

Chapter #1 of MANAGEMENT

Management for Turbulent Times

- Describe the **four management functions** and the type of management activity associated with each.
- Explain the difference between **efficiency and effectiveness** and their importance for organizational performance.
- Describe **conceptual, human, and technical skills** and their relevance for managers.
- Describe **management types** and the horizontal and vertical differences between them.
- Define **ten roles** that managers perform in organizations.
- Appreciate the manager's role in **small businesses** and **nonprofit organizations**.
- Understand the **personal challenges** involved in becoming a new manager.
- Discuss characteristics of the **new workplace** and the **new management competencies** needed to deal with today's turbulent environment.

Are You Ready to Be a Manager?

- Today's environment is diverse, dynamic and ever-changing
- Organizations need managers who can build networks and pull people together
- Managers must motivate and coordinate others
- Managers are dependent upon subordinates
 - They are evaluated on the work of others

- Managers must focus on innovation to stay competitive
- In a hypercompetitive, global environment, organizations must innovate more

- ***Innovations may include:***
 - New products, services, technologies
 - Controlling costs
 - Investing in the future
 - Corporate values

Defining Management

- Managers are the ***executive function*** of the organization
- Building and coordinating and ***entire system***
- Create systems and conditions that ***enable others*** to perform those tasks
- Create the ***right systems*** and environment, managers ensure that the department or organization will survive and thrive
- Recognize the key role of people

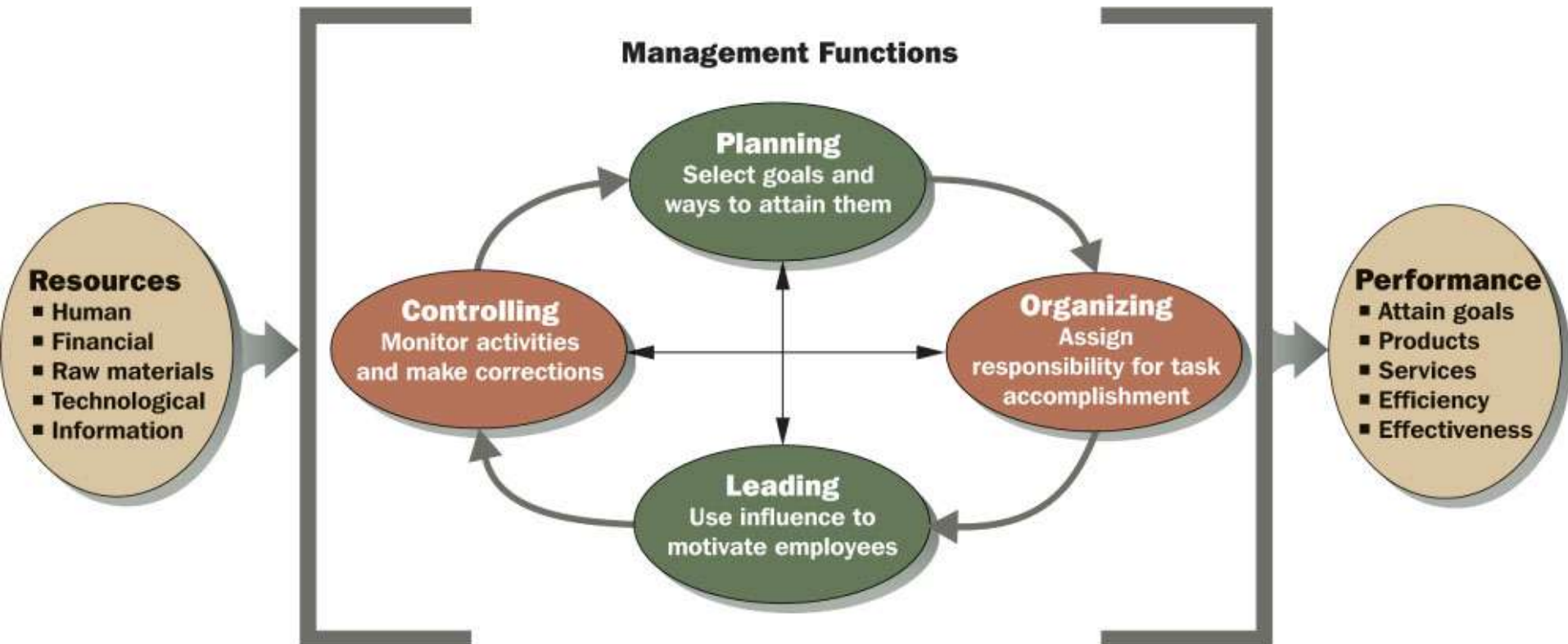
“The art of getting things done through people” –Mary Parker Follett

“Give direction to their organization, provide leadership,
and decide how to use organizational resources to
accomplish goals” -Peter Drucker

Management is the attainment of organizational goals in an effective and efficient manner through planning, organizing, leading, and controlling organizational resources.

The Four Management Functions

- ***Planning.*** Identifying goals and resources or future organizational performance.
- ***Organizing.*** Assigning tasks, delegating authority and allocating resources.
- ***Leading.*** The use of influence to motivate employees to achieve goals.
- ***Controlling.*** Monitoring activities and taking corrective action when needed.



- Organizations bring together knowledge, people, and raw materials to perform tasks
 - *Effectiveness* is the degree to which the organizations achieves goals
 - *Efficiency* is the use of minimal resources to produce desired output
- Organization is a ***social entity*** that is ***goal directed*** and ***deliberately structured***

Conceptual Skills – cognitive ability to see the organization as a whole system

Human Skills – the ability to work with and through other people

Technical Skills – the understanding and proficiency in the performance of specific tasks

Relationship of Skills to Management

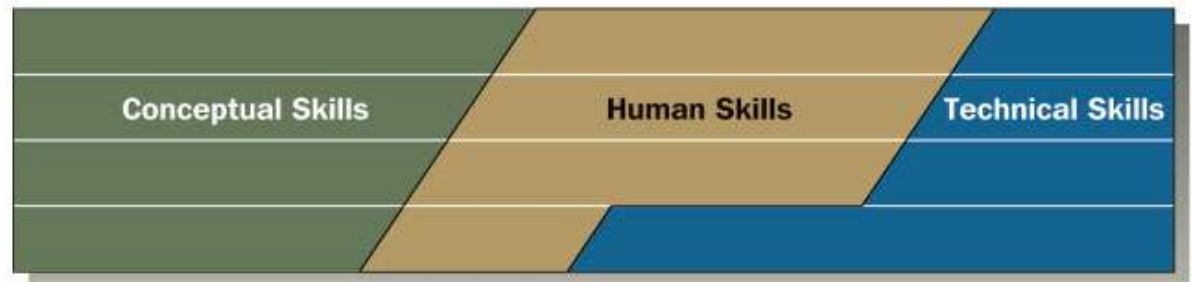
Management Level

Top Managers

Middle Managers

First-Line Managers

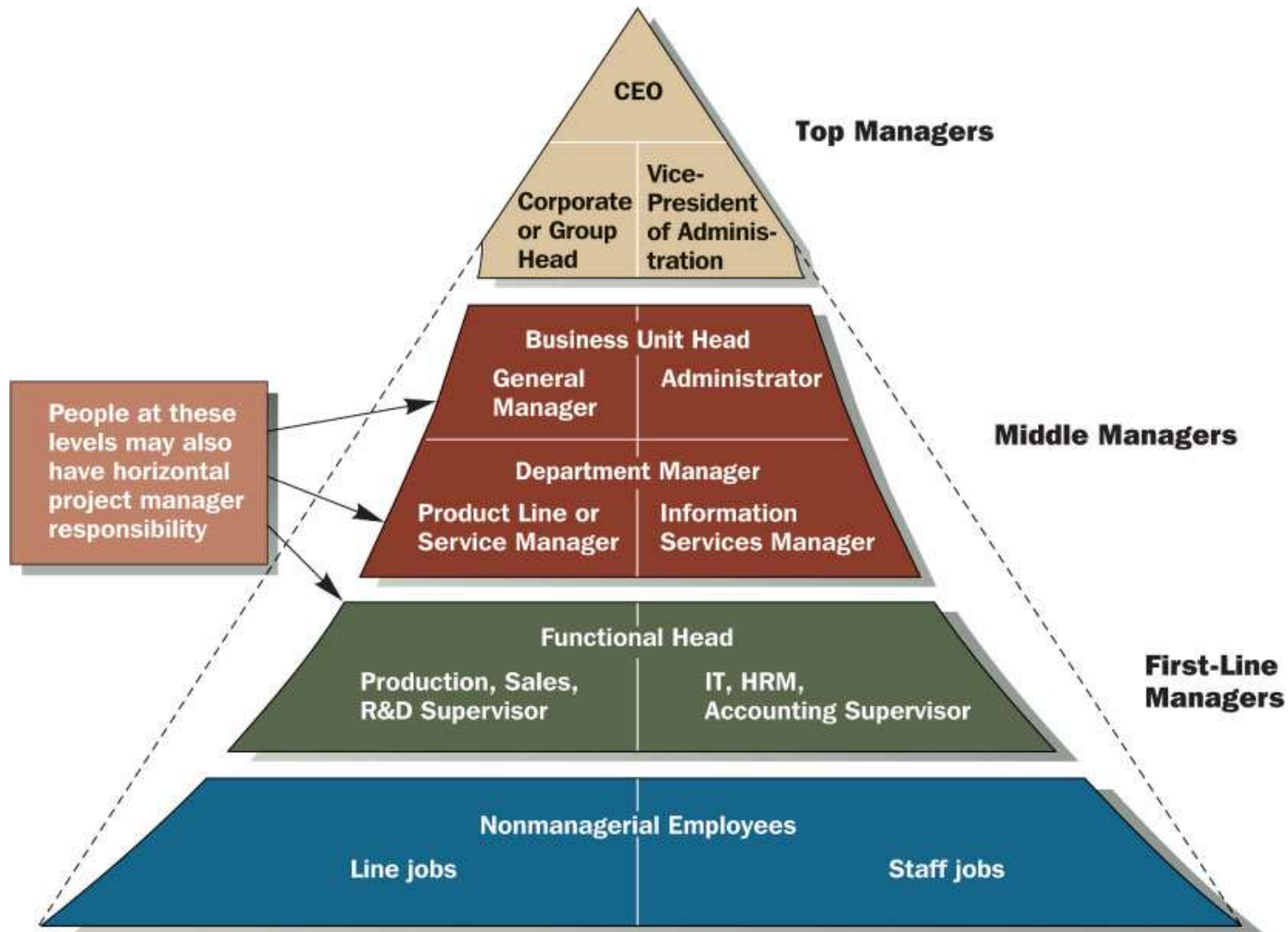
Nonmanagers (Individual Contributors)



- Management skills are tested most during turbulent times
 - Many managers fail to comprehend and adapt to the rapid pace of change in the world
- Common failures include:
 - ✓ Poor Communication
 - ✓ Failure to Listen
 - ✓ Poor Interpersonal Skills
 - ✓ Treating employees as instruments
 - ✓ Failure to clarify direction and performance expectations

- ***Vertical Differences***
 - Top Managers
 - Middle Managers
 - First-Line Managers
- ***Horizontal Differences***
 - Functional departments like advertising, manufacturing, sales
 - Include both line and staff functions

Management Levels in the Organizational Hierarchy

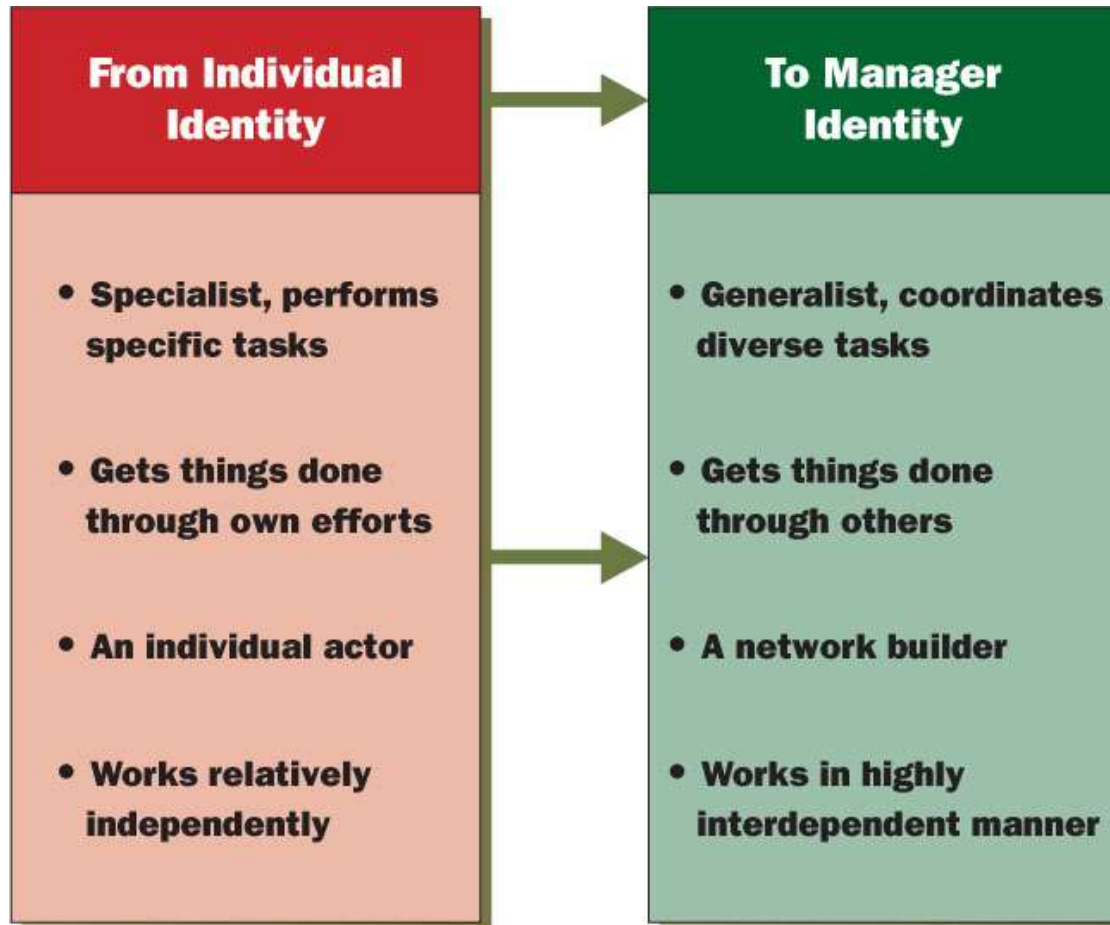


- The manager's job is diverse
- Managerial tasks can be characterized into characteristics and roles
- Most managers enjoy activities such as leading others, networking and leading innovation
- Managers dislike controlling subordinates, handling paperwork and managing time pressure

Making the Leap: Becoming a New Manager

- ✓ First-line supervisors experience the most job burnout and attrition
- ✓ Shifting from contributor to manager is often tricky
- ✓ Managers must establish strong personal identity

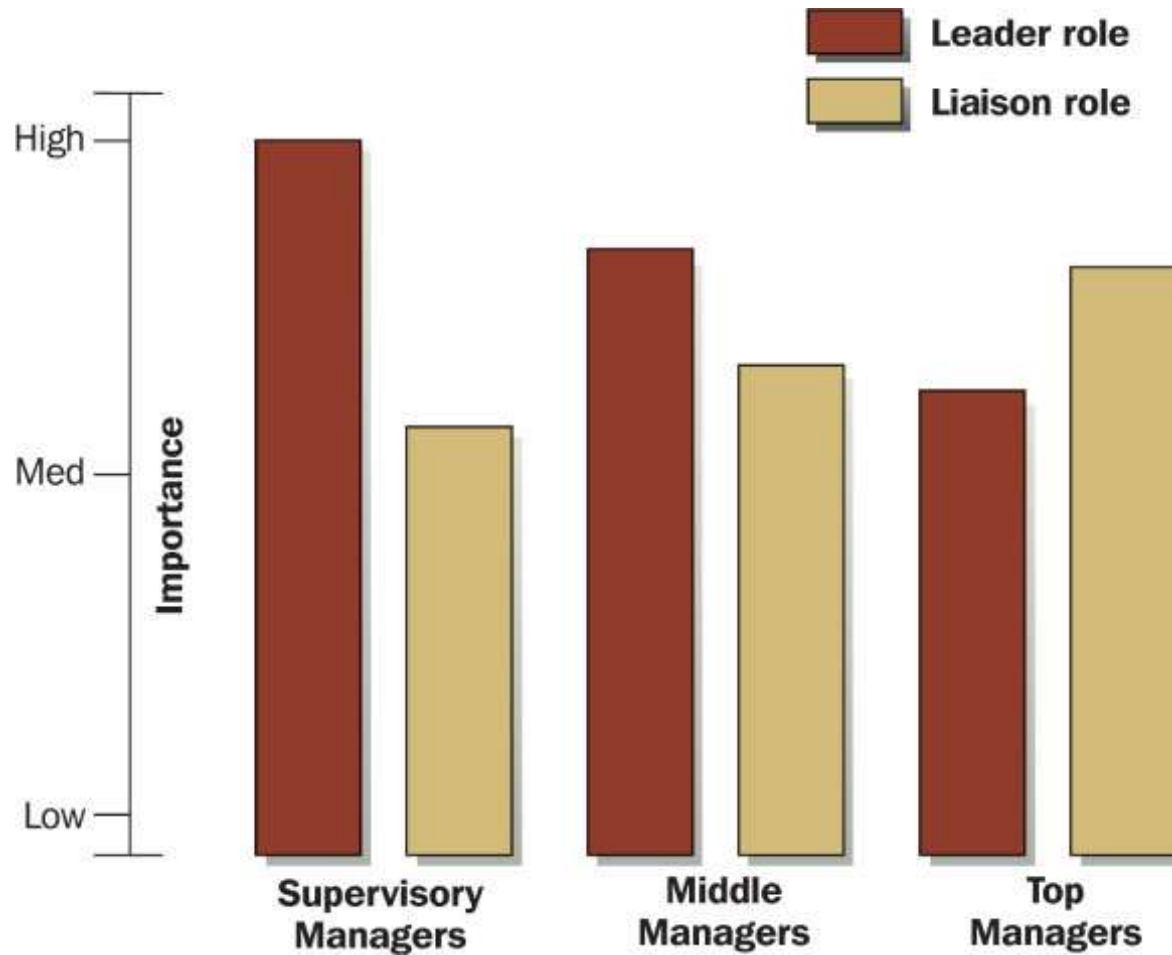
Individual Performer to Manager



- Managers perform a diverse amount of work—fast
- The variety, fragmentation and brevity of tasks require multitasking
- Managers shift gears quickly

Category	Role	Activity
Informational	Monitor	Seek and receive information, scan periodicals and reports, maintain personal contacts.
	Disseminator	Forward information to other organization members; send memos and reports, make phone calls.
	Spokesperson	Transmit information to outsiders through speeches, reports, memos.
Interpersonal	Figurehead	Perform ceremonial and symbolic duties such as greeting visitors, signing legal documents.
	Leader	Direct and motivate subordinates; train, counsel, and communicate with subordinates.
	Liaison	Maintain information links both inside and outside organization; use e-mail, phone calls, meetings.
Decisional	Entrepreneur	Initiate improvement projects; identify new ideas, delegate idea responsibility to others.
	Disturbance handler	Take corrective action during disputes or crises; resolve conflicts among subordinates; adapt to environmental crises.
	Resource allocator	Decide who gets resources; schedule, budget, set priorities.
	Negotiator	Represent department during negotiation of union contracts, sales, purchases, budgets; represent departmental interests.

Leader and Liaison Roles



Managing Small Businesses and Nonprofit Organizations

- Small businesses are growing in importance
- Many small businesses are threatened by inadequate management skills
- Small business managers wear a variety of hats
- The functions of management apply to nonprofit organization
- Nonprofit organizations focus on social impact but they struggle with effectiveness

Management and the New Workplace

	The New Workplace	The Old Workplace
Characteristics		
Technology	Digital	Mechanical
Work	Flexible, virtual	Structured, localized
Workforce	Empowered; diverse	Loyal employees; homogeneous
Management Competencies		
Leadership	Empowering	Autocratic
Doing Work	By teams	By individuals
Relationships	Collaboration	Conflict, competition

Today's best managers give up their command-and-control mind-set to focus on ***coaching*** and ***providing guidance***, creating organizations that are ***fast, flexible, innovative, and relationship-oriented.***

“Management” , by Richard L Daft