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Managers and Managing





Definitions of Management

- The organization and coordination The organization and coordination of the activities The organization and coordination of the activities of a business The organization and coordination of the activities of a business in order The organization and coordination of the activities of a business in order to achieve The organization and coordination of the activities of a business in order to achieve defined objectives.

<http://www.businessdictionary.com/>


- Management is the act of getting people together to accomplish desired goals and objectives using available




Definitions of Management

- **Management** in businesses in businesses and organizations in businesses and organizations is the function that coordinates the efforts of people to accomplish goals and objectives by using available resources efficiently and effectively.

<https://en.wikipedia.org/wiki/Management>

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- "Management is an art of knowing what is to be done and seeing that it is done in the best possible manner."
 - F.W. Taylor (father of scientific management)
 - "Management is to forecast, to plan, to organize, to command, to coordinate and control activities of others."
 - Henri Fayol (father of modern management)
 - "Management is the process by which co-operative group directs actions towards common goals."
 - Joseph Massie

- 
- "Management is that process by which managers create, direct, maintain and operate purposive organisation through systematic, coordinated and cooperative human efforts."
 - McFarland
 - "Management is the coordination of all resources through the process of planning, organising, directing and controlling in order to attain stated goals."
 - Henry Sisk
 - Management is a social and technical process that utilises resources, influences human action and facilitates changes in order to accomplish an organization's goals."
 - Tho Harmann, William Scott
 - "Management is a process of working with and through others to achieve organizational objectives in a changing environment, central to this purpose is the effective and efficient use of limited resources."
 - Rovert Kreitner

What are we working with?

- ***Organizations:*** People working together and coordinating their actions to achieve specific goals.
- ***Resources:*** a collection of assets that organization has access to
- ***Goals/objectives:*** A desired future condition that the organization seeks to achieve
- ***Management:*** The process of using organizational resources to achieve the organization's goals by...
 - *Planning, Organizing, Leading, and Controlling*

Additional Key Concepts

- **Resources are organizational assets and include:**
 - ◆ People,
 - ◆ Machinery,
 - ◆ Raw materials,
 - ◆ Information, skills,
 - ◆ Financial capital.
- **Managers are the people responsible for supervising the use of an organization's resources to meet its goals.**

Achieving High Performance

- **Organizations must provide a good or service desired by its customers.**
 - Irene Rosenfeld from Mondelēz International (Kraft) provides the strategy for the development of high-quality food products.
 - Physicians, nurses and health care administrators seek to provide healing from sickness.
 - McDonald's restaurants provide burgers, fries and shakes that people want to buy.

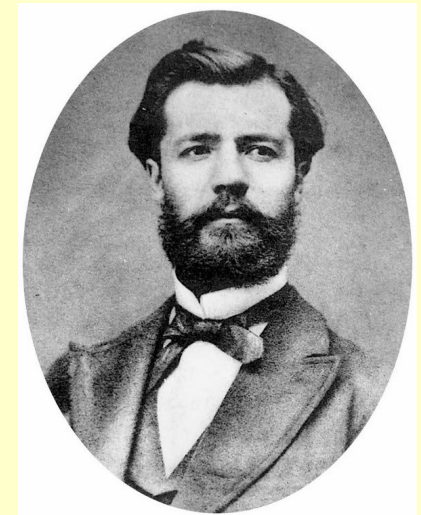
Organizational Performance

- Measures how efficiently and effectively managers use resources to satisfy customers and achieve goals.
 - ***Efficiency***: A measure of how well resources are used to achieve a goal.
 - ◆ Usually, managers must try to minimize the input of resources to attain the same goal.
 - ***Effectiveness***: A measure of the appropriateness of the goals chosen (are these the right goals?), and the degree to which they are achieved.
 - ◆ Organizations are more effective when managers choose the correct goals and then achieve them.

Managerial Functions

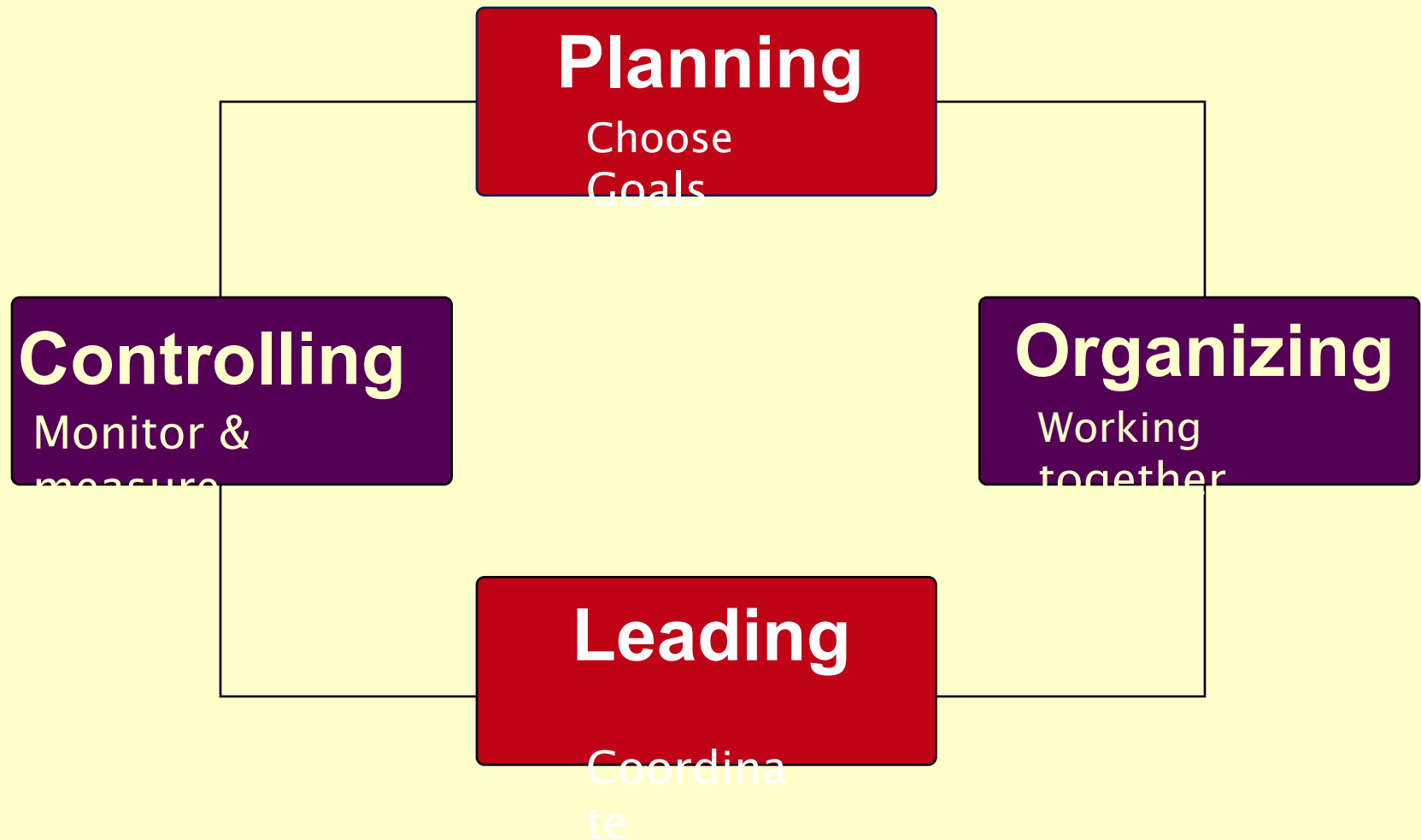
- Henri Fayol was the first to describe the four managerial functions when he was the CEO of a large mining company in the later 1800's.
- Fayol noted managers at all levels, operating in for profit or not for profit organization, must perform each of the functions of:

Planning,
organizing,
leading,
controlling.



Four Functions of Management

Figure 1.2



Planning

Planning is the process used by managers to identify and select appropriate goals and courses of action for an organization.

3 steps to good planning :

1. Which goals should be pursued?
2. How should the goal be attained?
3. How should resources be allocated?

- **The planning function determines how effective and efficient the organization is and determines the strategy of the organization.**

Organizing

- In organizing, managers create the structure of working relationships between organizational members that best allows them to work together and achieve goals.
- Managers will group people into departments according to the tasks performed.
 - Managers will also lay out lines of authority and responsibility for members.
- An *organizational structure* is the outcome of organizing. This structure coordinates and motivates employees so that they work together to achieve goals.

Leading

- In leading, managers determine direction, state a clear vision for employees to follow, and help employees understand the role they play in attaining goals.
- Leadership involves a manager using power, influence, vision, persuasion, and communication skills.
- The outcome of the leading function is a high level of motivation and commitment from employees to the organization.

Controlling

- In controlling, managers evaluate how well the organization is achieving its goals and takes corrective action to improve performance.
- Managers will monitor individuals, departments, and the organization to determine if desired performance has been reached.
 - Managers will also take action to increase performance as required.
- The outcome of the controlling function is the accurate measurement of performance and regulation of efficiency and effectiveness.

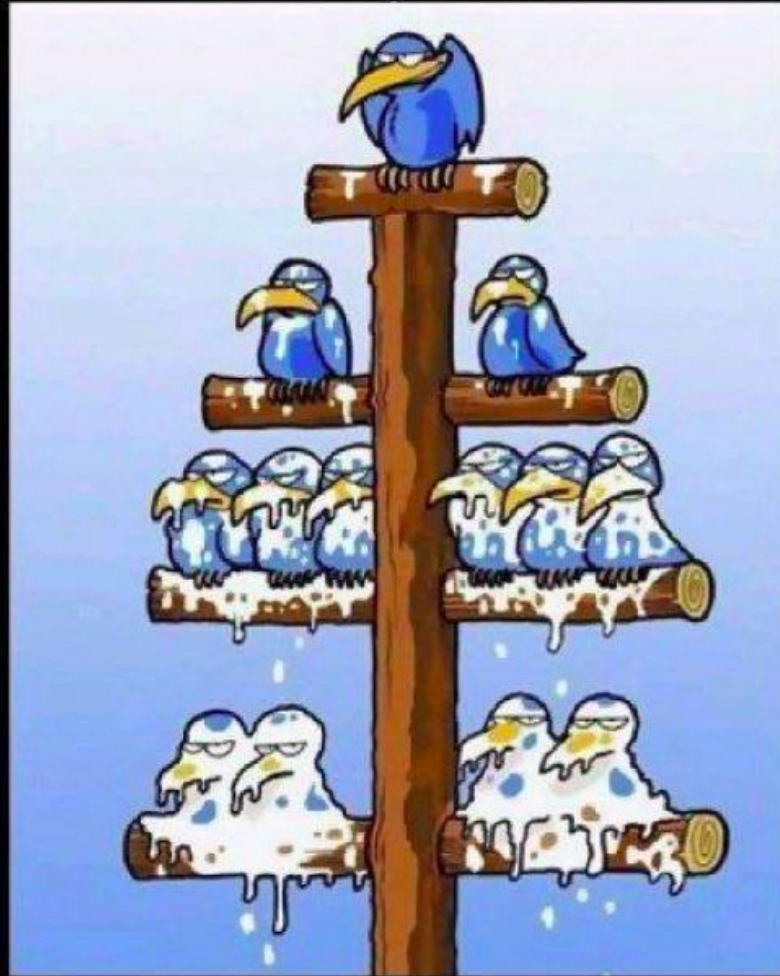
Management Levels

- Organizations often have 3 levels of managers:
 - First-line Managers:** responsible for day-to-day operation. They supervise the people performing the activities required to make the good or service.
 - Middle Managers:** Supervise first-line managers. They are also responsible to find the best way to use departmental resources to achieve goals.
 - Top Managers:** Responsible for the performance of *all* departments and have cross-departmental responsibility. They establish organizational goals and monitor middle managers.

Three Levels of Management



**When top level guys look down
they see only shit.**



**When bottom level guys look up
they see only assholes.**

Restructuring

- **Restructuring** is the corporate management term for the act of reorganizing the legal, ownership, operational, or other structures of a company for the purpose of making it more profitable, or better organized for its present needs..
- ***Downsizing***: eliminate jobs at all levels of management.
 - Can lead to higher efficiency.
 - Often results in low morale and customer complaints about service.

Management Trends

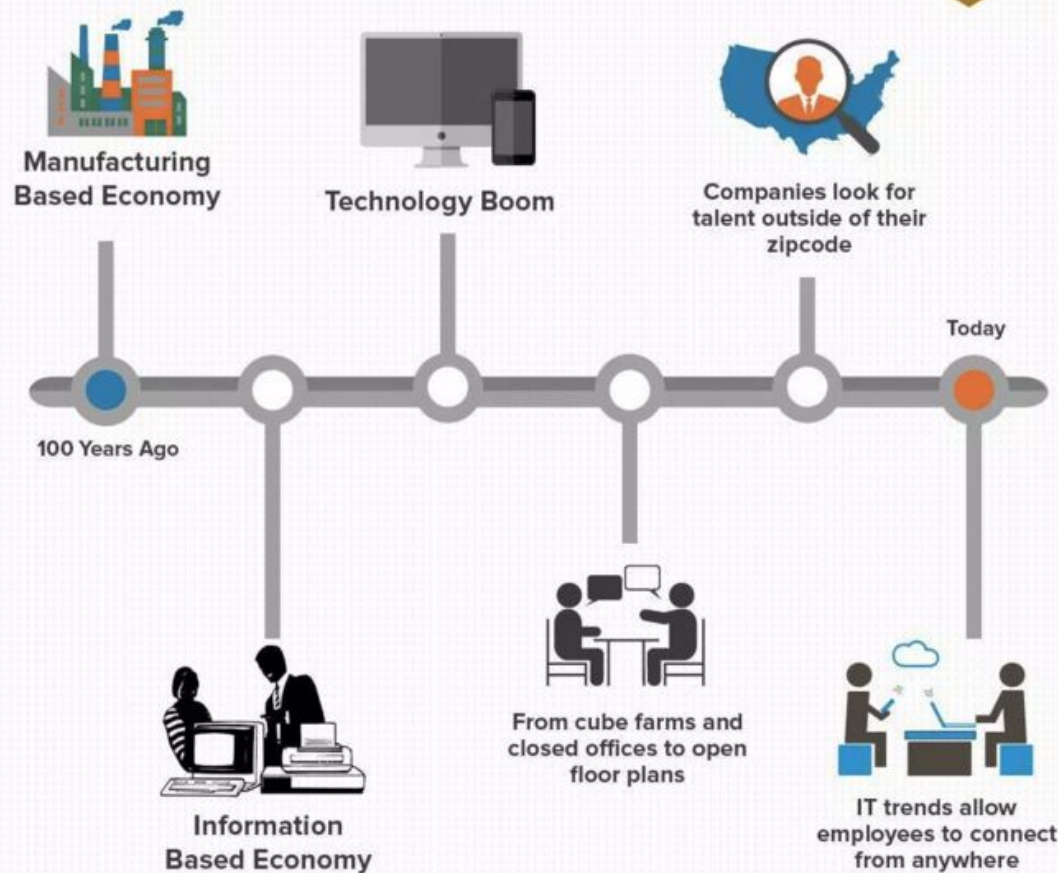
- ***Empowerment:*** expand the tasks and responsibilities of workers.
 - Supervisors might be empowered to make some resource allocation decisions.
- ***Self-managed and distributed teams:*** give a group of employees responsibility for supervising their own actions.
 - The team can monitor its members and the quality of the work performed.



Management Trends

- *New work tools* increase transparency
 - In the past, managers have typically determined how employees spend their time. These days, it's more common for managers to empower employees to self-organize.
- *Mobile devices and Social Media*
 - These days you can take work on the go, whether it's a laptop, tablet, or smartphone.
 - Employees are more likely to do better work when they have the freedom to pick the tools that work best for them, since they can work in a way that best suits their needs and habits.

EVOLUTION OF THE PHYSICAL WORKPLACE



J THE BEST NETWORK FOR THE JOB J

LinkedIn is still the most popular place to vet candidates, with Facebook and Twitter holding strong behind.



94%

LinkedIn



65%

Facebook



55%

Twitter



20%

Company Blog



18%

Google+



15%

YouTube

With a variety of channels to use, recruiters have the ability to customize their messages to the platforms they're using. Most recruiters surveyed have particular uses for each social network.



in 96%



f 65%



96%



██████████ OMG I HATE MY JOB!! My boss is a total pervvy wanker always making me do shit stuff just to piss me off!! WANKER!

Yesterday at 18:03 · Comment · Like



██████████ Hi ██████████, i guess you forgot about adding me on here?

Firstly, don't flatter yourself. Secondly, you've worked here 5 months and didn't work out that i'm gay? I know i don't prance around the office like a queen, but it's not exactly a secret. Thirdly, that 'shit stuff' is called your 'job', you know, what i pay you to do. But the fact that you seem able to fuck-up the simplest of tasks might contribute to how you feel about it. And lastly, you also seem to have forgotten that you have 2 weeks left on your 6 month trial period. Don't bother coming in tomorrow. I'll pop your P45 in the post, and you can come in whenever you like to pick up any stuff you've left here. And yes, i'm serious.

Yesterday at 22:53

Write a comment...

EMPLOYEE ->



██████████ is so happy listening to T4F, while pretending to work :)

Like · Comment · 7 hours ago · 1

BOSS ->



██████████ This is a nice status update? How stupid can you be? You can fool me but when you act in total disrespect to all the hard work people, abuse the environment, then you have crossed the line.

7 hours ago · Like

BOSS ->



██████████ by the way we are the people that pay you while you pretend to work? Please come and see me when you get to the office

7 hours ago · Like

lamebook.com

Managerial Roles

- **Described by Mintzberg.**
 - A role is a set of specific tasks a person performs because of the position they hold.
- **Roles are directed inside as well as outside the organization.**
- **There are 3 broad role categories:**
 1. *Interpersonal*
 2. *Informational*
 3. *Decisional*

Interpersonal Roles

- Roles managers assume to coordinate and interact with employees and provide direction to the organization.
 - **Figurehead role:** symbolizes the organization and what it is trying to achieve.
 - **Leader role:** train, counsel, mentor and encourage high employee performance.
 - **Liaison role:** link and coordinate people inside and outside the organization to help achieve goals.

Informational Roles

- Associated with the tasks needed to obtain and transmit information for management of the organization.
 - ***Monitor role:*** analyzes information from both the internal and external environment.
 - ***Disseminator role:*** manager transmits information to influence attitudes and behavior of employees.
 - ***Spokesperson role:*** use of information to positively influence the way people in and out of the organization respond to it.

Decisional Roles

- Associated with the methods managers use to plan strategy and utilize resources to achieve goals.
 - ***Entrepreneur role:*** deciding upon new projects or programs to initiate and invest.
 - ***Disturbance handler role:*** assume responsibility for handling an unexpected event or crisis.
 - ***Resource allocator role:*** assign resources between functions and divisions, set budgets of lower managers.
 - ***Negotiator role:*** seeks to negotiate solutions between other managers, unions, customers, or shareholders.

Managerial Skills

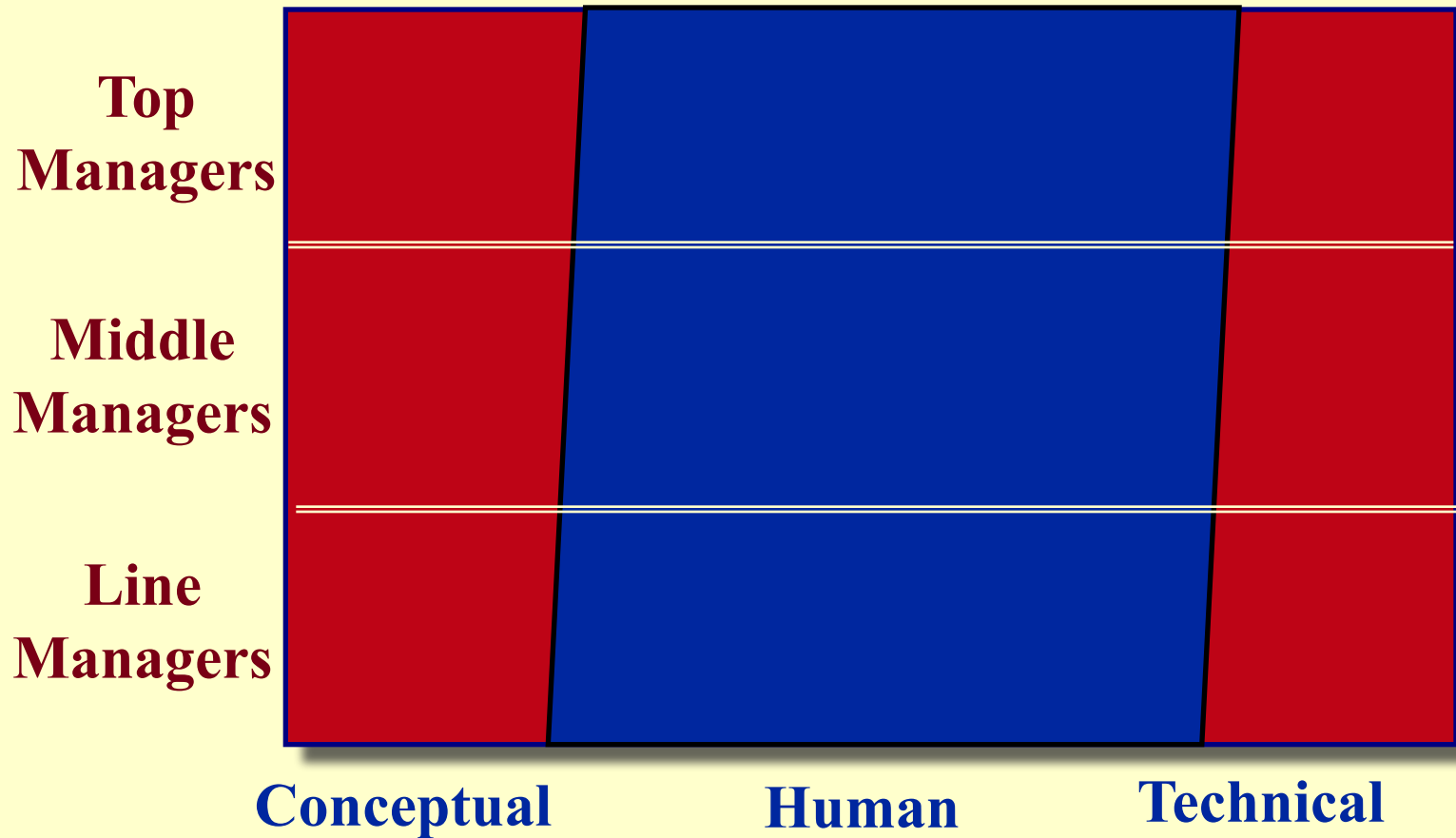
There are three skill sets that managers need to perform effectively.

1. ***Conceptual skills***: the ability to analyze and diagnose a situation and find the cause and effect.
2. ***Human skills***: the ability to understand, alter, lead, and control people's behavior.
3. ***Technical skills***: the job-specific knowledge required to perform a task. Common examples include marketing, accounting, and manufacturing.

All three skills are enhanced through formal training, reading, and practice.

Skill Type Needed by Manager Level

Figure 1.5



Management Challenges

- Increasing number of global organizations.
- Building competitive advantage through superior efficiency, quality, innovation, and responsiveness.
- Increasing performance while remaining ethical managers.
- Managing an increasingly diverse work force.
- Using new technologies.

