

## Chapter 1: Management

### Management is...

- Getting work done thought others
  - Managers are not responsible knowing for how to operate all of the machines on an assembly line
  - Managers responsible for enabling and equipping people in the company to do their jobs as best as possible
- Efficiency: getting work done with a minimum of effort, waste, or expense
  - A company is highly efficient in delivering goods to a consumer, but not particularly effective at making them, will not find much success
  - 5 True or False exam 10 minutes
- Effectiveness: accomplishing tasks that help fulfill organizational objectives
  - Multiple exam that test
    - The content of the chapters and the lectures
    - Fairly represent what you have learned

### The Four Functions of Management

Managers who perform these management functions are more successful, gaining promotions for themselves and profits for their companies

- Planning
  - Determining organizational goals and a means for achieving them
  - Encourages people to work harder, work hard for extended periods engage in behavior directly related to goal accomplishment, and think of better ways to do their job.
    - Google: our goal is for people to leave our website as quickly as possible
  - Primary concern: What business are we in?
- Organizing
  - Deciding where decisions will be made, who will do that jobs and tasks, and who will work for whom in the company
- Leading
  - Inspiring and motivating workers to work hard to achieve organizational goals
  - About energizing people so that they want to give their best efforts at work
    - Steve Jobs
- Controlling
  - Monitoring progress toward goal achievement and taking corrective action when progress isn't being made
    - Create policies and procedures
    - Create rules and regulations

### Four types of managers

Jobs	Responsibilities
<b>Top Managers</b> CEO            CFO COO            Vice President CIO             Corporate heads	Change Commitment Culture Environment
<b>Middle Managers</b> General Managers Plant Managers Regional Manager Divisional Manager	Resources Objective Coordination Subunit performance Strategy implementation

<b>First-Line Manager</b> Office manager Shift supervisor Department Manager	Nonmanagerial workers Teaching and training Scheduling Facilitation
<b>Team Leaders</b> Team leader Team contact Group facilitation	Facilitation External relationships Internal relationships

### Top Managers

- CEO, COO, CFO, CIO, (CTO)
- Overall direction of the organization
- Create context for change
- Develop employees' commitment to and ownership of company performance
- Create a positive organizational culture through language and action
- Monitor the business environment
  - Closely monitor customer needs, competitor moves, and long-term business, economic, and social trends
- Manage sales, Profit, ESP Expectations of Wall Street Analysis, Board of Directors, and Company Owners

### Middle Managers

- Plant manager, regional manager, divisional manager
- Set objectives consistent with top management's goals
- Implement subunit strategies for achieving objectives
- Plan and allocate resources to meet objectives
- Coordinate and link groups, departments, and divisions
- Monitor and manage subunits and individual managers
- Implementing the changes, or strategies generated by top management.

### First-Line Managers

- Office manager, shift supervisor, department manager
- Manage performance of entry-level employees who are directly responsible for producing a company's good or service
- Oversee the work of employees that are directly responsible for the company's goods and services
- Does not supervise other managers
- Responsible of first-line managers include monitoring teaching, and reward the performance of their workers
- Train and supervise the performance of nonmanagerial employees
- Make detailed schedules and operating plans

### Team Leaders

- New kind of management position that developed
  - Self-managing teams
    - No formal supervisor
- Facilitate team activities toward accomplishing a goal
- Not responsible for team performance
- Help team members plan and schedule work, learn to solve problems, and work effectively with each other
- Manage internal and external relationships
  - Act as a bridge or liaison between their teams and other teams, departments, and divisions in a company.

## Mintzberg's Managerial Roles

### Interpersonal Roles

- Management job, people intensive
- Most managers spend time between  $\frac{2}{3}$  and  $\frac{4}{5}$  of their time in face-to-face communication with others
- Figurehead
  - Managers perform ceremonial duties
    - Manager visiting a sick worker
    - Speaking at the funeral of a deceased worker
    - Bailing a worker out of jail
- Leader
  - Managers motivate and encourage workers to accomplish organizational objectives
- Liaison
  - Managers deal with people outside their unit

### Informational Roles

- Managers spend about 40% of their time giving and getting information from others.
- Monitor
  - Managers scan their environment for information and receive unsolicited information and receive unsolicited information
    - Read wall street journals
    - Browse yahoo.com, cnn.com
    - Visit Trade Fairs and Industry Associations
    - Visit clients
- Disseminator
  - Manager share information with subordinates and others in the company
    - Filter information and send up and down the chain
    - Execute Policy Decision (e.g a new expense policy)
- Spokesperson
  - Managers share information with people outside of the company

### Decisional Roles

- Entrepreneur (Intrapreneur)
  - Managers adapt themselves, their subordinates, and their units to change
    - Set up an offshore factory in Minsk
- Disturbance (firefighter)
  - Managers respond to pressures and problems so severe that they demand immediate action
    - Handle customer complaints
    - Handle escalations
- Resource Allocator
  - Managers decide who will get what resources and in what amounts
- Negotiator
  - Managers negotiate schedules, project, goals, outcomes, resource, and employee raises

## What Companies Look For

- Technical skills
  - Specialized procedure, techniques, and knowledge required to get the job done
  - Most important for team leaders, and lower-level managers because these people supervise the workers who produce products or serve customers
  - Become less important as managers rise through the managerial ranks, but they are still important