

Essentials of Management

CHAPTER 1

THE MANAGER'S JOB

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Who Is a Manager?

- A **manager** is person responsible for work performance of group members.
- Has formal authority to commit organizational resources.
- **Management** is process of using organizational resources to achieve objectives through the functions of planning, organizing and staffing, and leading.

Levels of Management

1. Top-level managers (executives) are empowered to make major decisions.
2. Term C-level manager refers to top-level manager with “chief” in title.
3. Middle-level managers are layer between top- and first-level managers.
4. First-level managers or supervisors manage operatives.

Types of Managers

- Functional managers supervise workers in special activities, such as accounting.
- General managers are responsible for groups performing a variety of functions.
- Administrators are managers in public and nonprofit organizations.
- Entrepreneurs and small-business owners.
- Team leaders are catalysts and facilitators.

The Process of Management

- Managerial work is a process—a series of actions that brings about a goal.
- To achieve that objective, the manager (a) uses four types of resources, and (b) carries out the four managerial functions. (See slides 6 and 7.)

Resources Used by Managers

Managers use four types of resources:

1. Human resources (the workers)
2. Financial resources (the money)
3. Physical resources (tangible goods and real estate)
4. Information resources (data used to accomplish the job; as knowledge workers, managers need information resources)

The Four Managerial Functions

1. Planning is setting and attaining goals.
2. Organizing and staffing obtains human and physical resources to get job done.
3. Leading influences others to achieve organizational objectives. Leaders also execute to accomplish goals.
4. Controlling ensures that performance conforms to plans.

Executives plan the most; supervisors lead face-to-face the most.

The Seventeen Managerial Roles

- Planning: (1) strategic planner, (2) operational planner.
- Organizing and staffing: (3) organizer, (4) liaison, (5) staffing coordinator, (6) resource allocator, (7) task delegator. (Talent management is concentrated in staffing coordinator and resource allocator roles.)

The Seventeen Managerial Roles, continued

- Leading: (8) motivator and coach, (9) figurehead, (10) spokesperson, (11) negotiator, (12) team builder, (13) team player, (14) technical problem solver, (15) entrepreneur.
- Controlling: (16) monitoring, (17) disturbance handler.

Managers take on right role at right time.

Managerial Roles Currently Emphasized

- Managerial work has shifted substantially away from the controller and director role.
- Current emphasis is on being a coach, facilitator, and supporter.
- Many managers today work as partners with team members to jointly achieve results.

Influence of Management Level on Managerial Roles

- Manager's level of responsibility influences which role he or she is likely to engage in most frequently.
- Most important roles for top-level managers are liaison, spokesperson, figurehead, and strategic planner.
- First-level manager might emphasize roles of motivator and coach, and technical problem solver.

Management as a Practice

- Management more of a practice than science or profession.
- Managers use some systematic knowledge, but rely also on intuition.
- Management not a profession in sense of being licensed occupation.
- Public trust would be gained if management became a profession that followed an ethical code.

Management as a Practice, continued

- Management would become more professionalized with use of evidence-based management—the systematic use of the best available evidence to improve managerial practice.
- Would mean that managers rely on both scientific as well as local business evidence.
- Study and research would be required.

The Five Managerial Skills

1. Technical skill involves and understanding of or proficiency in specific technique.
2. Interpersonal skill is manager's ability to work effectively as a team member and to build cooperative effort in the unit. *Multiculturalism* is important subset of interpersonal skill.

The Five Managerial Skills, continued

3. Conceptual skill is ability to see the organization as total entity (the “big picture”). Needed for strategic planning.
4. Diagnostic skill is investigating a problem and choosing course of action to solve it.
5. Political skill is ability to acquire power to achieve objectives. Understanding of people is required. Should be a supplement to job competence.

Development of Managerial Skills

- Experience and education—including formal training—both required for development of management skills.
- Managerial skills can be learned from book or lecture, but should then be applied using the general learning model, as shown next.

General Learning Model

1. Conceptual information and behavioral guidelines
2. Conceptual information shown by examples
3. Skill-development exercises
4. Feedback on skill utilization from others
5. Frequent practice plus making adjustments from feedback

The Evolution of Management Thought

- The classical approach to management encompasses scientific management and administrative management.
 - a. Scientific management uses scientific methods to increase worker productivity.
 - b. Administrative management focuses on structure and management. Led to framework of planning, organizing, leading, and controlling. Structure should be determined by strategy.

The Evolution of Management Thought, continued

- The behavioral approach to management emphasizes improving management by focusing on understanding people. Direct cornerstones of behavioral approach:
 - a. The Hawthorne Studies. Workers in the Hawthorne experiments reacted positively because management cared about them. Hawthorne effect says people respond differently when they receive attention.

The Evolution of Management Thought, continued

- Theory X and Theory Y of Douglas McGregor
 - a. Theory X is traditional set of assumptions about people, such as people disliking work, and requiring close supervision.
 - b. Theory Y is alternative and opposite set of assumptions emphasizing workers' desire to perform well and be creative.

The Evolution of Management Thought, continued

- Maslow's Need Hierarchy
 - a. Humans are motivated by efforts to satisfy a hierarchy of needs.
 - b. Needs range from basic physiological ones to those for self-actualization.
 - c. Prompted managers to think about ways of satisfying wide range of worker needs to keep them motivated.

The Evolution of Management Thought, continued

- Quantitative Approaches to Management
 - a. Group of methods for decision making based on the scientific method.
 - b. Techniques include network analysis, decision trees, computer simulations.
 - c. Frederick Taylor laid foundation for quantitative approaches.
 - d. Operations research in WWII, true start.

The Evolution of Management Thought, continued

- The Systems Perspective
 - a. Way of viewing problems rather than specific approach to management.
 - b. Organization is a system or an entity of interrelated parts.
 - c. Organization interacts with outside world, transforming inputs (resources) into outputs (products and services).

The Evolution of Management Thought, continued

- The Contingency Approach
 - a. Emphasizes there is no one best way to manage people or work.
 - b. Method that works in one situation may not work in another.
 - c. Manager must identify key factors in the situation that could influence results.
 - d. Common sense helps apply contingency approach.

The Evolution of Management Thought, concluded

- Information Technology Era and Beyond
 - a. Began in 1950s with data processing.
 - b. By 1980s, IT and Internet influenced the management of people and work.
 - c. The Internet has had similar impact to that of electricity in start of 20th century.
- The history of management continues to be written each year. Stay alert!