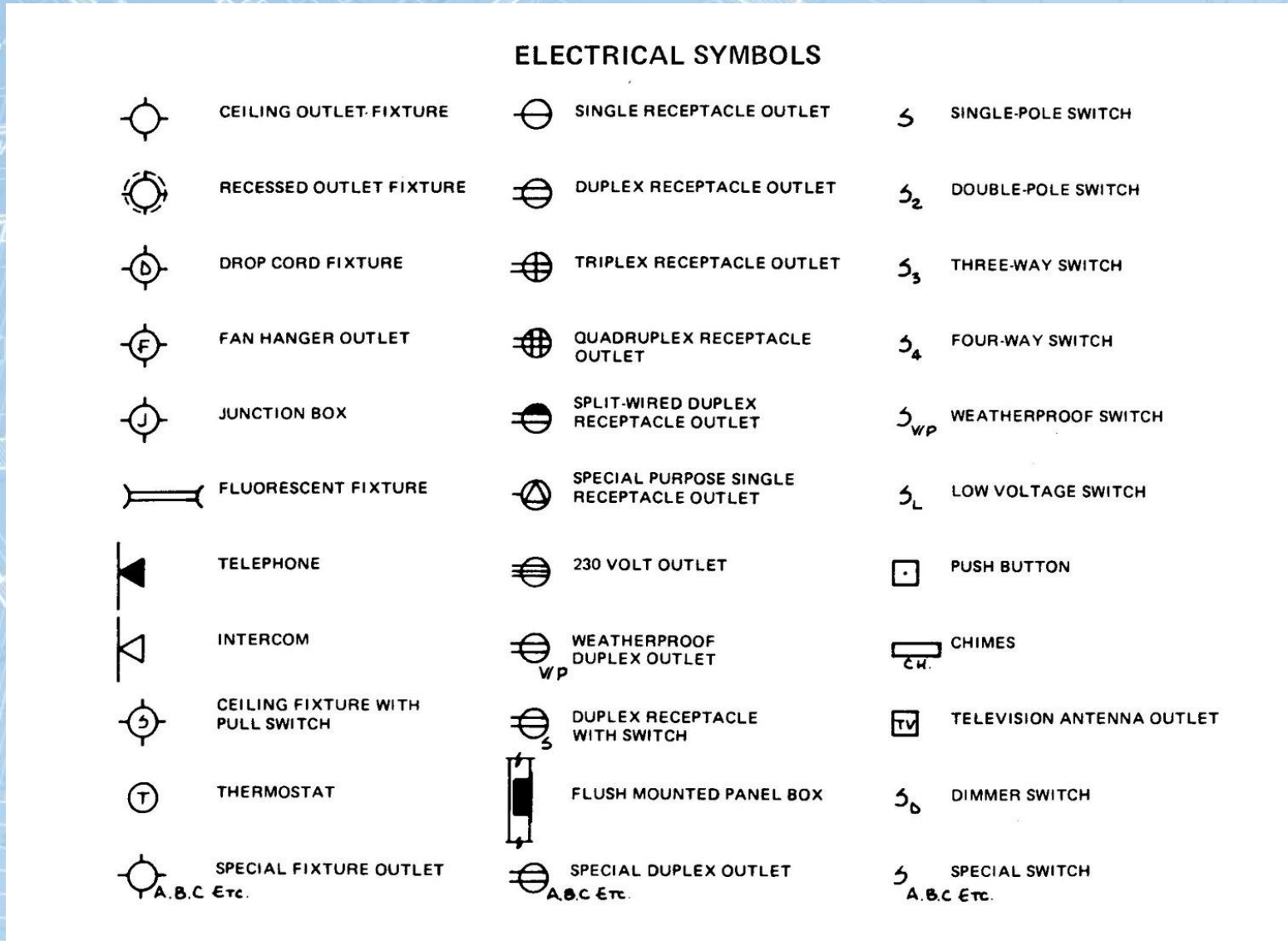
Architectural Blueprint Symbols & Lines

- A Building Section reference describes a cut through the body of the building



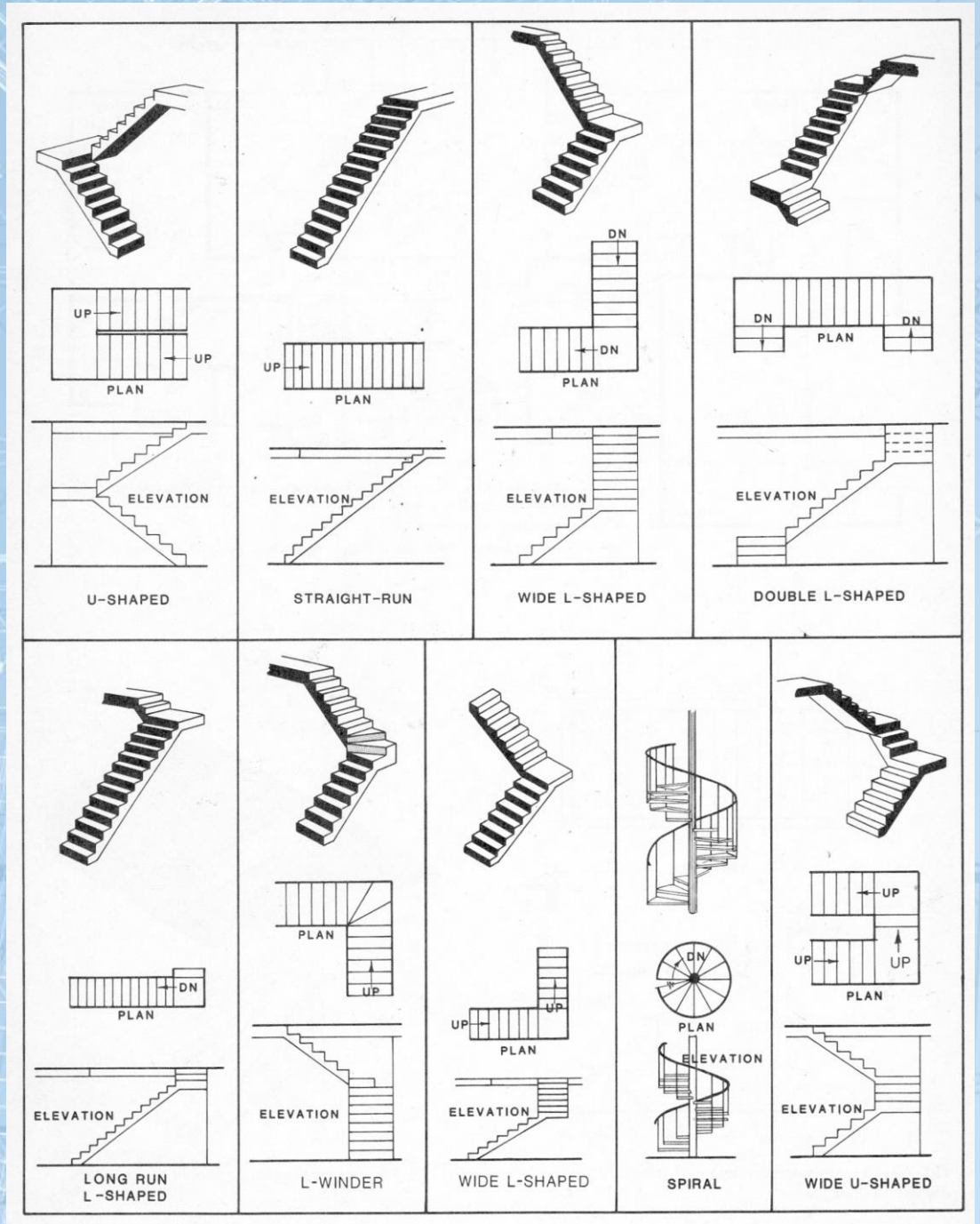
Architectural Blueprint Symbols & Lines

- Electrical symbols on power and lighting plans

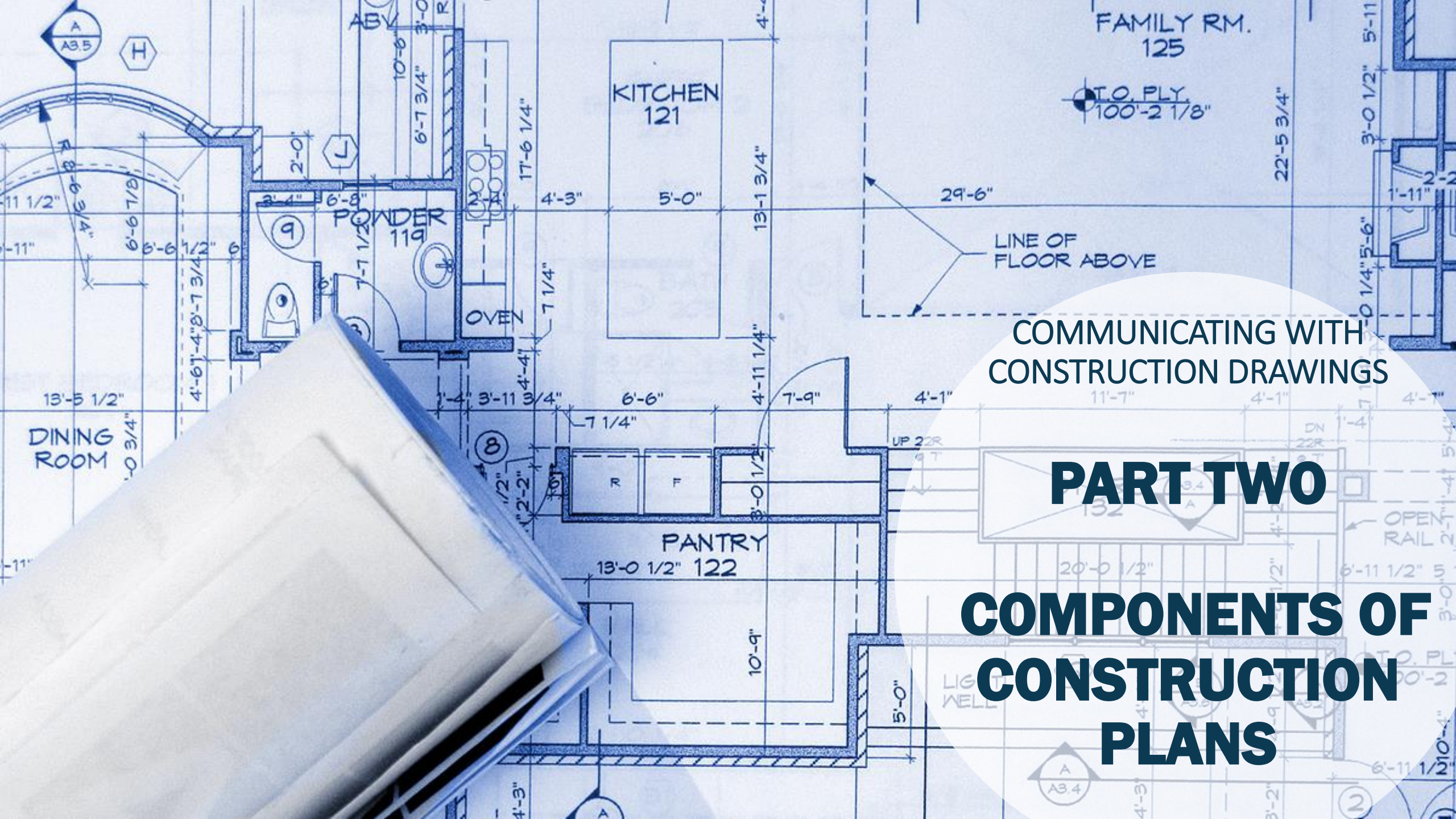


Stairs

- Stairs on plan will be drawn as a straight run, open, and U-shaped stair layouts.
- Masonry (units of brick, block or stone) are dimensioned to their edges.



Stairs

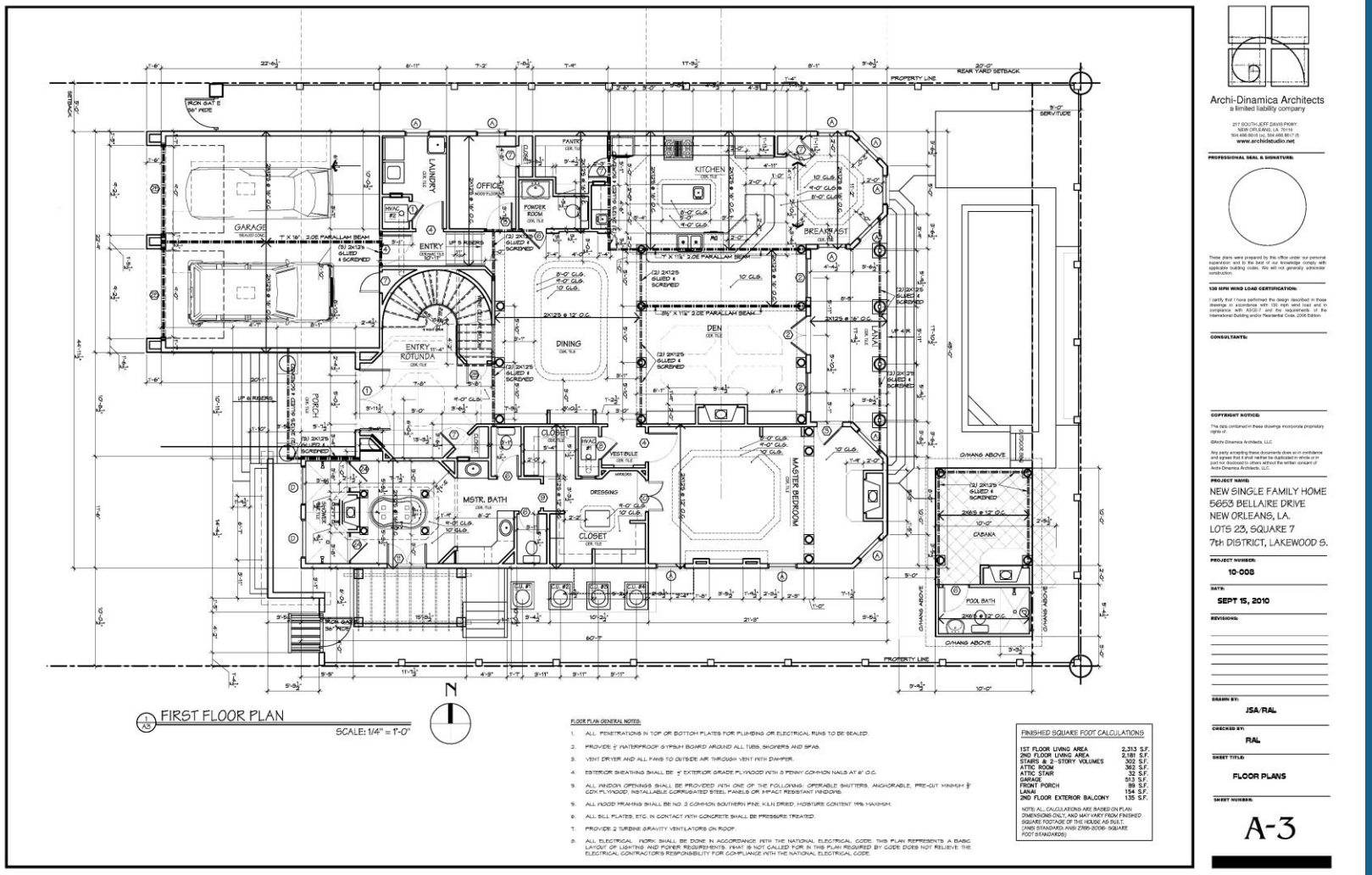


COMMUNICATING WITH CONSTRUCTION DRAWINGS

PART TWO

COMPONENTS OF CONSTRUCTION PLANS

Basic Parts of a Drawing sheet



- Title Block
- Border
- Drawing area
- Revision block
- Legend

A residential drawing set is composed of 8 major types of drawings.

- Title Sheet
- Project Information Sheet
- Site Plan
- Foundation Plan
- Floor Plans
- Exterior Elevations
- Electrical & Lighting Plan
- Building Sections & Construction Details.

Sometimes Landscape, HVAC, and Plumbing Plans are included in the drawing set for public bid projects.

1036 BROOKLYN STREET

NEW SINGLE FAMILY HOME FOR
SEAN MURPHY & ALLISON MANKER
NEW ORLEANS, LA.

REVISED PERMIT READY SET
OCT. 14, 2019 REVISED PERMIT SET

INDEX OF DRAWINGS

SHEET NO.	DESCRIPTION
A-1	TITLE SHEET
A-2	PROJECT INFORMATION
A-3	FOUNDATION PLAN & DETAILS
A-4	SITE PLAN, FLOOR PLANS
A-5	ROOF PLAN, OUTDOOR STAIR DETAIL, SCHEDULES
A-6	FRAMING PLANS
A-7	ELECTRICAL POWER & LIGHTING PLANS
A-8	3D VIEWS
A-9	EXTERIOR ELEVATIONS
A-10	BUILDING SECTIONS AND DETAILS

130 MPH WIND LOAD CERTIFICATION

I certify that I have performed the design described in these drawings in accordance with 130 mph wind load (R301.2.4) and in compliance with ASCE 07-10 and the requirements of the International Residential Code, 2015 Edition.

10-11-2019

STATEMENT OF RESPONSIBILITY

103.2.1.: I HAVE RESEARCHED THE BUILDING AND RELATED CONSTRUCTION CODES OF THE CITY OF NEW ORLEANS (AMENDMENTS) AND THE LOUISIANA STATE UNIFORM CONSTRUCTION CODE AND TO THE BEST OF MY KNOWLEDGE AND BELIEF THESE DRAWINGS ARE IN COMPLIANCE THEREWITH. I TAKE FULL RESPONSIBILITY FOR THE CONTENT OF THESE PLANS. I WILL NOT ADMINISTER/OVERSEE CONSTRUCTION.

10-11-2019

ROLAND A. ARRIAGA, ARCHITECT LIC. NO. 3893 - LA
ARCH-DINAMICA ARCHITECTS, LLC

A-D ARCHITECTS, LLC

828 S. JEFFERSON DAVIS PKWY.
NEW ORLEANS, LA. 70115
(504) 486-8818 OFFICE
info@archdi-llc.com

PROFESSIONAL SEAL & SIGNATURE:

10-11-2019

These plans were prepared by this office under our personal supervision and to the best of our knowledge comply with applicable building codes. We will not generally administer construction.

130 MPH WIND LOAD CERTIFICATION:

I certify that I have performed the design described in these drawings in accordance with 130 mph wind load (R301.2.4) and in compliance with ASCE 7 and the requirements of the International Residential Code, 2015 Edition.

CONSULTANTS:

COPYRIGHT NOTICE:

The data contained in these drawings incorporate proprietary rights of:

Arch-Dinamica Architects, LLC

Any party accepting these documents does so in confidence and agrees that it shall neither be copied nor used for any part nor disclosed to others without the written consent of Arch-Dinamica Architects, LLC.

PROJECT NAME:

NEW SINGLE FAMILY HOME
FOR
SEAN MURPHY & ALLISON
MANKER
1036 BROOKLYN AVE.
NEW ORLEANS, LA.

PROJECT NUMBER:
19-012

DATE:
OCT. 11, 2019

REVISIONS:

DRAWN BY:
RAL/JSA

CHECKED BY:
JSA

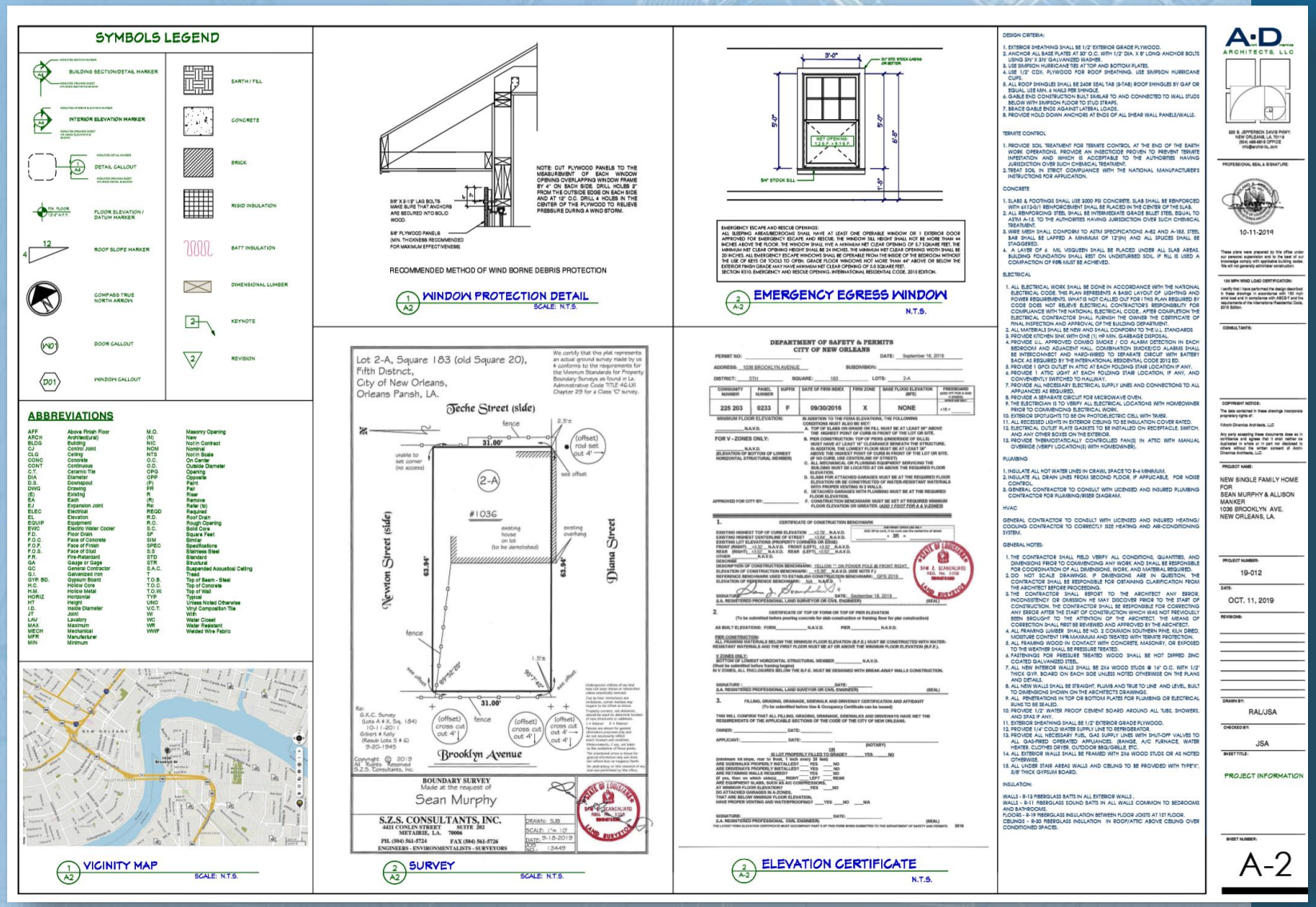
SHEET TITLE:
TITLE SHEET

SHEET NUMBER:
A-1

Title Sheet

The Title Sheet contains

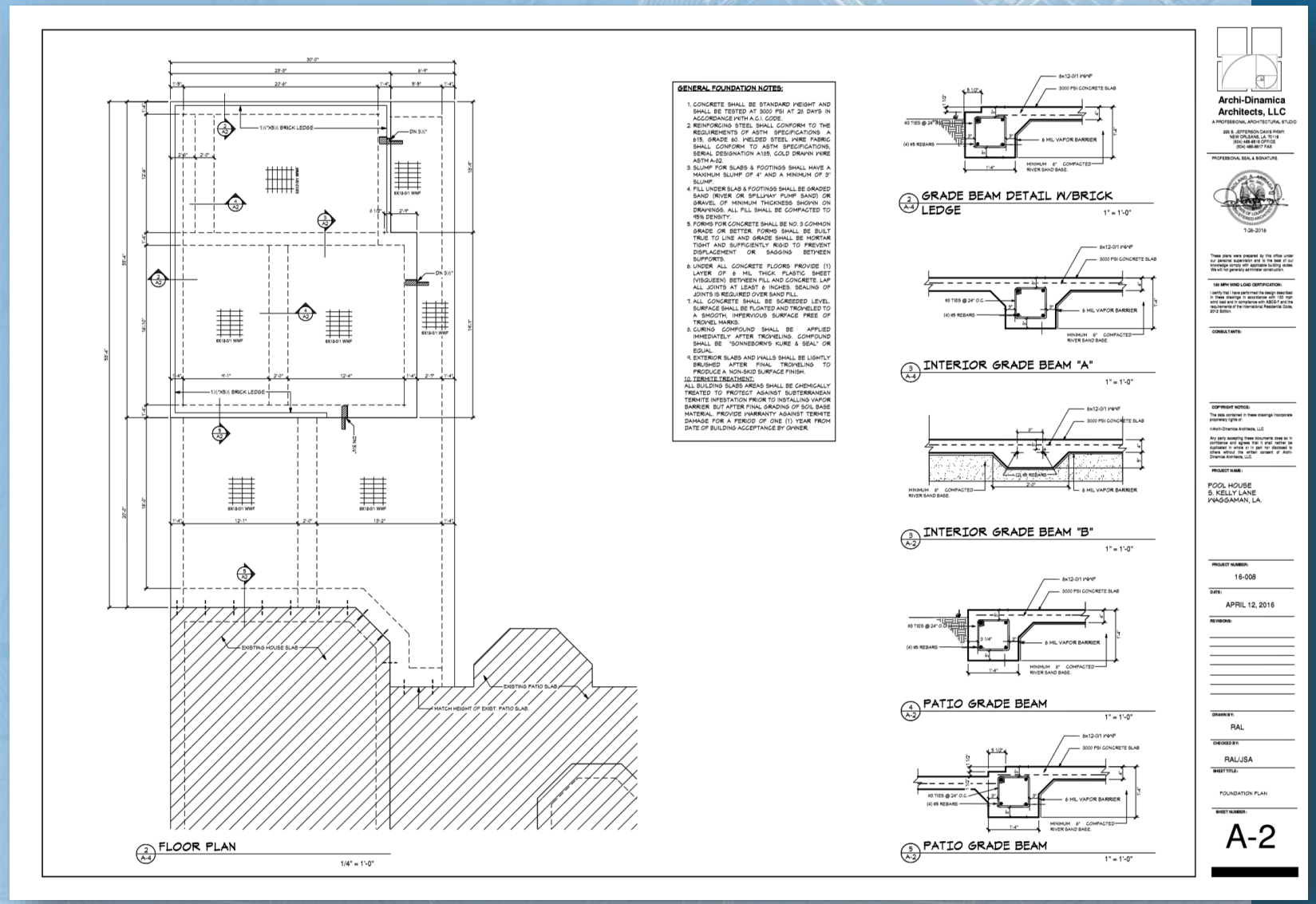
- Sheet index
- Rendering of project
- Title of project
- Responsibility Statements



Project Information Sheet

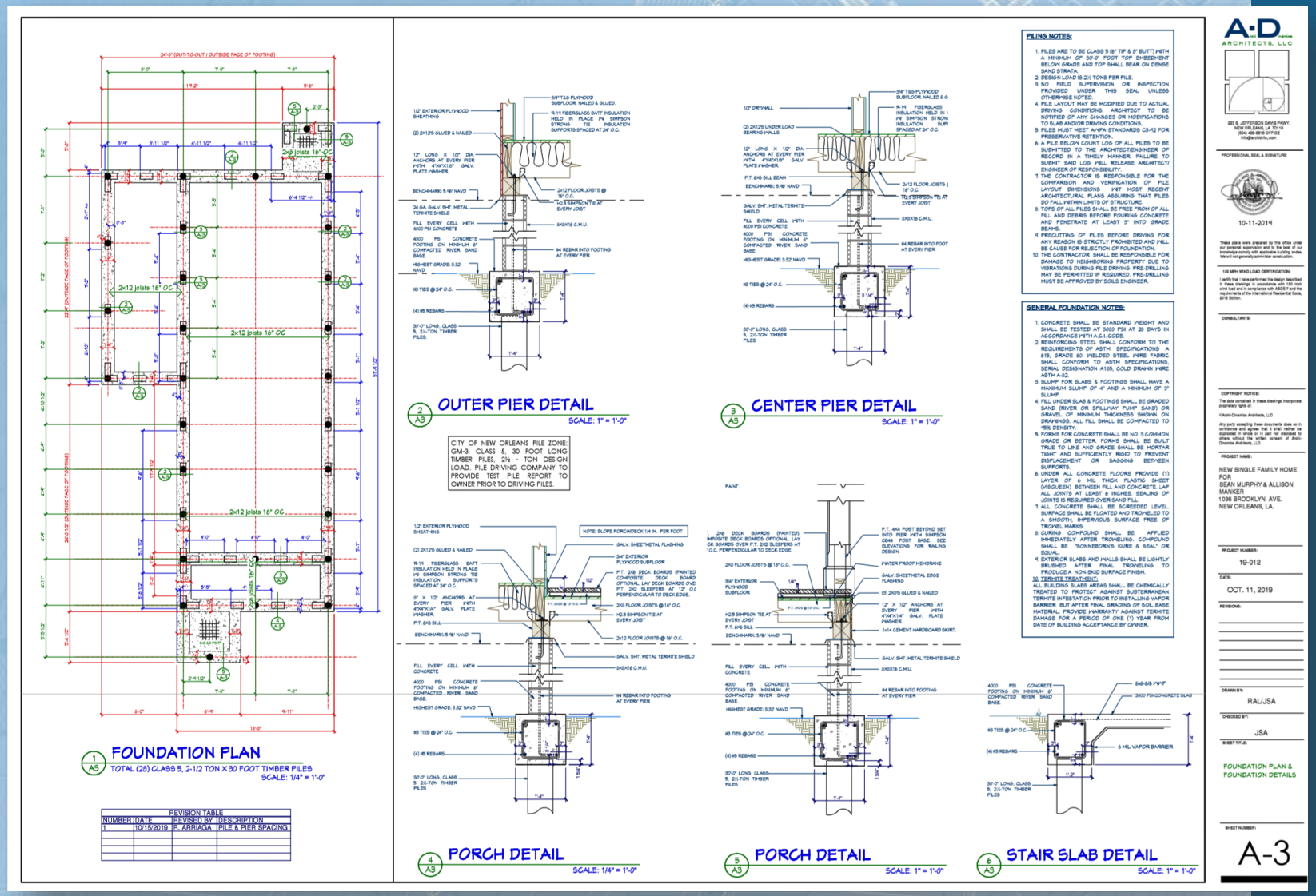
The Project Information Sheet contains

- General building code requirements
- Copy of the land survey
- FEMA certificate
- Symbols and Materials Legend



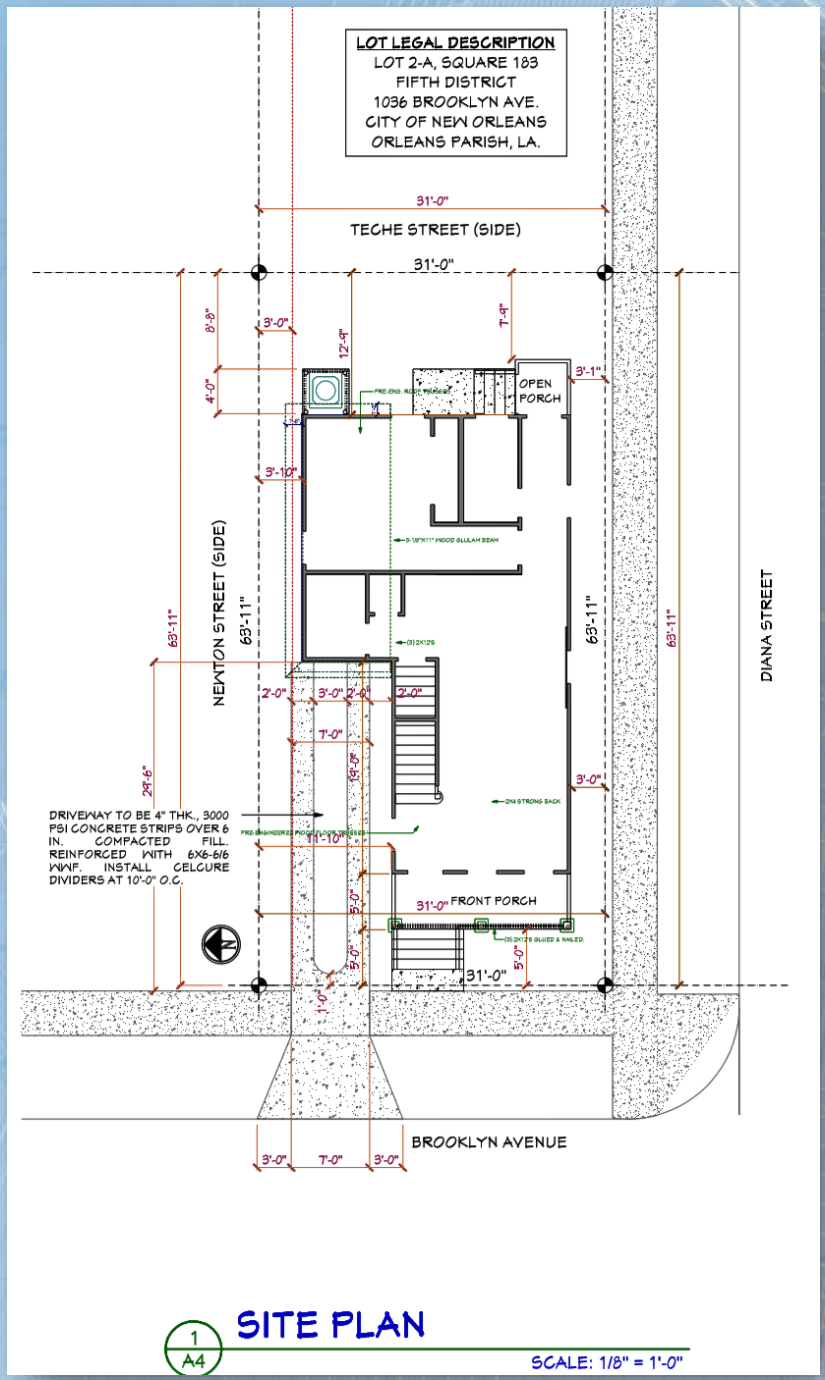
Slab On-Grade Foundation

The Slab-on-Grade Foundation Plan shows the location of all piling and reinforcing associated with the plan. It is poured on compacted sand or soil.



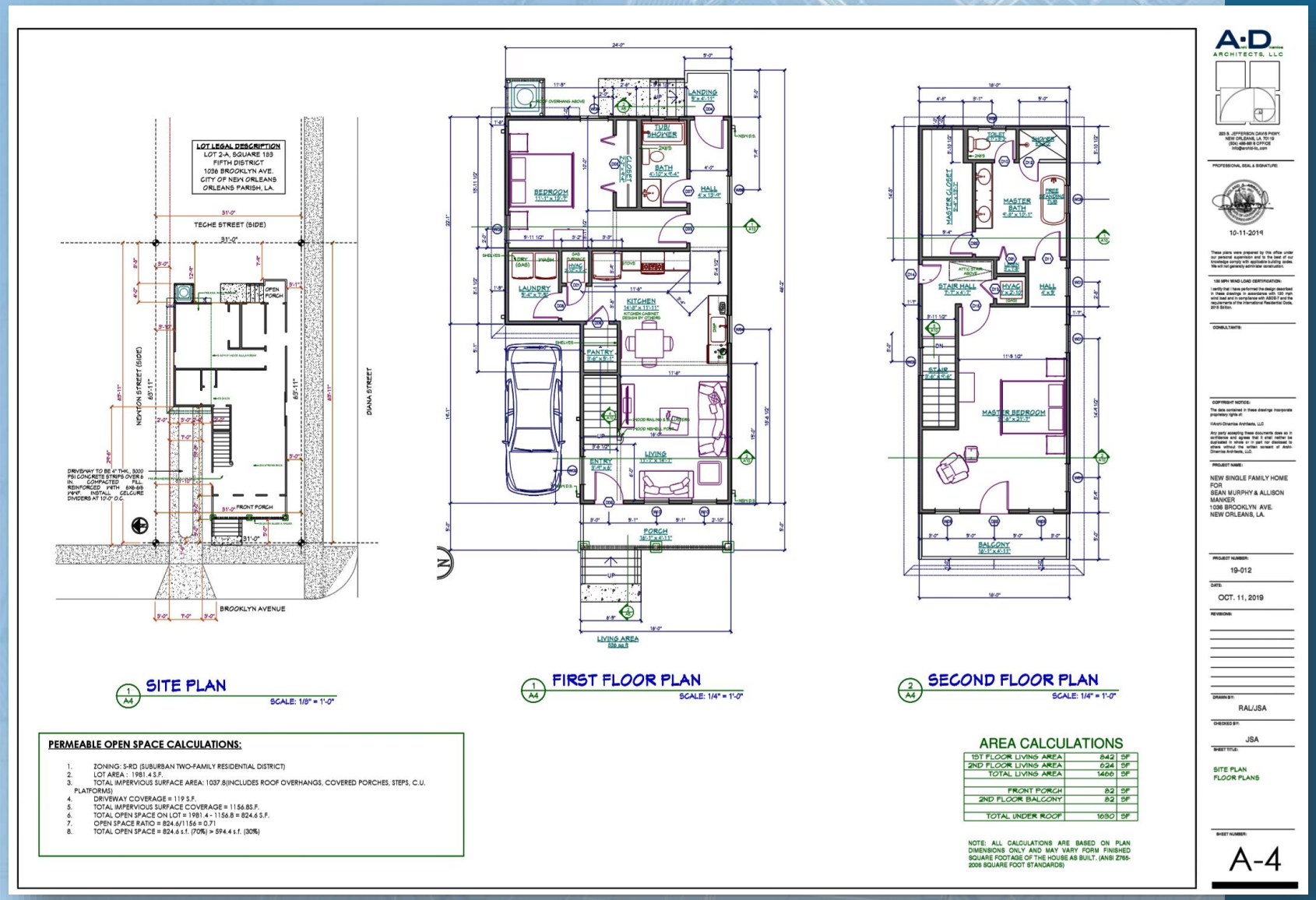
Raised Foundation

The Raised Foundation Plan shows an elevation structure above the Base Floor Elevation. Typically a raised foundation is called a pier foundation. The pier are constructed with concrete cinder blocks.



Site Plan

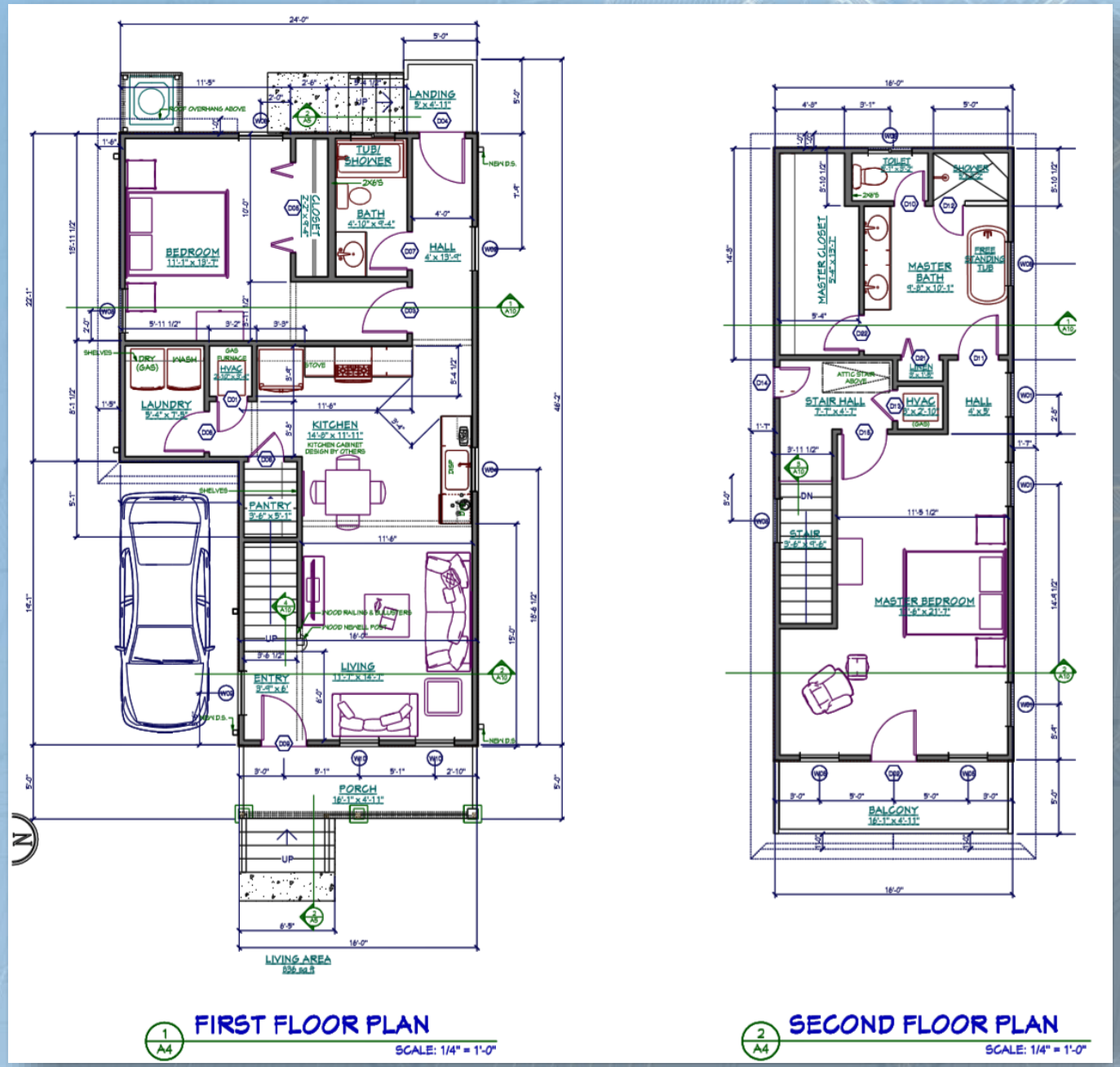
The Site Plan locates the building 'footprint' on the actual site and describes the required site work. The Site Plan shows sidewalks, driveways, flatwork, and all details related to site work.



Floor Plan View

FLOOR PLAN FOR A HOUSE

Floor plans are simply that. Each floor of the building is drawn to scale (usual a ⅛" or ¼" scale). These plans show interior and exterior walls, door and window locations, room dimensions, stairs, cabinets, toilets and sinks, and other relevant information.



Close up of Floor Plan View

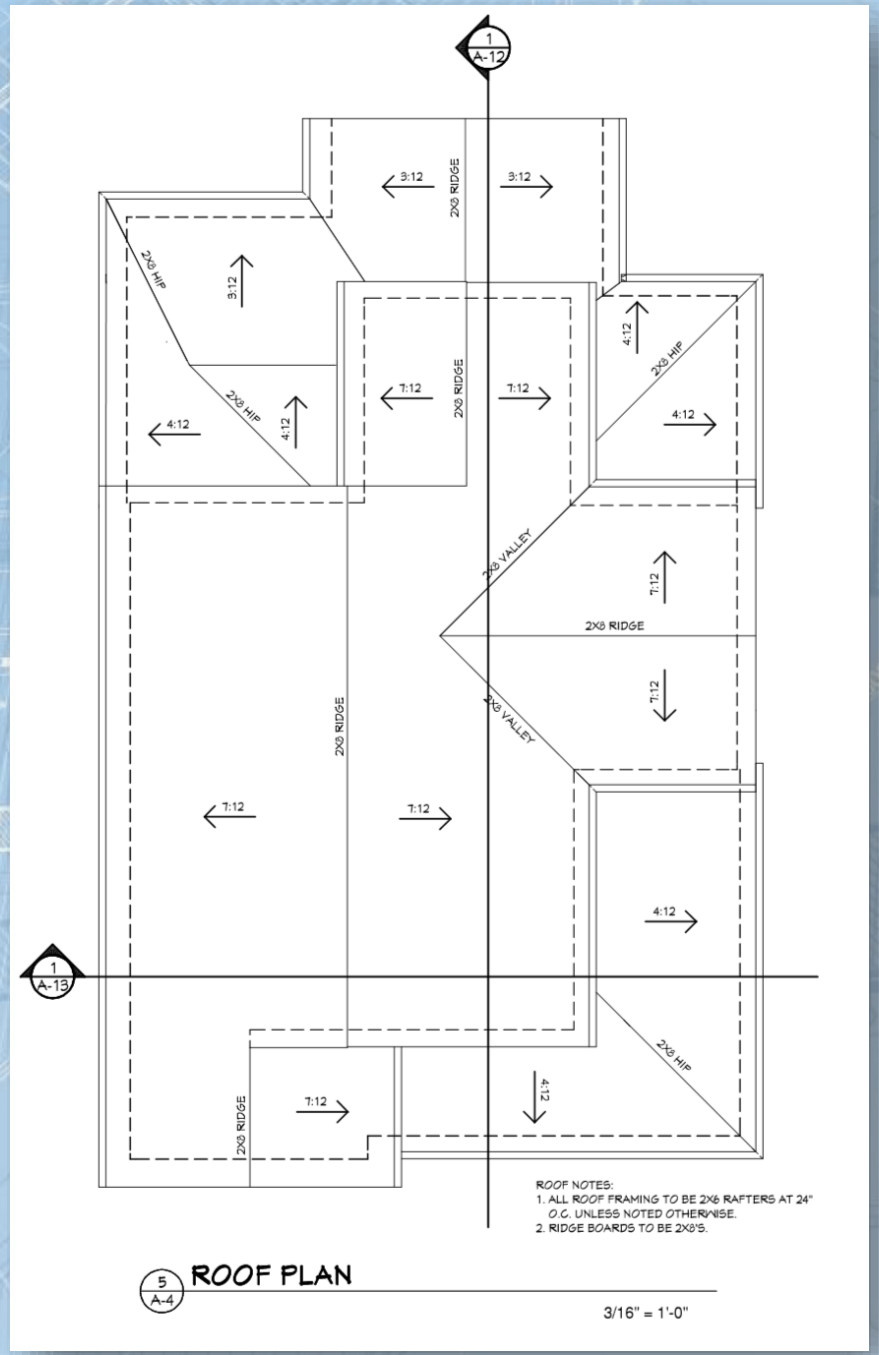
FLOOR PLAN FOR A HOUSE

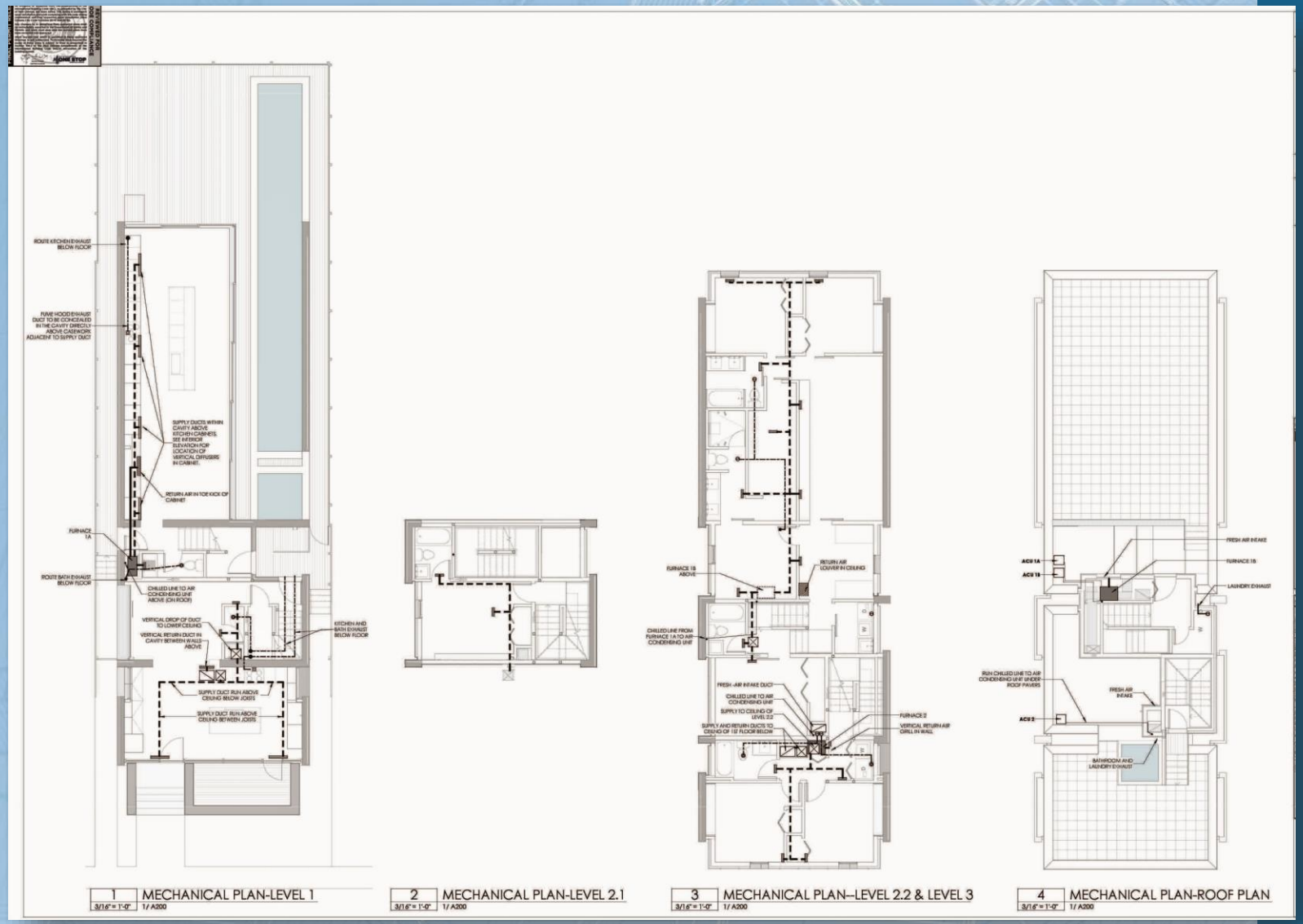
Floor plans are simply that. Each floor of the building is drawn to scale (usual a ⅛" or ¼" scale). These plans show interior and exterior walls, door and window locations, room dimensions, stairs, cabinets, toilets and sinks, and other relevant information.

Roof Plan View

ROOF PLAN FOR A HOUSE

Roof plans show dormers, hips, valleys, roof slope, roof pitch, roof-mounted equipment and other related details such as materials to be used and roof penetrations like plumbing or exhaust vents.





Air Conditioning Duct Layout

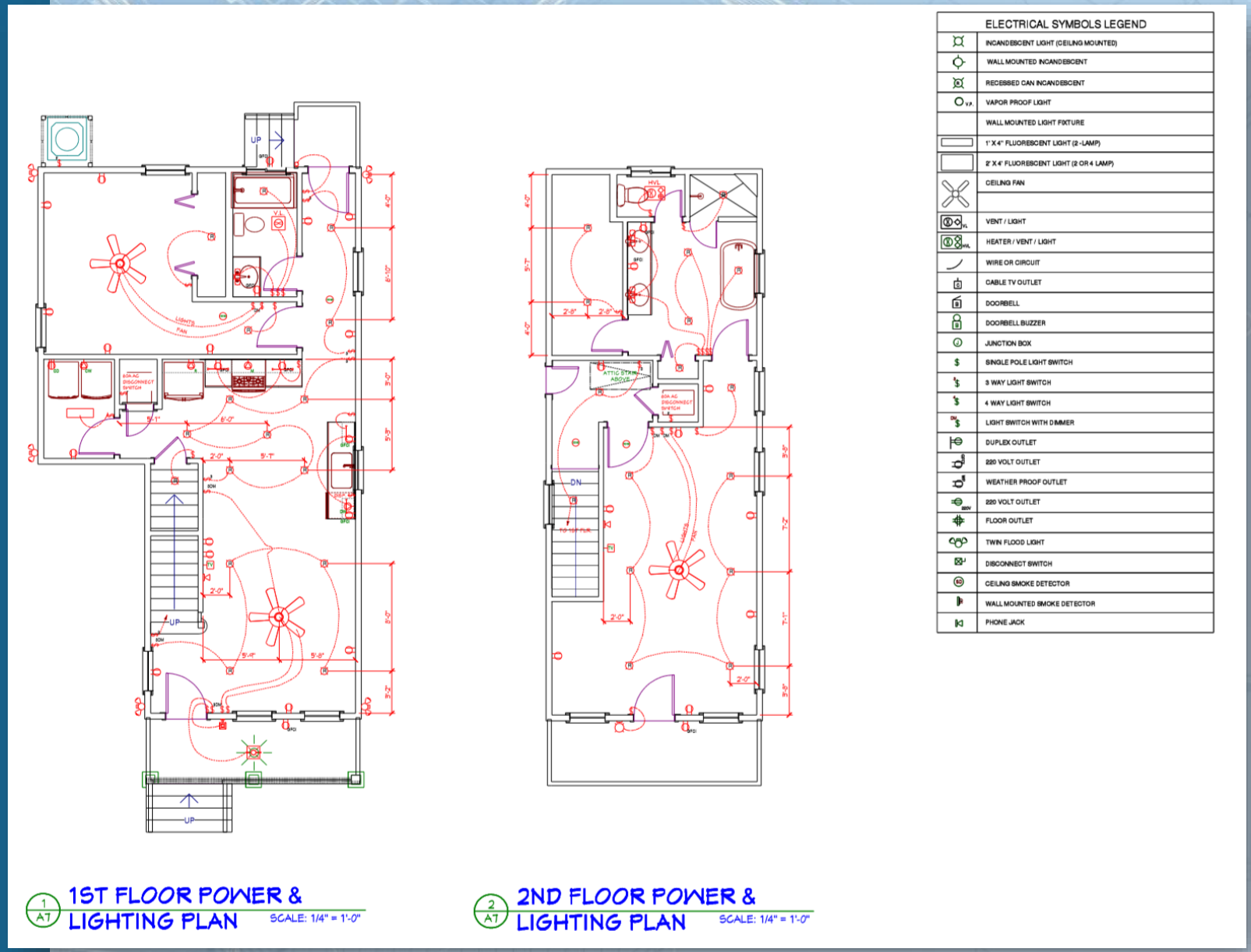
MEP - MECHANICAL, ELECTRICAL, PLUMBING PLANS FOR A RESIDENTIAL PROJECT

Plumbing, mechanical and electrical plans are usually needed for larger projects, but under certain public bid circumstances in housing projects each individual discipline can be shown on separate sheets without making the Architectural Plan too crowded and difficult to understand.

Electrical & Lighting Plan View

ELECTRICAL & LIGHTING PLAN FOR A RESIDENTIAL BUILDING

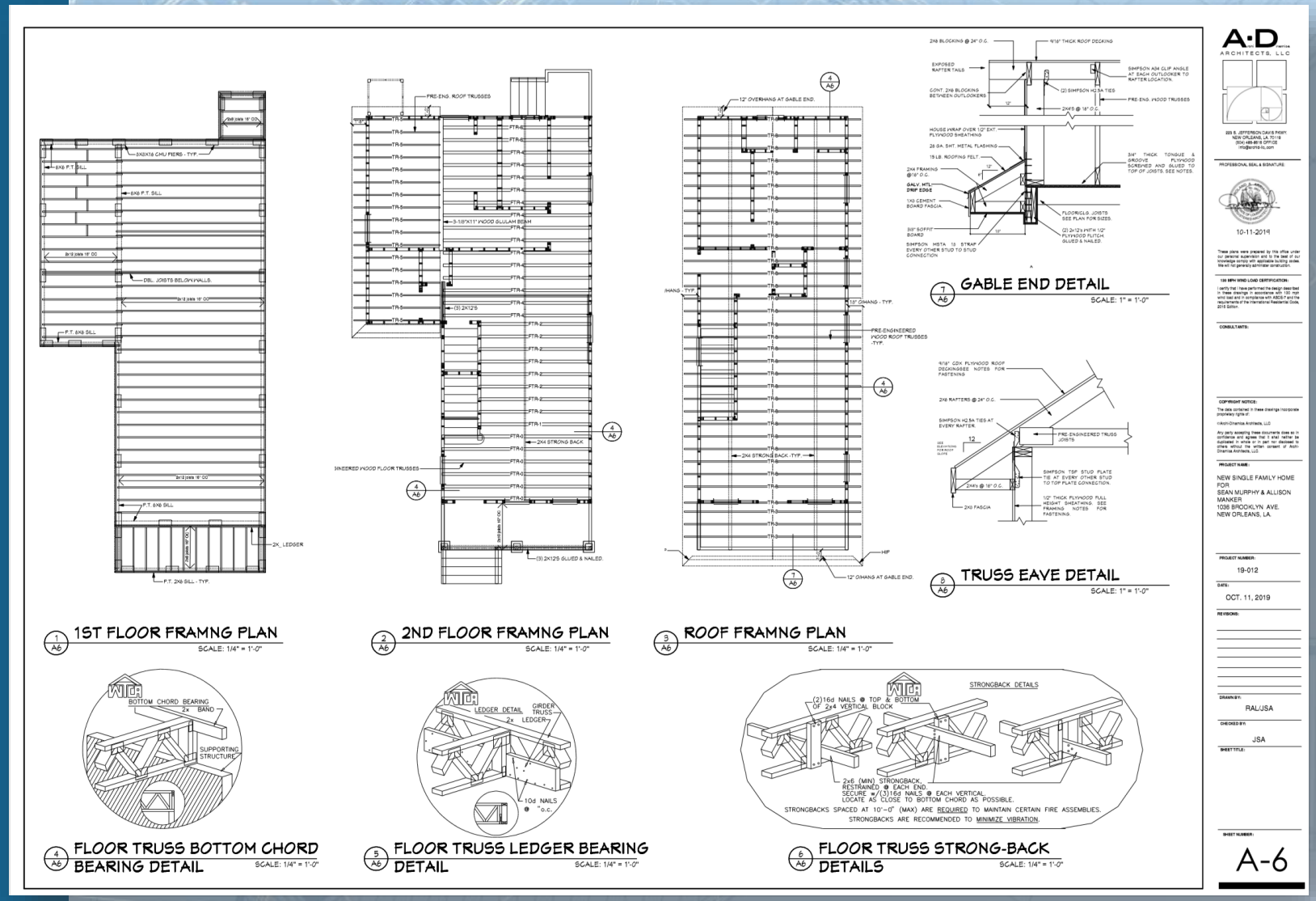
The lighting plan shows locations of all light fixtures, switches, emergency lighting, and special lighting.

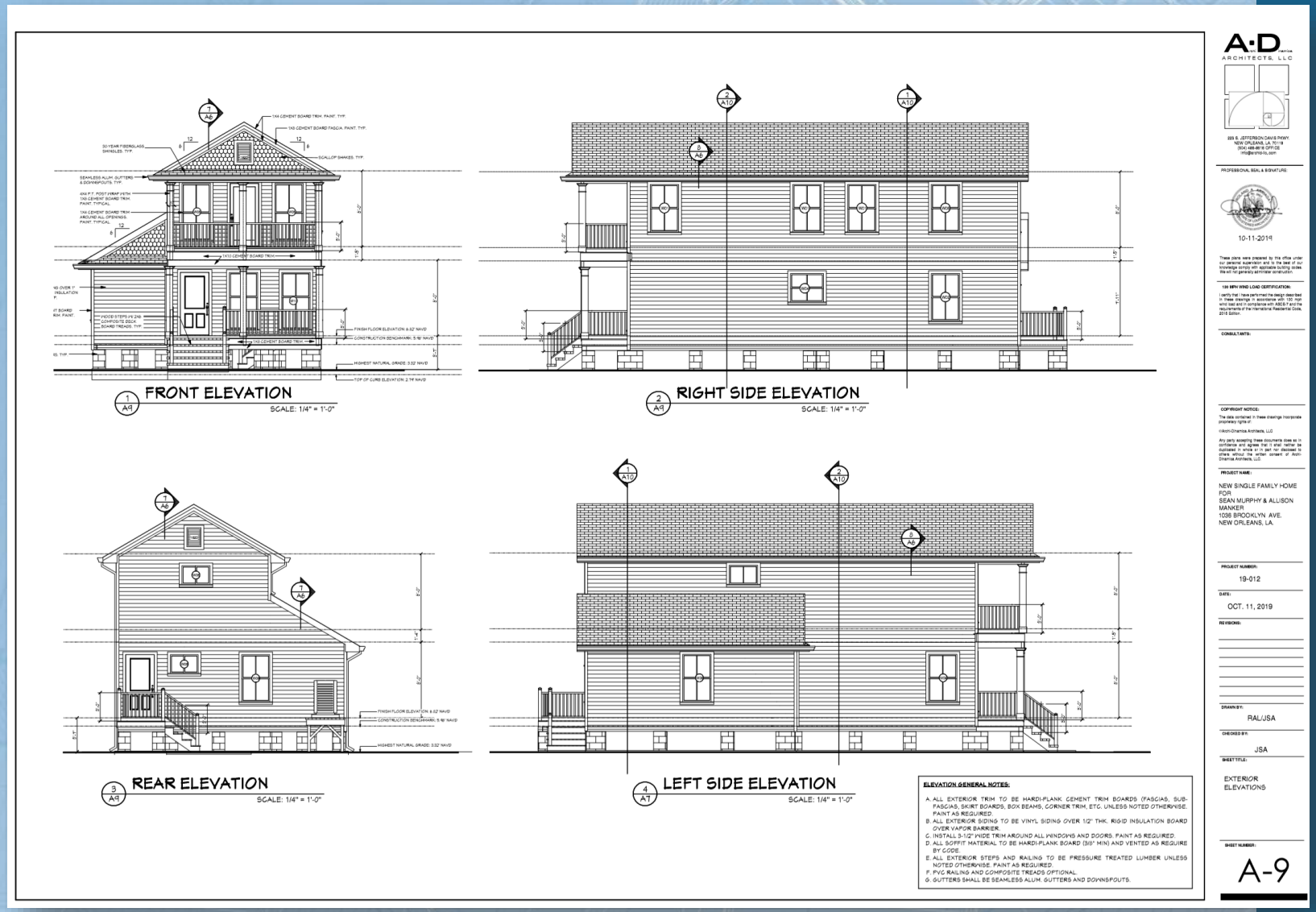


Plan View

STRUCTURAL FRAMING PLANS

The framing plans shows the framing member sizes and location of all beams and columns and framing details relevant to the framing type specified.





Elevations

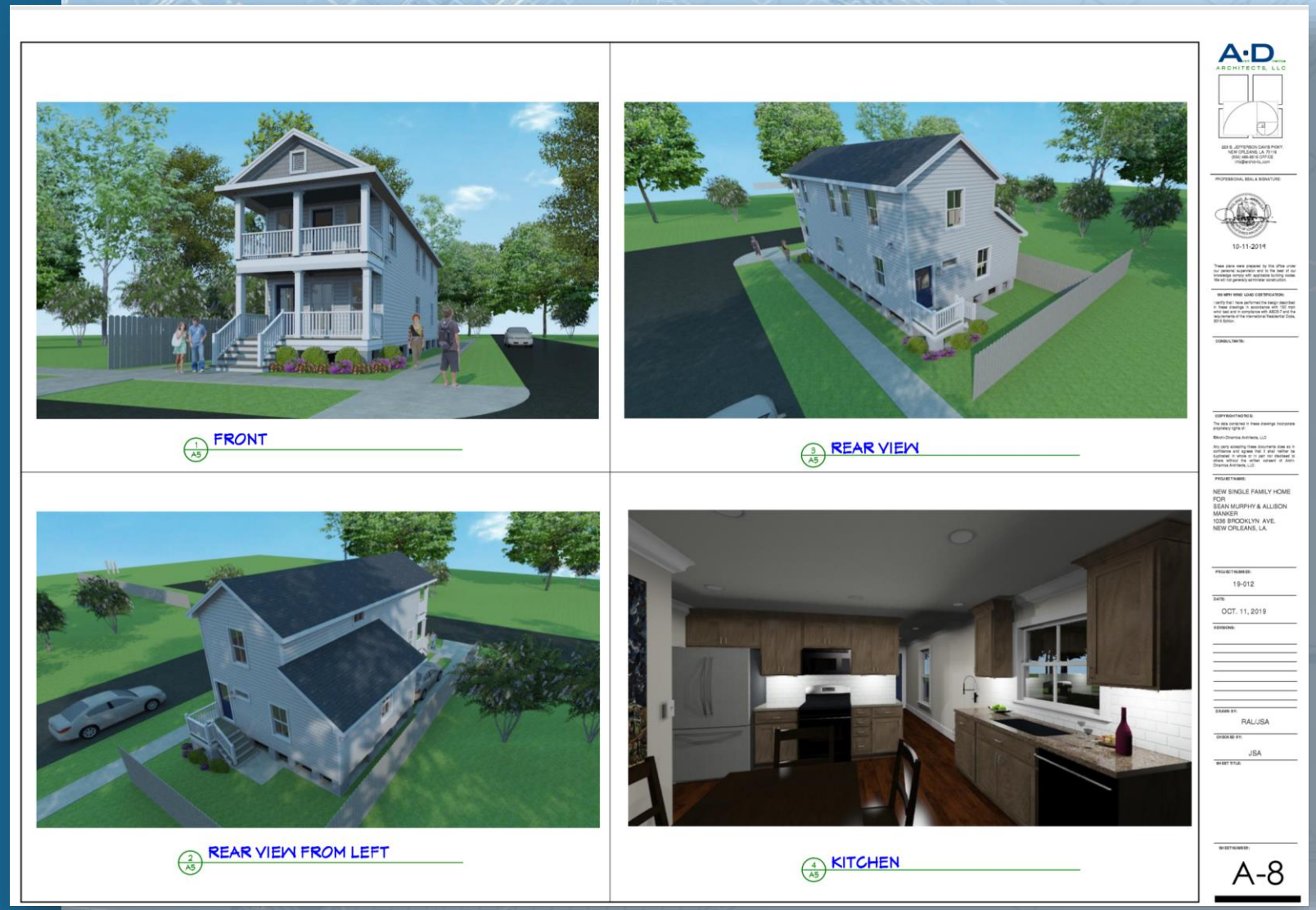
ELEVATIONS

Elevations are side views showing each of the exterior walls of the building. Usually the elevations are noted north, south, east, and west and they should be cross-referenced on the First Floor Plan.

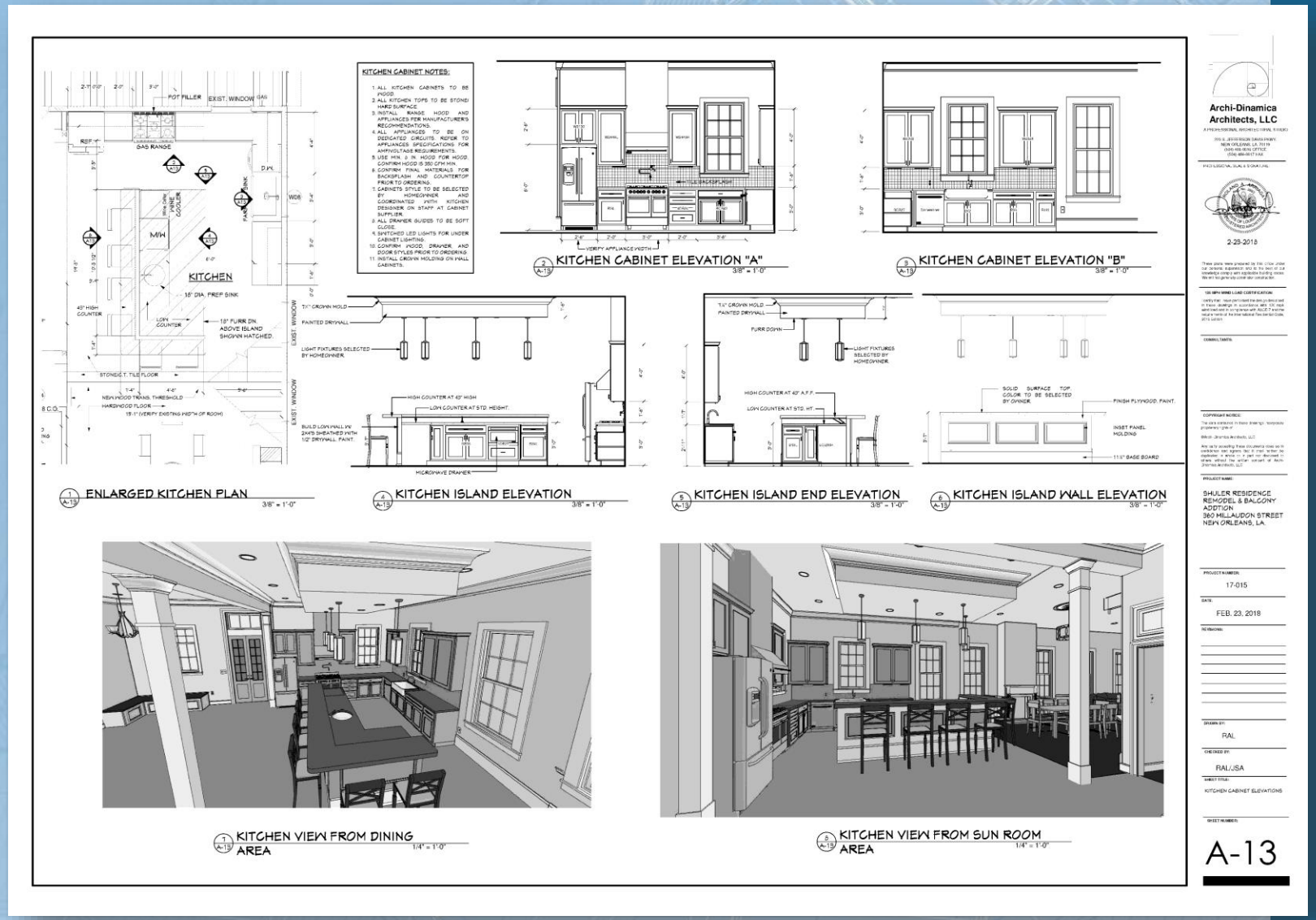
Exterior Renderings

EXTERIOR RENDERING

Describe the project in three-dimensional form. It helps with the understanding of volumes, roof planes, and certain features that cannot be described in two-dimensional format. It makes the plans easier to understand.



Interior Elevations

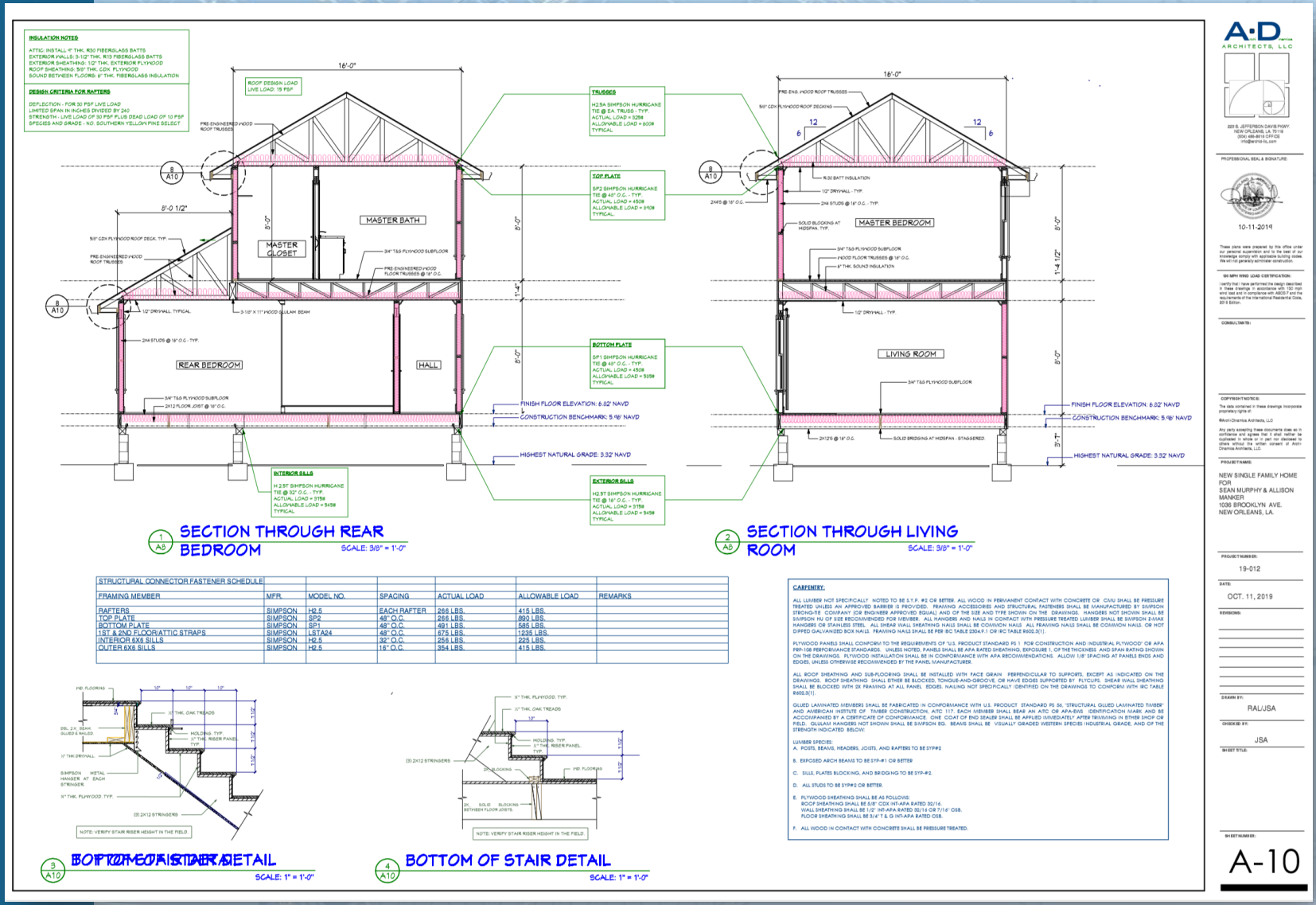


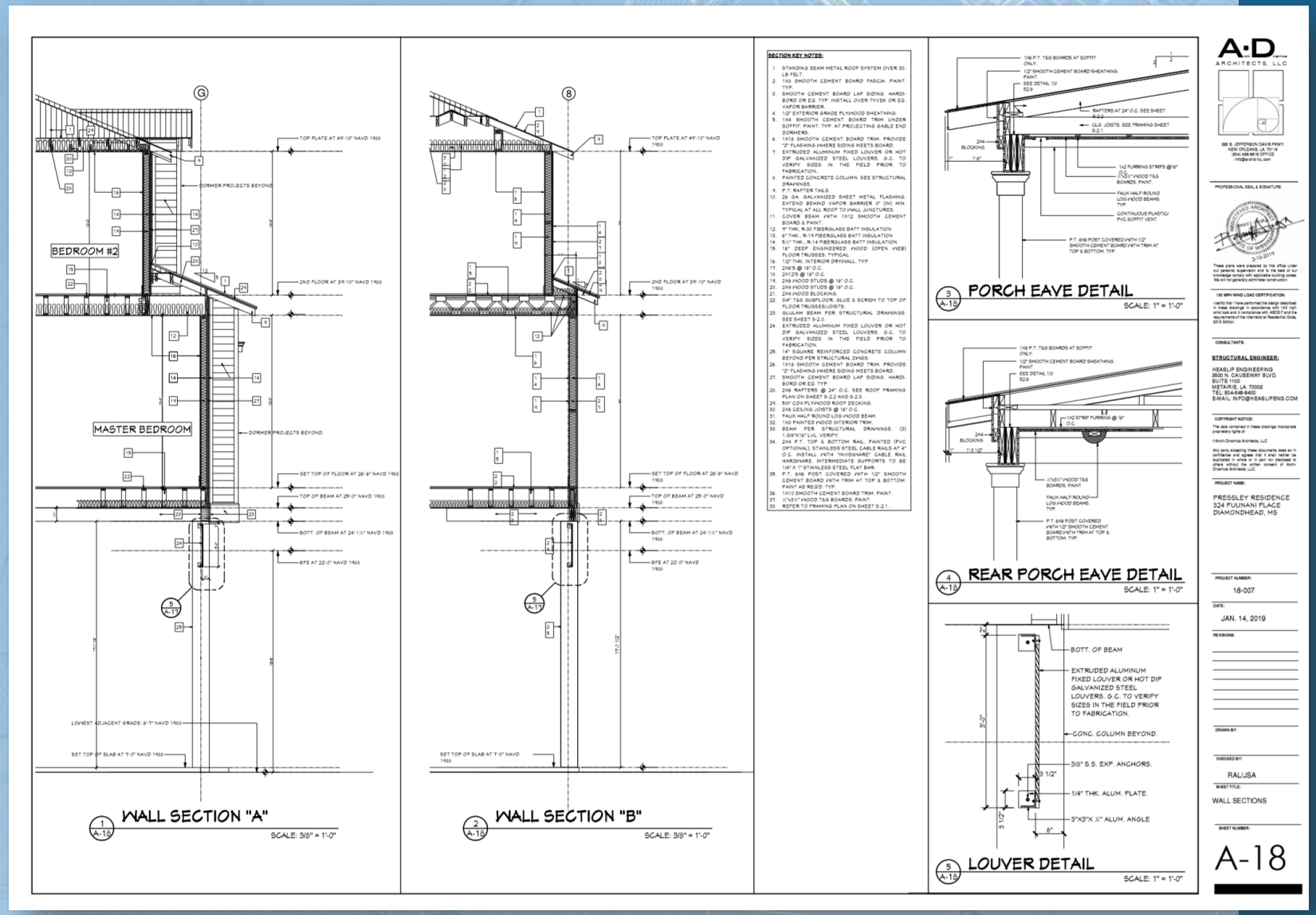
INTERIOR ELEVATIONS

Interior elevations are also included, typically to show cabinets and countertop work, bathroom walls and anywhere a plan view alone can’t communicate what is needed.

Building Sections

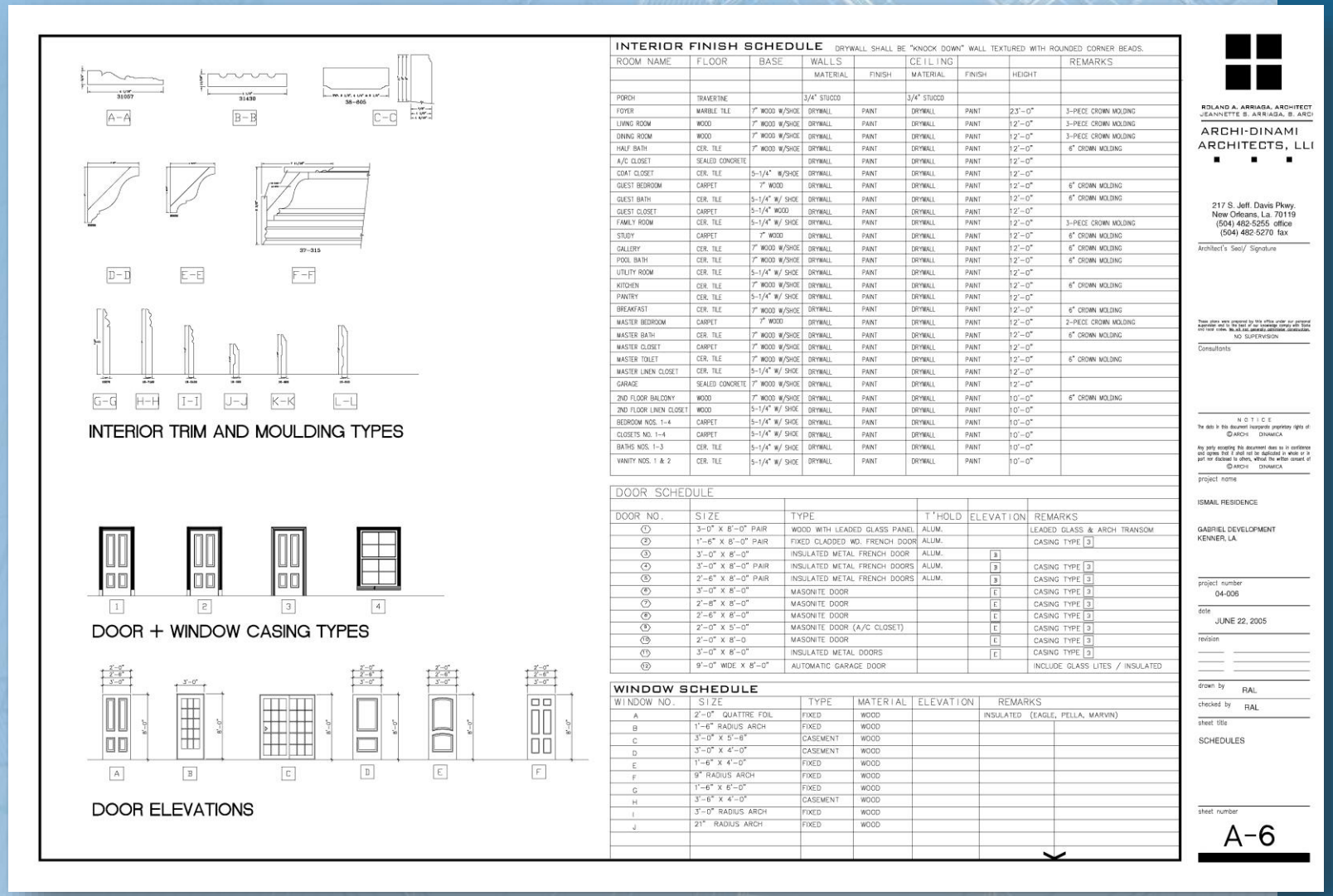
Plan views and elevations are not sufficient to fully describe the various building components needed or how each component relates to the others. This is where ‘sections’ are used. Sections are basically ‘slices’ through a building or building component.





Wall Sections

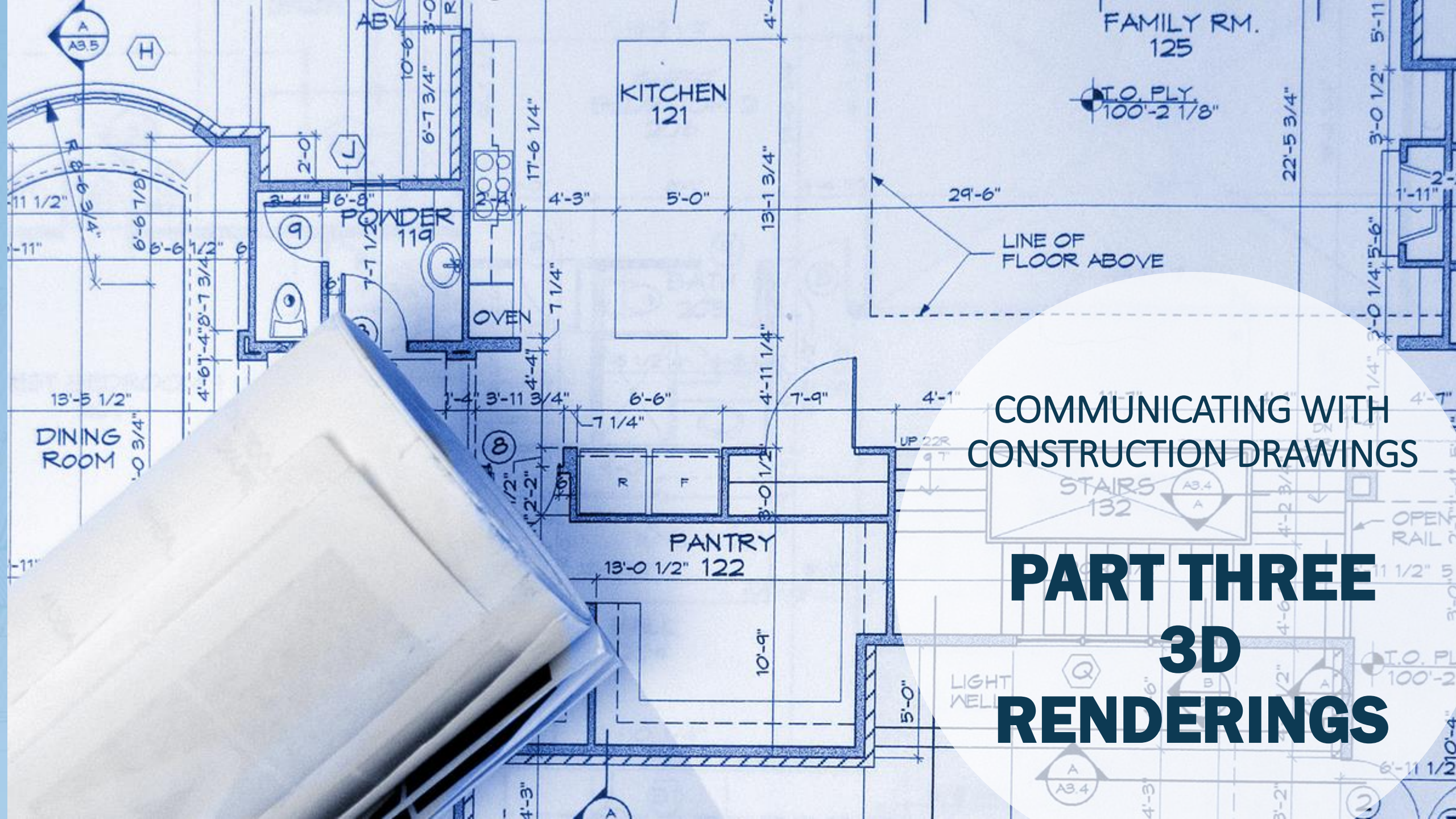
A common ‘section’ is a Wall Section. This is a vertical slice through the wall that shows the inside, outside and interior components of the wall, such as studs, sheathing, insulation, siding, or masonry, as well as how the wall engages the floor or foundation below, and the roof or floor structure above.



Schedules

SCHEDULES

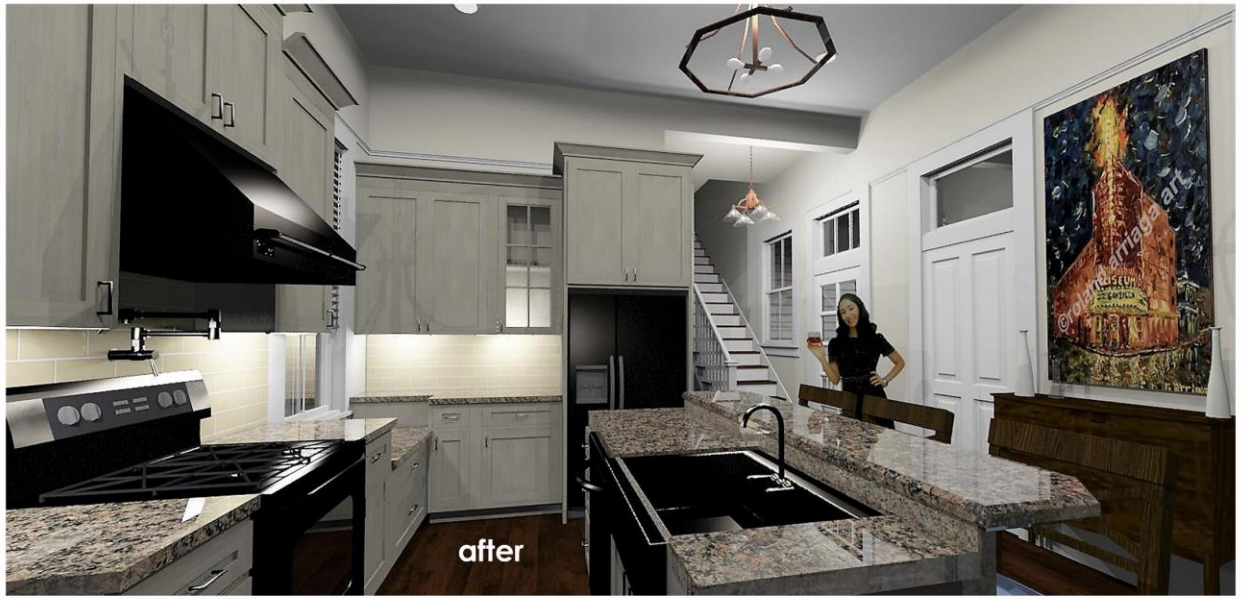
Many building components are organized in simple matrices called 'schedules.' Door, frame and door hardware details will be described in a door schedule. The floor plan will have simple door number or mark, and that will correspond with the detailed information on the door schedule. Windows, interior finishes, are all typically detailed in schedules.



COMMUNICATING WITH CONSTRUCTION DRAWINGS

PART THREE 3D RENDERINGS

before


after

before

after
A·D
rchi
inamica
ARCHITECTS, LLC

Archi-Dinamica Architect, LLC
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ComNet, LLC
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Baton Rouge, LA 70811
Office: 225-205-6562
Fax: 225-355-3435
Email: comnetllc@yahoo.com

ST. ALMA BAPTIST CHURCH

3736 ROUGON ROAD
PORT ALLEN, LA.

J. W. BROWN LABORATORY SCHOOL
1906 ADAMS STRET
MONROE, LA.
© ARCHI-DINAMICA ARCHITECTS, LLC

Before

After

ComNet LLC

A·D Archi Dinamica
ARCHITECTS, LLC
HOUSTON NEW ORLEANS

After

ComNet LLC

A·D Archi Dinamica
ARCHITECTS, LLC
HOUSTON NEW ORLEANS

Architects & Builders make it happen

Architects design homes & buildings. Builders built the home from the architect's blueprints.

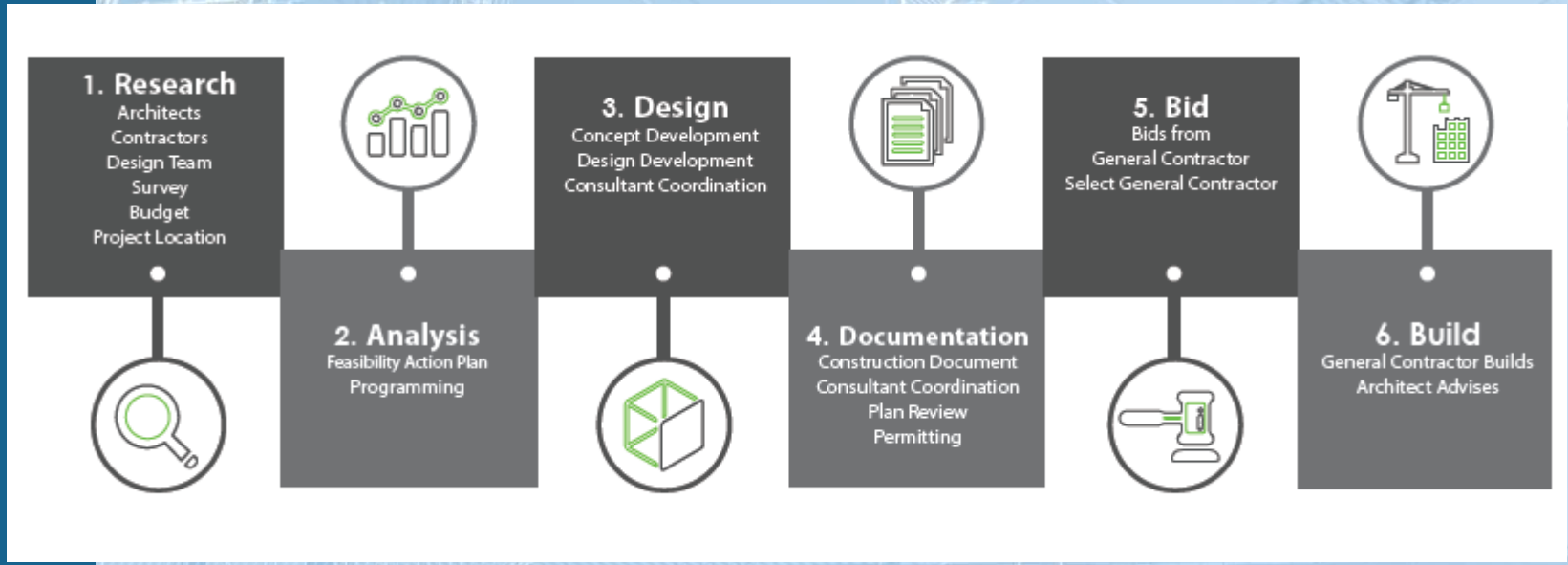
Architects have a unique 4-step process:

A. Architects first LISTEN carefully to their Clients to document their desired LIFESTYLES and FUNCTIONAL NEEDS.

B. Architects also ANALYZE THE LAND on which a project is to be built, to understand its characteristics and opportunities.

C. Architects then INVENT A CONCEPT(s) for the project that is/are suggested by your Lifestyle, Functions & Land. This Concept(s) has architectural implications that are artistic, inspirational and technical.

D. Architects then DESIGN homes, buildings, spaces, materials and energies that recall imagery of the Project Concept(s) and that perform in an outstanding Functional manner for you and your Lifestyle, integrating well with your Land.



DESIGN FEASIBILITY / NEEDS & OPTION STUDIES

When a design is started without an answer to specific questions that establish proper groundwork for any project, it means significant design changes later, with time and cost overruns during construction because of insufficient information and discrepancies in the plans. Thus, the need for a Design Feasibility Study.

ComNet LLC

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HOUSTON NEW ORLEANS

The Design Needs and Options Report

- Helps clients, building owners & facility managers, and developers achieve positive results through a systematic assessment and evaluation of possible alternative.

- Establishes solid starting points and puts all the technical and regulatory aspects of a project together into an understandable order of importance resulting in economical architectural designs and well-coordinated construction documents that will save time and money and prevent disappointments later.

- The report figures out which of the options/alternatives appear to be the most cost-effective solution for the project.

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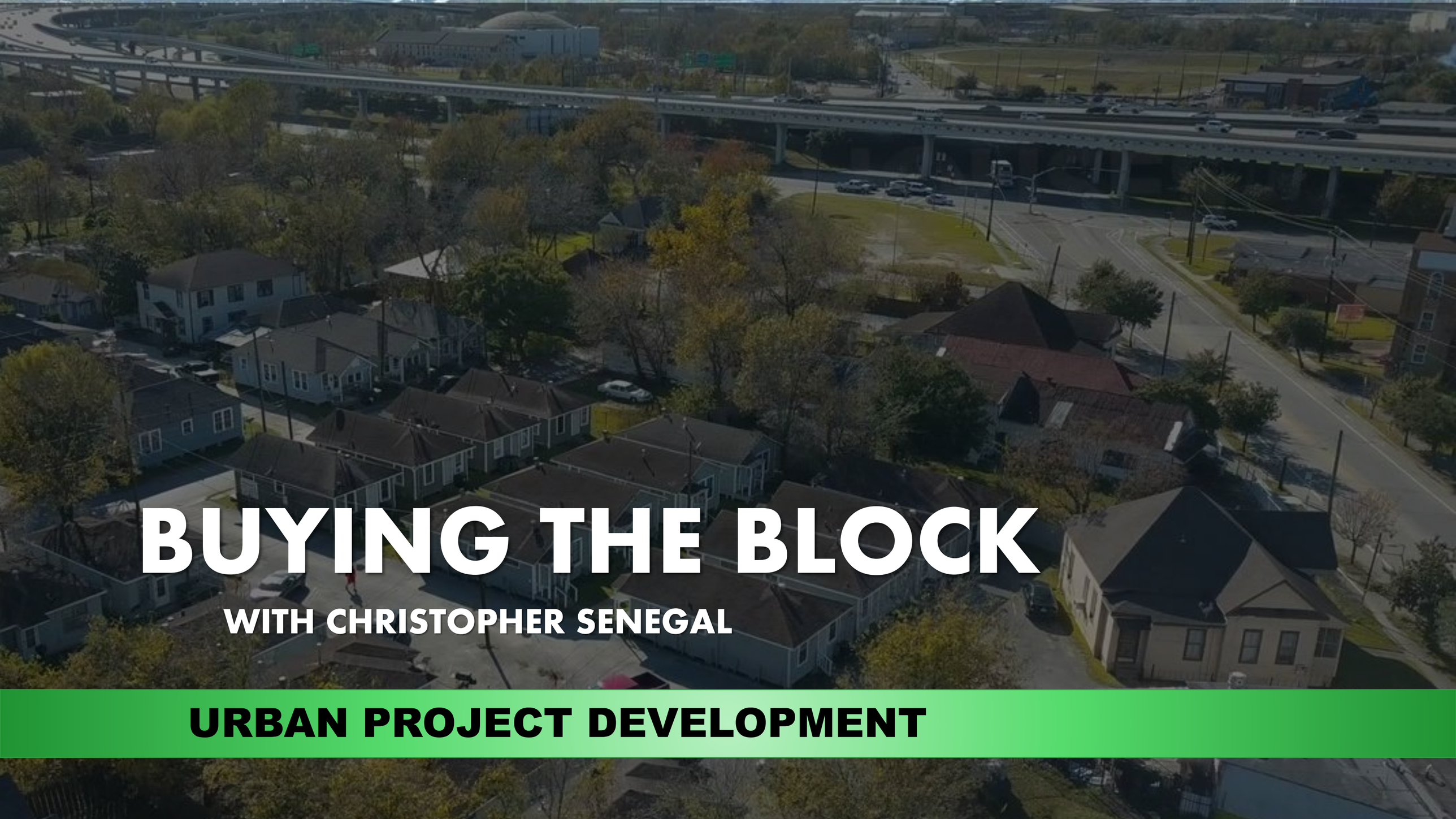
HOUSTON NEW ORLEANS

End of Presentation

Question & Answer



BUYING THE BLOCK

WITH CHRISTOPHER SENEGAL

URBAN PROJECT DEVELOPMENT

REBUILDING COMPLETE COMMUNITIES

INVICTUS DEVELOPMENT GROUP

A LOCAL SOCIAL IMPACT ORGANIZATION LED BY CHRISTOPHER SENEGAL

BLACK ENTERPRISE THE # 1 BLACK DIGITAL MEDIA BRAND

ENTREPRENEURSHIP

THIS YOUNG HBCU GRADUATE IS BUYING PROPERTY IN HOUSTON TO CURB GENTRIFICATION

HOUSTON CHRONICLE Sign in

Investor buys Fifth Ward block seeking preservation, not gentrification

R.A. Schuetz
July 29, 2020

REVITALIZING

ZERO DISPLACEMENT APPROACH TO REDEVELOPMENT

EMBRACING COMMUNITY LEGACY

BRINGING IN AFFORDABLE HOMEOWNERSHIP

REMOVING BLIGHTED COMMERCIAL

VISION

Changing the narrative on wealth creation through real estate development that balances the opportunity to attract high-income people (originally from similar communities) out of the suburbs, while ensuring existing residents are not displaced in the process.

“

THINK BIG

BIG DEALS, BIG IMPACT,

BIG LEGACY…

THE SUCCESS TRIANGLE

MONEY
K/E
OP

SHORT CUT IS….
YOU ONLY NEED TO BRING
ONE
TO THE TABLE!

HOW HAVE I PURCHASED MY SITES?

- Site Control – Contract, Outright Purchase, Options
- Funding – Seller Financing, Small Groups, Crowdfunding
- THE RIGHT TEAM

REVITALIZATION

COMMUNITY CONTROLLED NARRATIVE

VS

GENTRIFICATION

CONTROLLED BY PROFIT DRIVEN OUTSIDE GROUPS

BUYING THE BLOCK

Acquiring and controlling the redevelopment of real estate in our neighborhoods.

THE PROBLEM WE ALL KNOW ABOUT

and the history we don’t think to mention…

These disadvantaged neighborhoods, once thrived with people of all economic classes.

Businesses like grocery stores are scarce, but when these neighborhoods thrived those businesses were owned by the community and were sustainable.

WHAT IF WE COULD CREATE A ZERO DISPLACEMENT MODEL?

- Invest in vacant, abandoned, neglected property
- Try to keep rental rates affordable
- Prevent homeownership loss due to higher taxes by working with local officials and tax authorities.

WHEN IS THE RIGHT TIME TO BUY IN THESE NEIGHBORHOODS?

- Not when its still a war zone
- Its harder when you are trying to be the catalyst
- When you see announcements of projects
- City activity picks up in a neighborhood
- City initiatives to spark redevelopment

CASE STUDY

NEW CONSTRUCTION SPEC HOMES

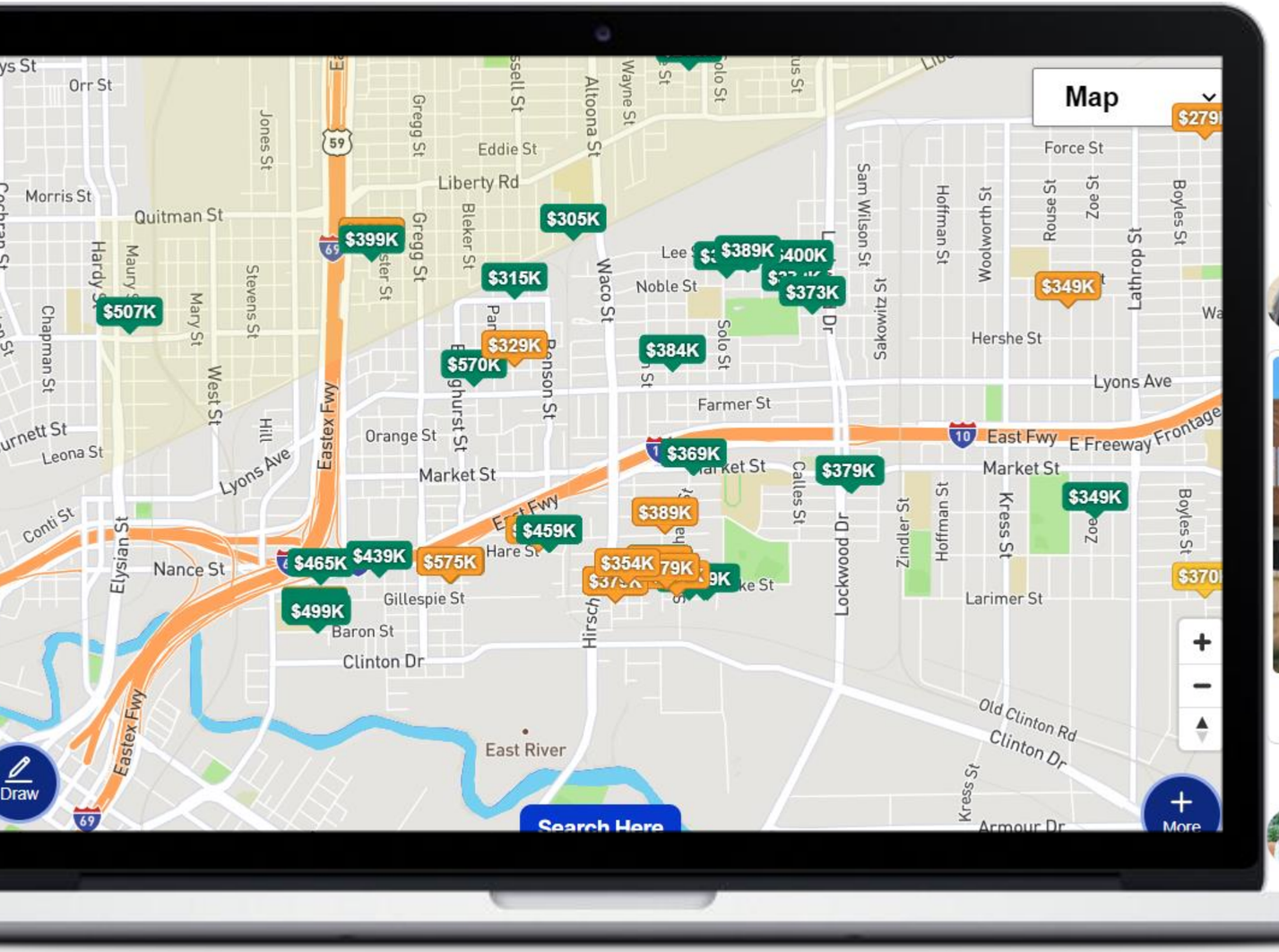
2014 OWNER FINANCED $475k WITH 10% DOWN

WENT THROUGH 23 LENDERS TO GET APPROVED

CHALLENGES: NO NEW CONSTRUCTION IN THE ZIP CODE

SOLD FIRST HOME FOR $279,000

SOLD THE LAST HOME FOR $298,000 (10 MONTHS LATER)



SEPTEMBER 2022

200 SF SMALLER
NO GARAGE

Diamond Jackson
CR Elite Realty, LLC

2208 Des Chaumes Street
Houston, TX 77026

$329,900

Active

For Sale, Single-Family
Contemporary/Modern style in Chapmans Sec 3 in Denver Harbor (Marketarea)

3 bedrooms
2 full & 1 half baths
2 stories

1,500 Sqft.
2,657 lot Sqft.
2022 year built

3 Days on HAR | 27 Photos

New Construction | Just Listed

Porshae' Brown
Truss Real Estate

CASE STUDY

SOCIAL IMPACT COMMUNITY PROJECT

ZERO DISPLACEMENT REVITALIZATION

AFFORDABLE SINGLE FAMILY RENTAL PRESERVATION

$2M PURCHASE

& RENOVATION VIA REGULATION CF CROWDFUND

- Prevented this 20-home portfolio from outside investor purchase with plans to remove tenants, raise rents, and create an AIRBNB community
- Tenant rents remain below market
- Long-term tenants (18 years +)
- Flexible payment terms catered to each resident
- Community investment project
- Many services provided to residents
- Focus on healthy foods, job creation, job training, living wages, health, education, cultural facilities, sustainability

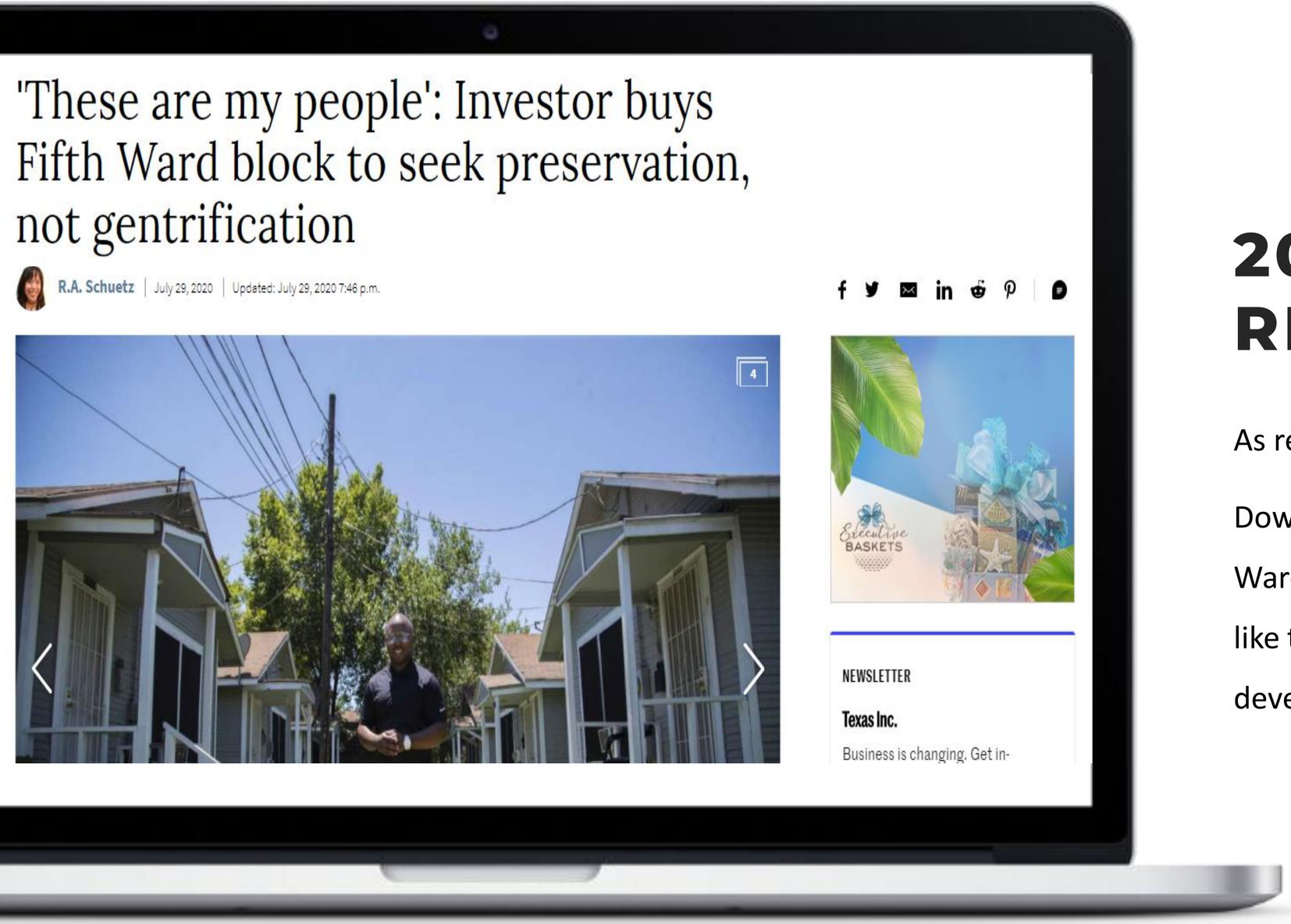
3204 LYONS AVENUE – DITTMAN COURT

BEFORE PICTURES - DITTMAN COURT

COMMUNITY OUTREACH AND ENGAGEMENT

AFTER PICTURES - RENAMED STEPHENS COURT

31



2020 REDEVELOPMENT

As redevelopment went counter-clockwise around Downtown Houston, builders began looking at Fifth Ward as the final frontier for revitalization. Articles like these began to surface from builders and big developers.

3204

3204

STEVEN'S
COURT

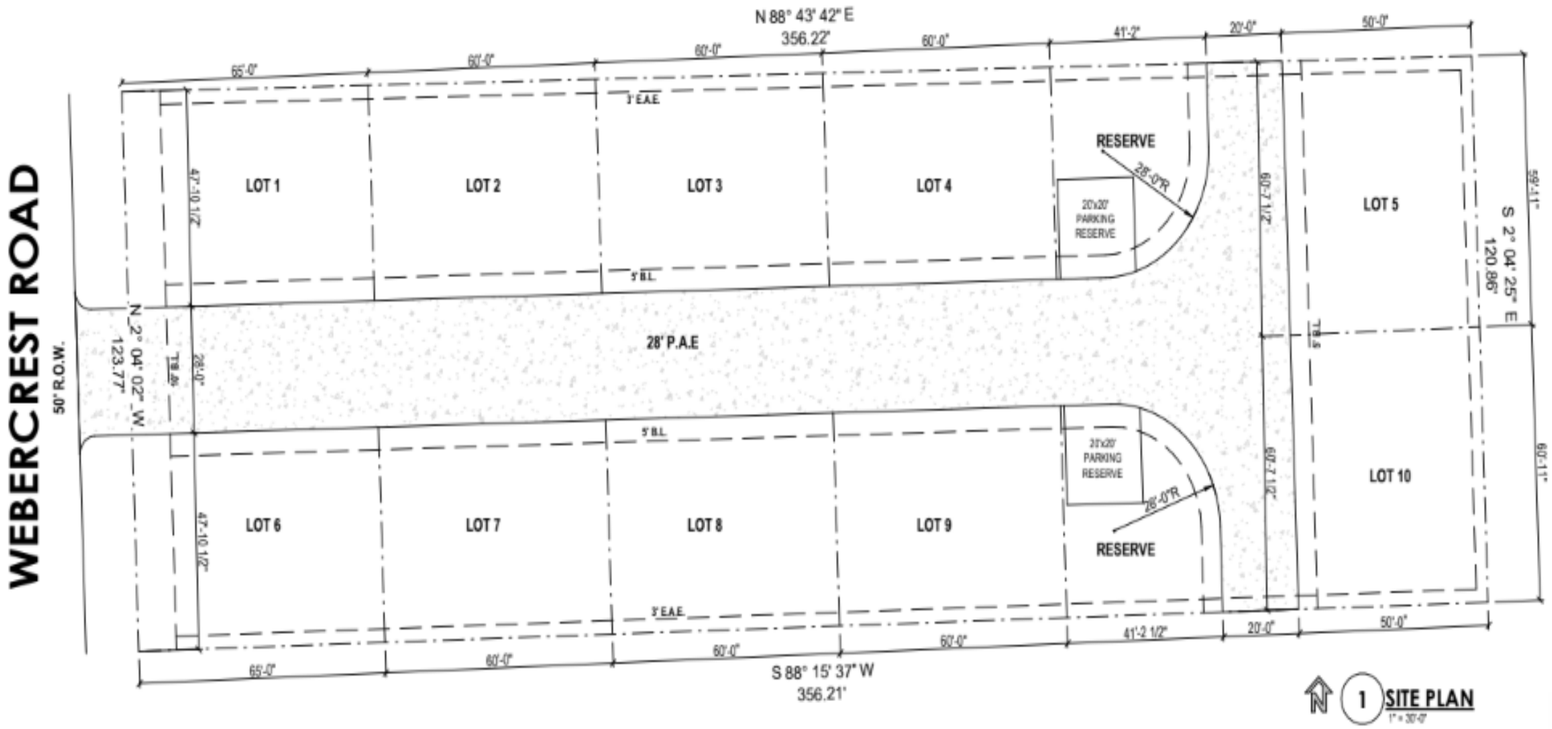
CURRENT PORTFOLIO VALUE

Value at Closing March 2020	$1,325,000
PURCHASE PRICE	$1,250,000
Renovations Costs	$435,000
Current Estimated Value	**$2,275,000**

REBUILDING THE COMMUNITY ONE BLOCK AT A TIME – CHURCHES ARE LAND OWNERS

CURRENT PROJECTS

$7M GROUP DEVELOPMENT PROJECT – HOUSTON, TX



$26M BUILD TO RENT COMMUNITY – ORANGE, TEXAS

SITE DATA - SINGLE FAMILY HOMES (BFR)

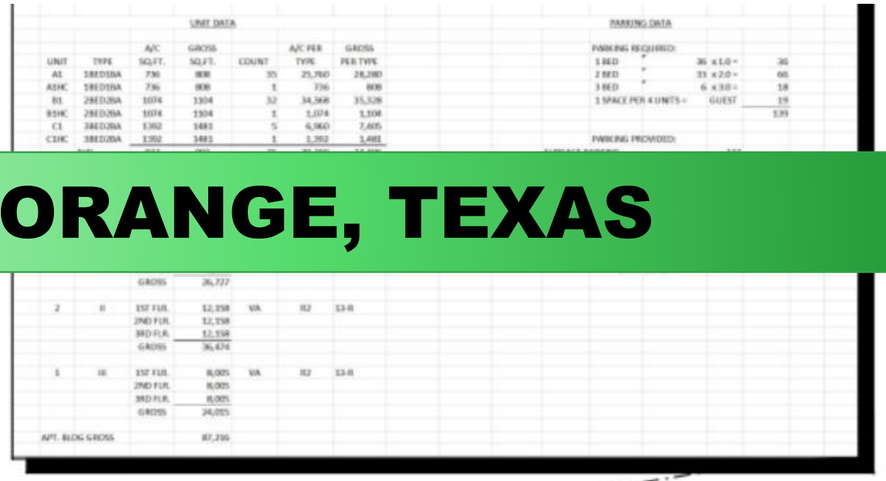
SINGLE FAMILY HOMES DATA

FLOOR PLAN	TYPE	A/C SQ.FT.	GROSS SQ.FT.	COUNT	PERCENTAGE
B2	2BED 2.5BA	1,228	1,738	17	36%
C2	3BED 2.5BA	1,353	1,843	25	53%
D2	4BED 3.5BA	1,577	2,086	5	11%
			TOTAL COUNT	47	

GARAGE:	94
LEASING OFFICE:	4
SURFACE:	51
TOTAL PROVIDED:	243

LAND DATA

6.09	ACRES
265,567	SQ. FT.
7.72	DENSITY



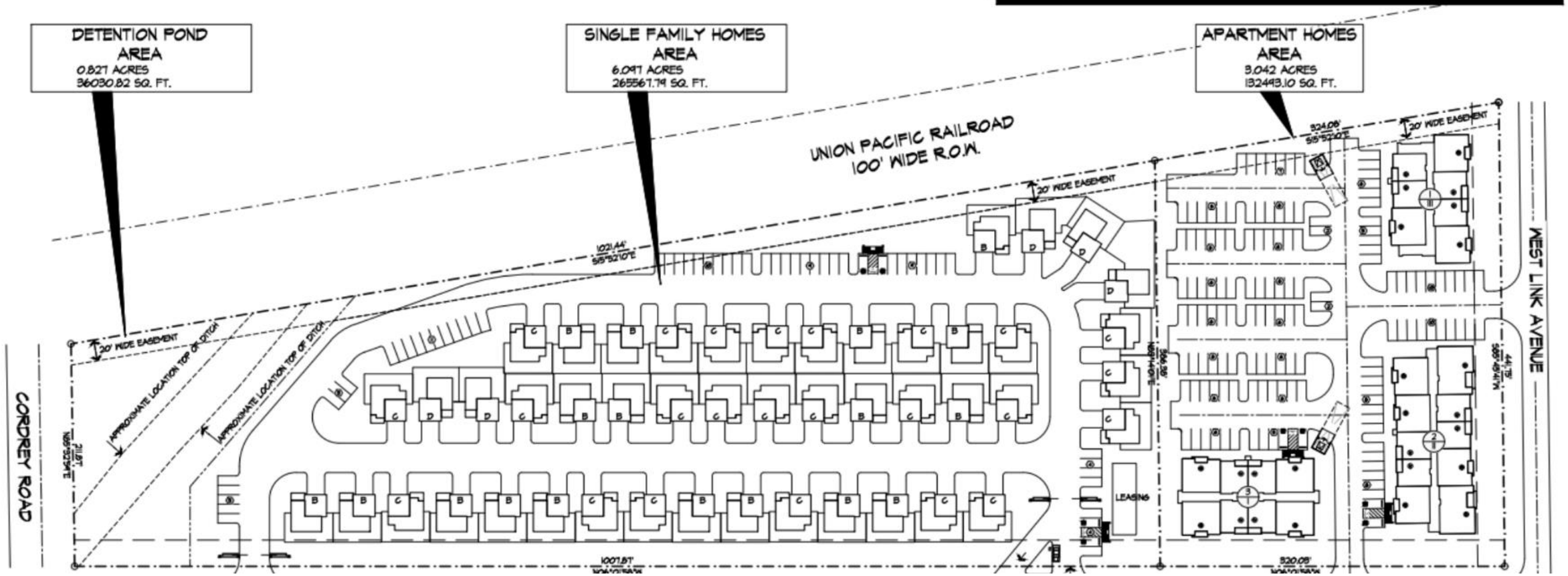
UNIT DATA

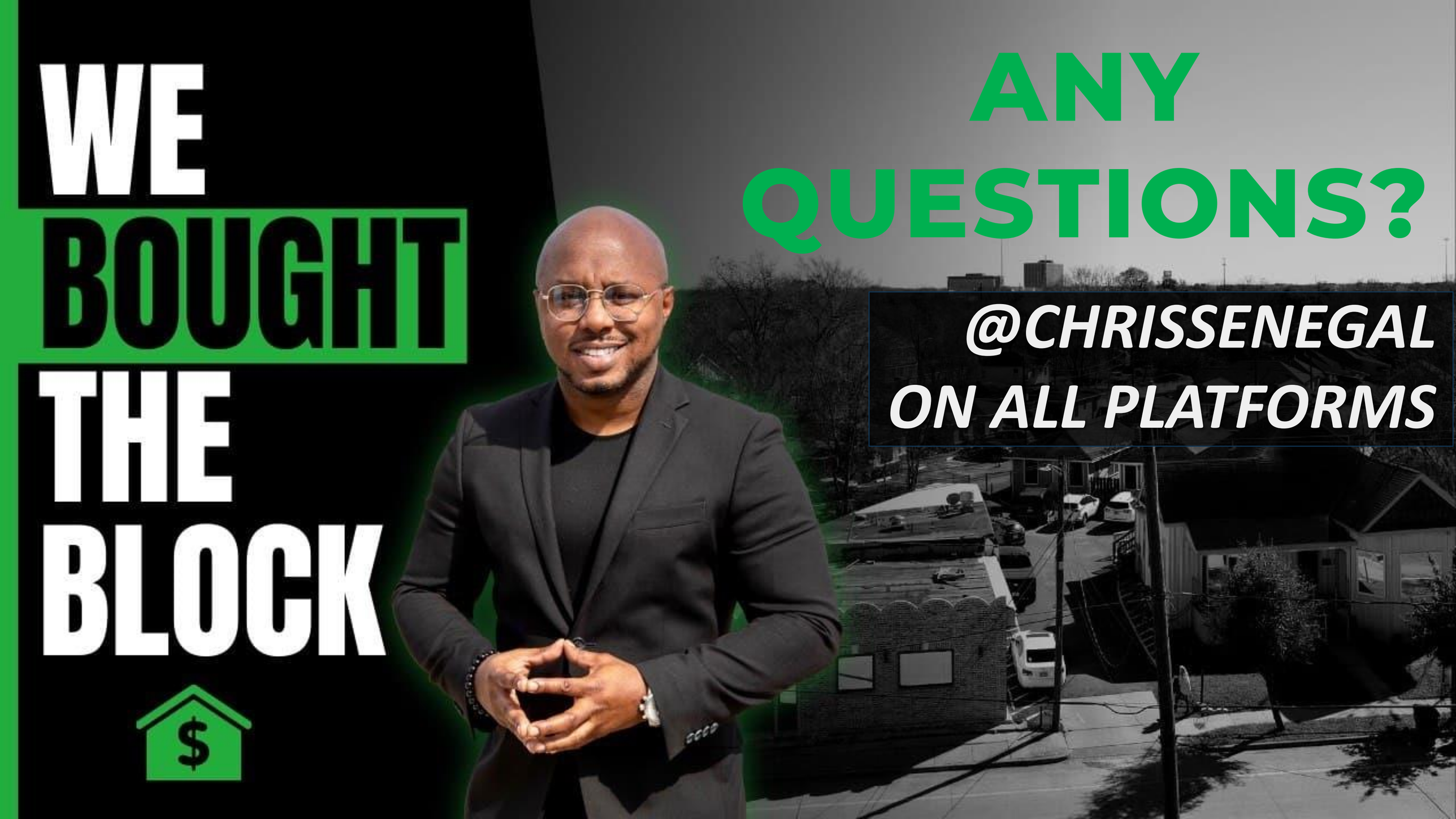
UNIT	TYPE	A/C SQ.FT.	GROSS SQ.FT.	COUNT	A/C PER TYPE	GROSS PER TYPE
A1	1BED1BA	736	808	35	25,760	28,280
A1HC	1BED1BA	736	808	1	736	808
B1	2BED2BA	1074	1304	32	34,368	35,328
B1HC	2BED2BA	1074	1304	1	1,074	1,304
C1	3BED2BA	1352	1483	5	6,760	7,415
C1HC	3BED2BA	1352	1483	1	1,352	1,483

			GROSS	26,727		
2	II	1ST FLR.	12,358	VA	B2	13-R
		2ND FLR.	12,358			
		3RD FLR.	12,358			
		GROSS	36,474			
1	III	1ST FLR.	8,005	VA	B2	13-R
		2ND FLR.	8,005			
		3RD FLR.	8,005			
		GROSS	24,015			
APT. BLDG GROSS			87,216			

PARKING DATA

PARKING REQUIRED:			
1 BED	=	36 x 1.0 =	36
2 BED	=	33 x 2.0 =	66
3 BED	=	6 x 3.0 =	18
1 SPACE PER 4 UNITS =		GUEST	19
			139
PARKING PROVIDED:			




WE
BOUGHT
THE
BLOCK
ANY
QUESTIONS?
@CHRISSENEGAL
ON ALL PLATFORMS

Organizational Management and Leadership in a Global Work Environment: Is Virtual Office Management… the right solution for you or your company?

Presentation

LEARNING OBJECTIVES
Understand the functions of management.
What is Organizational Leadership.
Explain the three basic leadership styles.
Explain the three basic levels of management.
Understand the management skills that are important for a successful small business.
Understand the steps in ethical decision making.

All small businesses need to be concerned about management principles. Management decisions will impact the success of a business, the health of its work environment, its growth if growth is an objective, and customer value and satisfaction. Seat-of-the-pants management may work temporarily, but its folly will inevitably take a toll on a business. This section discusses management principles, levels, and skills—all areas that small business owners should understand so that they can make informed and effective choices for their businesses.

What Is Management?

There is no universally accepted definition for management. The definitions run the gamut from very simple to very complex. For our purposes, we define management as “the application of planning, organizing, staffing, directing, and controlling functions in the most efficient manner possible to accomplish meaningful organizational objectives.”John M. Ivancevich and Thomas N. Duening, *Business: Principles, Guidelines, and Practices* (Mason, OH: Atomic Dog Publishing, 2007), 172. Put more simply, management is all about achieving organizational objectives through people and other resources. David L. Kurtz, *Contemporary Business* (Hoboken, NJ: John Wiley & Sons, 2011), 254.

Management principles apply to all organizations—large or small, for-profit or not-for-profit. Even one-person small businesses need to be concerned about management principles because without a fundamental understanding of how businesses are managed, there can be no realistic expectation of success. Remember that the most common reason attributed to small business failure is failure on the part of management.

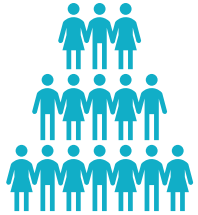
Management Functions

Planning

- **Planning** “is the process of anticipating future events and conditions and determining courses of action for achieving organizational objectives.”David L. Kurtz, *Contemporary Business* (Hoboken, NJ: John Wiley & Sons, 2011), 257. It is the one step in running a small business that is most commonly skipped, but it is the one thing that can keep a business on track and keep it there. "Management Principles,” *Small Business Notes*, accessed February 2, 2012, www.smallbusinessnotes.com/managing-your-business/management-principles. Planning helps a business realize its vision, get things done, show when things cannot get done and why they may not have been done right, avoid costly mistakes, and determine the resources that will be needed to get things done. John M. Ivancevich and Thomas N. Duening, *Business: Principles, Guidelines, and Practices* (Mason, OH: Atomic Dog Publishing, 2007), 176; David L. Kurtz, *Contemporary Business* (Hoboken, NJ: John Wiley & Sons, 2011), 257. Business planning for the small business is discussed in Chapter 5 "The Business Plan", and marketing planning is discussed in Chapter 8 "The Marketing Plan".

Organization

Learning Organizational Leadership Skills and Mindsets



"If your goal is to influence people and impact the organization at the highest level possible, then you want to learn about organizational leadership," said **Deborah Gogliettino**, faculty lead for human resources at SNHU.

It's one thing to learn about a subject. But can the essential skills and mindsets of organizational leadership be learned? According to Ellington, these include:

- Problem-solving and decision-making
- Communicating (especially listening) effectively
- Relationship- and team-building (including developing leadership potential in others)
- Identifying future innovations and opportunities
- Understanding your business environment and operations
- Using integrity and ethics
- Thinking strategically, system-wide, and holistically
- Spreading the organization's vision and inspiring others to share in that vision

Staffing

Staffing

The **staffing** function involves selecting, placing, training, developing, compensating, and evaluating (the performance appraisal) employees. John M. Ivancevich and Thomas N. Duening, *Business: Principles, Guidelines, and Practices* (Mason, OH: Atomic Dog Publishing, 2007), 176. Small businesses need to be staffed with competent people who can do the work that is necessary to make the business a success. It would also be extremely helpful if these people could be retained. Many of the issues associated with staffing in a small business are discussed in Section 12.4 "People".

Weighing the Opportunities and Challenges in a pandemic environment.

- Many U.S. workers now consider work/life balance and flexibility to be the most important factors in considering job offers. In fact, 81 percent of employees said they would be more loyal to their employers if they had flexible work options, according to a 2020 survey by FlexJobs.
- However, offering flexible work arrangements can involve a paradigm shift for organizations, especially smaller ones that may not have the critical mass of technology, budget, management and competitive flexibility necessary to make extensive use of flexible work arrangements.

Leadership identified the following benefits when making the business case for the policy:

•**Travel.** Conferencing technology like Skype would reduce travel expenses.

•**Technology.** Upgrading technology would help the company stay competitive and build Unilever's brand as a best place to work. Costs would be offset by other savings.

•**Real estate.** Cubicles and offices would be converted to communal facilities, thereby reducing space requirements by 30 percent. Sites would be converted gradually as leases expired.

•**Health.** Onsite fitness facilities would increase employee satisfaction, help reduce illness and cut insurance costs.

•**Work/life balance.** Empowering workers would enhance work/life balance. Satisfaction ratings would rise, and recruitment would become easier.

•**Sustainability.** Reducing travel, office energy costs and paperwork would decrease the environmental footprint.

•**Retention and engagement.** Flexibility would enhance the employer value proposition, improving retention and supporting diversity.

- OPPORTUNITIES

- Flexible work arrangements offer numerous benefits to both employers and employees. Such benefits include:
- Assisting in recruiting efforts.
- Enhancing worker morale.
- Managing employee attendance and reducing absenteeism.
- Improving retention of good workers.
- Boosting productivity.
- Creating a better work/life balance for workers.
- Minimizing harmful impact on global ecology. Certain flexible work arrangements can contribute to sustainability efforts by reducing carbon emissions and workplace "footprints" in terms of creation of new office buildings.
- Allowing for business continuity during emergency circumstances such as a weather disaster or pandemic.

CHALLENGES

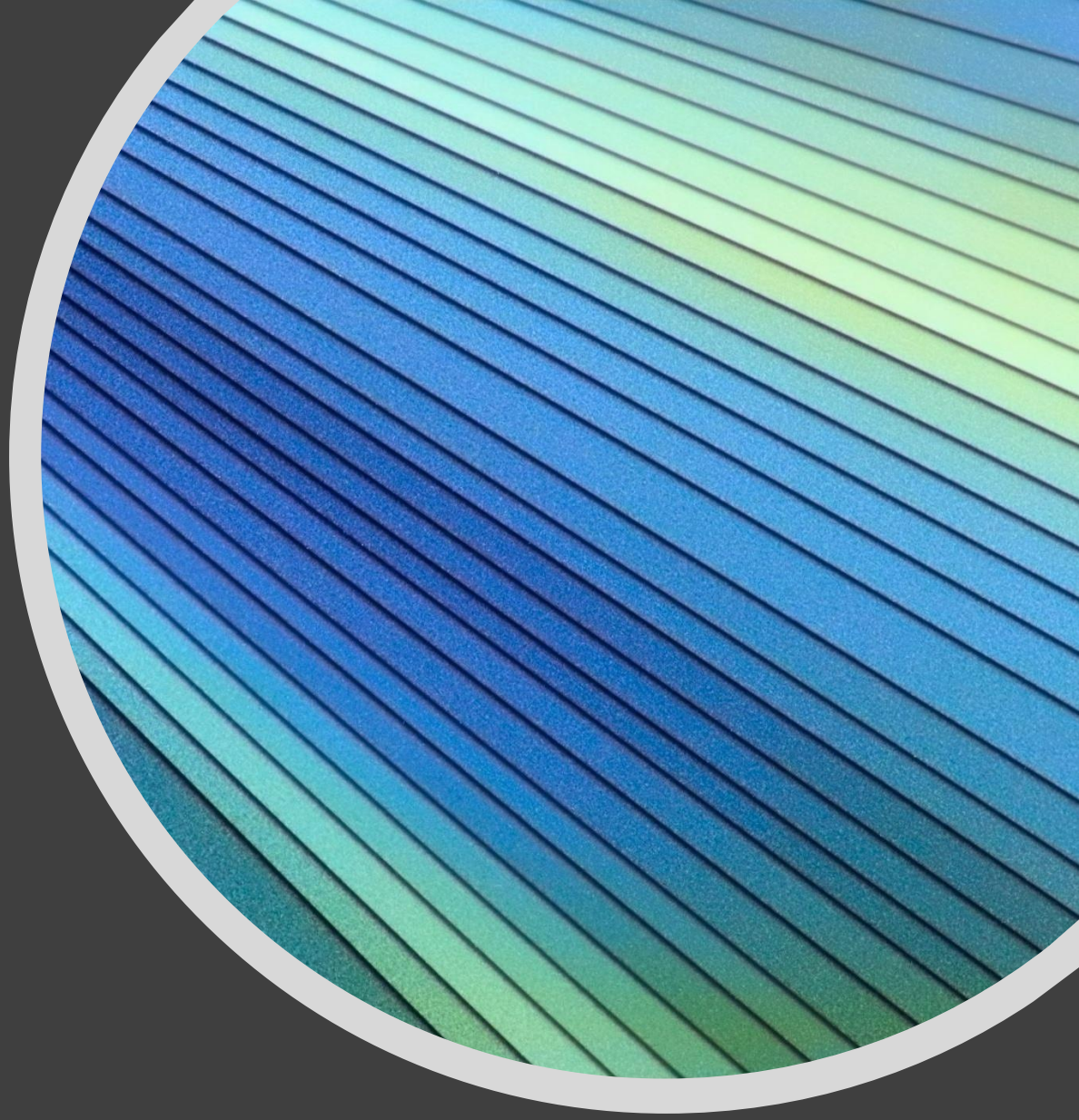
Managers tasked with implementing strategic goals related to flexible work arrangements need to keep many things in mind:

Keeping programs relevant to workers' real needs/wants.

Focusing on the unique needs of specific groups of workers without creating a second class of workers and without engaging in unlawful disparate treatment or disparate impact discrimination.

Communicating broadly to achieve the benefits of flexible work arrangements.

Exercising caution when eliminating a program that is not working or is no longer relevant to enough workers. Any loss of a benefit can impair morale, even if only a few workers had used it. Employers should consider phasing out unproductive programs over time.



Directing

- **Directing** is the managerial function that initiates action: issuing directives, assignments, and instructions; building an effective group of subordinates who are motivated to do what must be done; explaining procedures; issuing orders; and making sure that mistakes are corrected. John M. Ivancevich and Thomas N. Duening, *Business: Principles, Guidelines, and Practices* (Mason, OH: Atomic Dog Publishing, 2007), 177; David L. Kurtz, *Contemporary Business* (Hoboken, NJ: John Wiley & Sons, 2011), 257. Directing is part of the job for every small business owner or manager. **Leading** and **motivating** work together in the directing function. Leading "is the process of influencing people to work toward a common goal [and] motivating is the process of providing reasons for people to work in the best interests of an organization. "William M. Pride, Robert J. Hughes, and Jack R. Kapoor, *Business* (Boston: Houghton Mifflin, 2008), 224.
- Different situations call for different leadership styles. In a very influential research study, Kurt Lewin established three major leadership styles: autocratic, democratic, and laissez-faire.Kurt Lewin, Ronald Lippitt, and Ralph K. White, "Patterns of Aggressive Behavior in Experimentally Created 'Social Climates,'" *Journal of Social Psychology* 10, no. 2 (1939): 269–99. Although good leaders will use all three styles depending on the situation, with one style normally dominant, bad leaders tend to stick with only one style.Don Clark, "Leadership Styles," *Big Dog and Little Dog's Performance Juxtaposition*, June 13, 2010, accessed February 2, 2012, www.nwlink.com/~donclark/leader/leadstl.html.

Directing- continued

Leadership styles within an organization

Autocratic leadership

Democratic leadership

Laissez-faire leadership (or delegative or free-reign leadership)

Autocratic leadership occurs when a leader makes decisions without involving others; the leader tells the employees what is to be done and how it should be accomplished. However, this style works when all the information needed for a decision is present, there is little time to make a decision, the decision would not change as a result of the participation of others, the employees are well motivated, and the motivation of the people who will carry out subsequent actions would not be affected by whether they are involved in the decision or not.

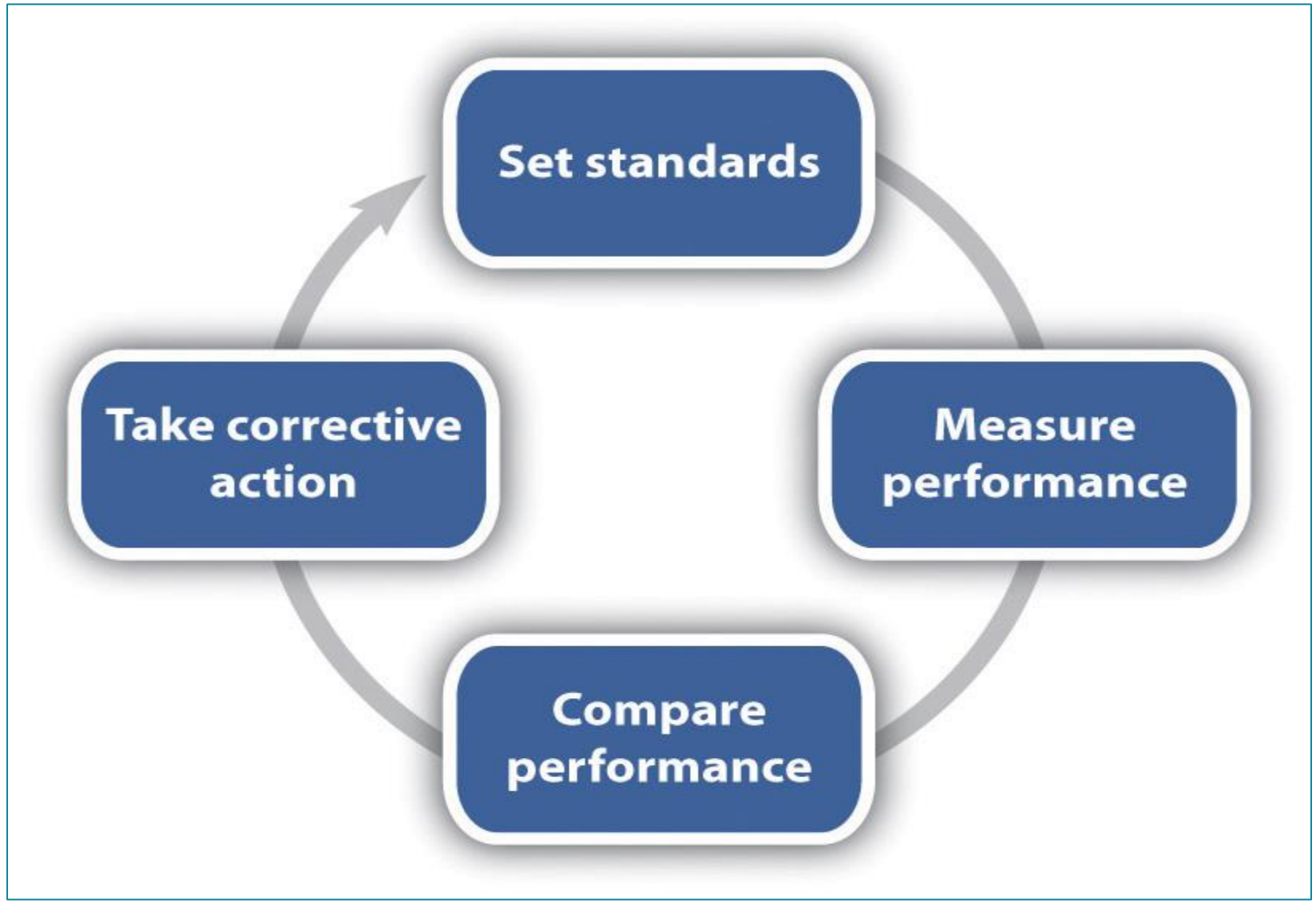
Democratic leadership involves other people in the decision making—for example, subordinates, peers, superiors, and other stakeholders—but the leader makes the final decision. Rather than being a sign of weakness, this participative form of leadership is a sign of strength because it demonstrates respect for the opinions of others. The extent of participation will vary depending on the leader's strengths, preferences, beliefs, and the decision to be made, but it can be as extreme as fully delegating a decision to the team.

Laissez-faire leadership (or delegative or free-reign leadership) minimizes the leader's involvement in decision making. Employees are allowed to make decisions, but the leader still has responsibility for the decisions that are made. The leader's role is that of a contact person who provides helpful guidance to accomplish objectives. This style works best when employees are self-motivated and competent in making their own decisions, and there is no need for central coordination; it presumes full trust and confidence in the people below the leader in the hierarchy. However, this is not the style to use if the leader wants to blame others when things go wrong. This style can be problematic because people may tend not to be coherent in their work and not inclined to put in the energy they did when having more visible and active leadership.

Good leadership is necessary for all small businesses. Employees need someone to look up to, inspire and motivate them to do their best, and perhaps emulate. In the final analysis, leadership is necessary for success. Without leadership, "the ship that is your small business will aimlessly circle and eventually run out of power or run aground. "Susan Ward, "5 Keys to Leadership for Small Business,"

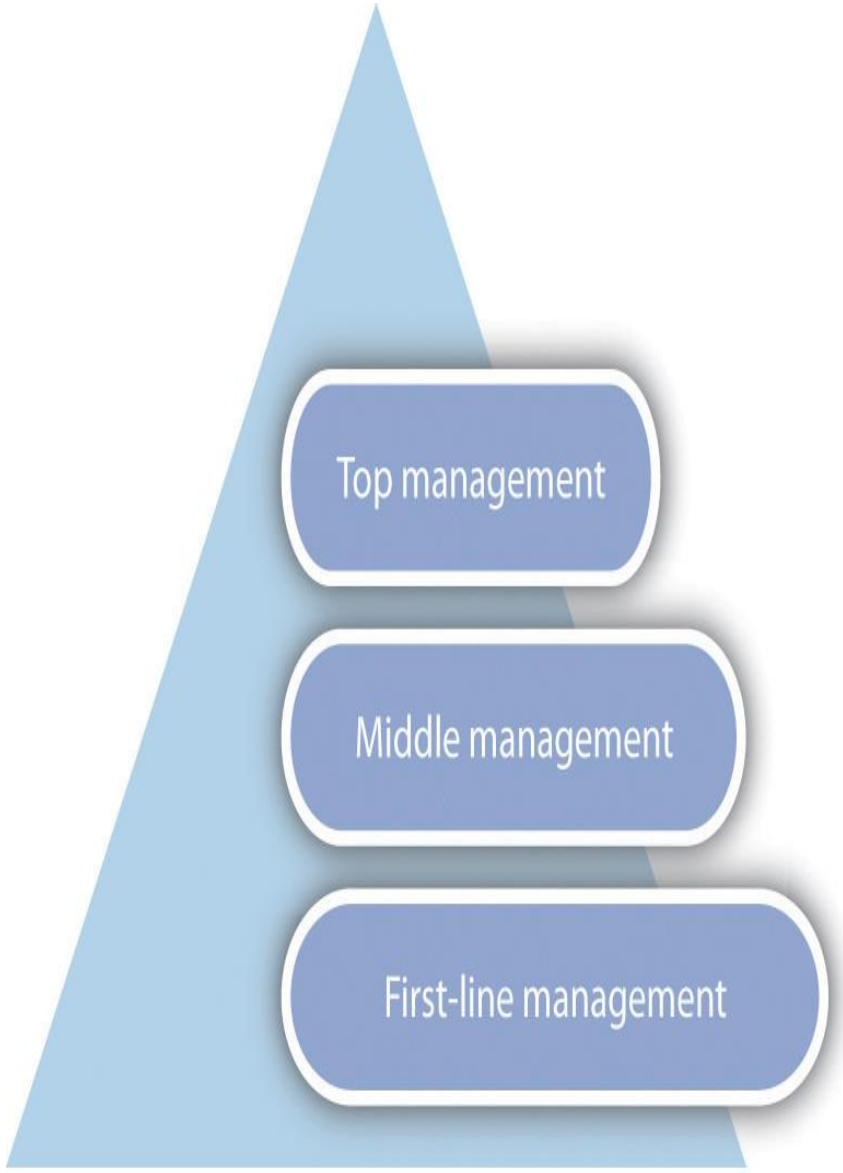
Controlling is about keeping an eye on things. It is “the process of evaluating and regulating ongoing activities to ensure that goals are achieved. "William M. Pride, Robert J. Hughes, and Jack R. Kapoor, *Business* (Boston: Houghton Mifflin, 2008), 224. Controlling provides feedback for future planning activities and aims to modify behavior and performance when deviations from plans are discovered. John M. Ivancevich and Thomas N. Duening, *Business: Principles, Guidelines, and Practices* (Mason, OH: Atomic Dog Publishing, 2007), 176. There are four commonly identified steps in the controlling process. John M. Ivancevich and Thomas N. Duening, *Business: Principles, Guidelines, and Practices* (Mason, OH: Atomic Dog Publishing, 2007), 176; William M. Pride, Robert J. Hughes, and Jack R. Kapoor, *Business* (Boston: Houghton Mifflin, 2008), 224.

Controlling Function



- Levels of Management
- As a small business grows, it should be concerned about the levels or the layers of management. Also referred to as the **management hierarchy** (Figure 12.3 "The Management Hierarchy"), there are typically three levels of management: top or executive, middle, and first-line or supervisory. To meet a company's goals, there should be coordination of all three levels.

Management Hierarchy



Top management, also referred to as the executive level, guides and controls the overall fortunes of a business. This level includes such positions as the president or CEO, the chief financial officer, the chief marketing officer, and executive vice presidents. Top managers devote most of their time to developing the mission, long-range plans, and strategy of a business—thus setting its direction. They are often asked to represent the business in events at educational institutions, community activities, dealings with the government, and seminars and sometimes as a spokesperson for the business in advertisements. It has been estimated that top managers spend 55 percent of their time planning. John M. Ivancevich and Thomas N. Duening, *Business: Principles, Guidelines, and Practices* (Mason, OH: Atomic Dog Publishing, 2007), 183.

Management *Hierarchy continued*

Middle management is probably the largest group of managers. This level includes such positions as regional manager, plant manager, division head, branch manager, marketing manager, and project director. Middle managers, a conduit between top management and first-line management, focus on specific operations, products, or customer groups within a business. They have responsibility for developing detailed plans and procedures to implement a firm's strategic plans. David L. Kurtz, *Contemporary Business, 13th Edition Update* (Hoboken, NJ: John Wiley & Sons, 2011), 255.

First-line or supervisory management is the group that works directly with the people who produce and sell the goods and/or the services of a business; they implement the plans of middle management. They coordinate and supervise the activities of operating employees, spending most of their time working with and motivating their employees, answering questions, and solving day-to-day problems. Examples of first-line positions include supervisor, section chief, office manager, foreman, and team leader.

Virtual Office Management: How does it work, and is it worth it?

• 13 min read

VIRTUAL OFFICE MANAGEMENT

- How does virtual office work
- Nowadays, a smart move for entrepreneurs is to do a job that could be done with less hassle over the internet than in a traditional way. A virtual project management office allows business owners to kick into such a sphere where the work could be done with lesser cost and higher outcomes.
- A virtual project management office provides entrepreneurs with a new era of workplace where the traditional way of working has trivial value. It is a new normal for working remotely, and many organizations are affording it as both the time lag and the cost are low.
- To understand what a virtual office is, we can use a demonstrative example.
- Let's compare a brick-and-mortar business with an online business. We generally see a conventional structure involving high-scale operation, people, physical office, and heavy machinery in a brick-and-mortar business.

Virtual project management offices are the new science for the managers in your organization. They collaborate to ensure the works are done by a wholehearted combination of technology and human effort.

There might not be any welcome desk receptionist but an online cellular number to address the customer issue. No town hall is there, but maybe a Skype video conference could give the employees opportunities to have their say. There is no paperwork, but the process of virtual office management involves more complex data stuck in Microsoft Word, Excel, and different online amenities.

Overall, it's an automated working system, bringing the gigantic workspace into a small computer screen.

VIRTUAL OFFICE

Tips for Mastering Virtual Office Management

There is no universally prescribed rule to make your virtual workplace successful, but the experts suggest tips that might help you build an efficient virtual office. Here are five essential tips for you to make your virtual office click from the words go.

- Tip #1: Timing is crucial
- Tip #2: Accountability is important as well
- Tip #3: Professional image is required
- Tip #4: Communication is the key
- Tip #5: Be omnipresent
- To an employee who likes flexibility, remote working is great. No boss, no supervision, no screaming! This is appreciable but not always. Low to zero supervision can impair productivity and deteriorate the employee's working morale. That's why as an organization owner, you must project your presence to everyone. It's tough, but if you can make it, you can get work done for yourself.
- So, make sure that, when your employees are working remotely, you, as the organization's owner, are supervising remotely too!

Thank You

Resources/content used:

•Publisher: Saylor Academy, https://saylordotorg.github.io/text_small-business-management-in-the-21st-century/s00-license.html

•SNHU: https://www.snhu.edu/about-us/newsroom/business/what-is-organizational-leadership#:~:text=Organizational%20leadership%20is%20a%20management,in%20service%20to%20those%20goals.

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