

The american red cross



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The American Red Cross: Management Analysis Chris Crawford, Amanda Kvedrowicz, Sarah Lawrence, Christine Moaga, Betsy Rush MGT/330 March 1, 2010 Ronald Sprague The American Red Cross: Management Analysis The American Red Cross (2010) website tells of an organization guided by the principles of humanity, impartiality, neutrality, independence, and voluntary service whose mission is to, “ provide relief to victims of disaster and help people prevent, prepare for, and respond to emergencies” (Mission statement, para. 1).

It claims a history of founding in 1881 in Washington D. C. by Clara Barton. Still operating today, 129 years later, is evidence of its success as an organization. It has endured despite the fact that the very nature of its business is tackling challenges. Following is an analysis of this organization based on the four basic functions widely accepted as the core roles of management: planning, organization, leading, and controlling. Additionally, delegation is discussed, as it is another fundamental feature of management, (Bateman & Snell, 2009).

Each of these functions is influenced by internal and external forces must be examined to maintain the organization’s competitive edge. Internal resources like work culture, talent, and budget are routinely assessed when managing, but managing those factors alone is not enough. “ Although a top executive team may have unique internal strengths and ideas about its goals, it must consider external factors before taking action” (Bateman & Snell, 2009, p. 52). Specifically addressed will be the impact of globalization, technology, innovation, diversity, and ethics on the American Red Cross’ (ARC) management strategies.

The ARC has needed to respond to diversity in not only its international efforts, in its efforts within the United States of America as well. They specifically set out to do so. They partnered with Home Depot in offering training sessions in the cities across America aimed at increasing diversity within the ranks of its employees and volunteers “ American Red Cross trainings build cultural competency, increase outreach capacity in local communities” (2007). ARC has also partnered with other organizations to address diversity issues.

Their current CEO, Gail J. McGovern, expresses a commitment to, “ actively engage diverse members of the communities they serve so that our products and services are developed and delivered in a culturally sensitive and appropriate manner” (Commitment from the Top, para. 2). The chairman of the board, Bonnie McElveen-Hunter, shows how diversity affects the organization’s management functions, “ America's great diversity is a natural resource that differentiates us from all other societies in the world today.

ARC strives to integrate that diversity into all facets of its operation” (Commitment from the Top, para. 2). It is clear that the commitment to diversity affects the ARC across all management functions. Because of the multiplicity of the ARC, it is imperative that the origination has a code of ethics. Ethics are “ the rules of conduct recognized in certain associations or departments of human life” (Oxford English dictionary, 2009, Ethics). When a person becomes an employee or desires to volunteer for ARC duties, they are required to sign a statement of understanding of the organization’s ethics.

Regardless of an individual's status within the ARC, he or she is held to the same guidelines. Members of the ARC are not authorized to benefit personally or financially from the ARC, they are required to maintain confidentiality as well as avoid any potential conflicts in interest and retaliation (American Red Cross, 2007, Actions Prohibited by the Code of Business Ethics and Conduct). Within most organizations there is a chain of command allowing employees the ability to bring any issues to key leaders; the same concept applies to the ARC.

The management program within the ARC is broken down to serve different functions within the organization. Managers can concentrate on their specific duties allowing them to plan, organize, lead and control their assigned sections so the organization is able to provide better service for all individuals who require any form of assistance from ARC. When an organization is broken down into different areas, supervisors preserve focus on certain goals and tasks, allowing them to delegate responsibilities while still maintaining their authority.

An example when managers can delegate something to manage a factor of ethics is when dealing with complaints, regardless of the source, they can task out investigation teams to research the problem and report back all findings to the authorities. Once all facts have been sorted, the resolution can be declared by the proper official for the matter at hand. Globalization has been a vital part to the success of ARC, by globalizing their organization they have been able to respond quickly and efficiently to all natural disasters no matter where on the planet the disaster is.

Founded in 1919, the International Federation of Red Cross and Red Crescent Societies comprises of 176 member National Societies, including the Canadian Red Cross. The Federation manages and coordinates assistance to victims of natural or man-made disasters, aid to refugees and emergency medical relief. The Federation carries out relief operations and combines these with activities to strengthen the capacities of its National Societies and, through them, the capacities of the vulnerable. (Making Globalization a Success: Private, Public and Humanitarian Sectors. ara. 1) This could not have been accomplished without all of the core management principle being utilized and adapted to take on the new goals of a worldwide organization. The American Red Cross is part of global network that responds to all natural disasters. To be able to accomplish this task takes a management team that can plan, organize, lead, and control. American Red Cross plans ahead for disaster by having classes locally, so that they can get volunteers trained and ready to deploy in short notice.

But accomplishing this feat does not happen without a team of people that organize events and classes; these are mostly done by volunteers in local chapters across the United States. The local chapters are built from volunteers and usually consist of one or two persons with leading role that can delegate goals and objectives to the rest of the individuals. Globalization has been a key to ARC's continued success over the year, but with success come added responsibility.

Managers in the organization have had to come up with new inventive ways of maximizing the funds given to the organization, so that they can put the funds to the best use. One way that the ARC has accomplished this has been

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by controlling goals that have already been established within the organization, and building new goals that will continue to enable the ARC to operate. Continuing to measure the results has enabled ARC to continue to be successful in humanitarian relief around the world.

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