

CHAPTER 1 | The Exceptional Manager: What You Do, How You Do It

- **Management** is *effectively and efficiently* accomplishing an organization's goals through people.
- **The four functions of managing: planning, organizing, leading, and controlling (POLC)**
 - **Planning** – *setting goals* and deciding how to achieve them
 - **Organizing** – *arranging tasks, people, and other resources* to achieve goals
 - **Leading** – *motivation, directing, and influencing* people to work hard achieving organizational goals
 - **Controlling** – *monitoring performance, comparing to goals, and taking necessary corrective action.*
- **The four levels of management (management pyramid):** Top, middle, first-line, and team leaders.
 - **Top managers** – making long term decisions about the overall direction of the organization and its goals.
 - **Middle managers** – implement the plans of the top managers and supervise the line managers reporting to them.
 - **First-line managers** – direct the tasks of nonmanagerial team members
 - **Team leaders** – facilitate team member activities towards goal achievement
- **Functional managers** are responsible for a *single type* of activity/department. **General managers** are responsible for multiple types of activities/departments.
- **Types of organizations:** For-profit, nonprofit, and mutual-benefit organization
- **Managerial roles:** Interpersonal, informational, and decisional (more information under Henry Mintzberg study)
- **Managers possess three critical skills:** technical, conceptual, and human.
 - Most important → **Top: conceptual skills, middle: human skills, first-line: technical skills**
 - **Technical skills** – needed to perform job-related tasks
 - **Conceptual skills** – the ability to think analytically, to visualize an organization as a whole and understand how the parts work together
 - **Human skills** – often called “soft skills”; required to successfully interact with people
- **The Porter and Nohria Study:** In 2006, management scholars Michael Porter and Nitin Nohria examined 27 CEOs of multi-billion-dollar companies. They discovered three concrete findings.
 1. **Managers are always working and are in constant demand.**
 - Today's managers work in average of 9.7 hours each weekday, 79% of their weekends, and 70% of their vacation days
 - In total, the typical manager works 62.5 hours per week
 - What takes up all this time? CEO's spend majority of their day satisfying the needs of others such as internal teams (direct reports, senior leaders, lower-level managers, employees) and external teams (suppliers, lawyers, service providers, the media, and charities).
 2. **Managers spend virtually all their time communication with others.**
 - According to the study, managers spend 100% of their time communication with others – 61% face-to-face interactions, 24% electric communication, and 15% to phone calls or dealing with letters.
 - Managers attended on average 37 meetings per week.
 - Written and oral communication don't just apply to CEOs, but to anyone working any type of job
 3. **Managers must be purposeful and proactive about managing their time.**
 - Managers handle their time by having a detailed calendar and ability to delegate. Maintaining a clear-day-to day agenda is key.
 - Most CEOs heavily depend on direct reports from their senior leadership teams in different departments.
 - To free up time, managers use **broad integrating mechanisms**, which allows others in the organization to make decisions on things like strategy, employee development, relationships, and organizational culture.
- **Henry Mintzberg Study:** Decades before Porter and Nohria's study, in 1960, another management scholar named Henry Mintzberg shadowed five CEOs for a week. His findings were similar to the newer study which included long work hours, constant communication, and time management. It's just the methods that have changed.
 - Mintzberg concluded that managers play three major roles: *interpersonal, informational, and decisional.*
 1. **Interpersonal:** Interacting with people both inside and outside of work.
 - Roles: Figurehead, leader, and liaison
 2. **Informational:** informational handling
 - Roles: Monitor, disseminator, and spokesperson.

3. **Decisional:** Take information and use it to make decisions, solve problems, or seize new opportunities.
 - Roles: Entrepreneur, disturbance handler, resource allocator, and negotiator.

Seven Challenges Faced by Managers

1. **Competitive advantage:** Staying ahead of competition involves customer focus, innovation, quality, and efficiency. It can give companies a **competitive edge** – an advantage a company has over its competitors.
2. **Technological advances:** Technology is constantly evolving and driving some business out of business. Managers need to be willing to embrace new tools and keep an open mind to learning.
3. **Inclusion and diversity:** A diverse team can bring new ideas and perspectives, but managing inclusion and diversity can be challenging. Managers must deal with multi-generations working together.
4. **Globalization:** As businesses become more global, managing teams can become more complex (cultural, time zone, language barriers, technology). Staying informed about the cultural norms and practices of employees (values, beliefs, language, priorities) creates a harmonious work environment.
5. **Ethical standards:** Essential for any business. Managers can model ethical behavior and holding teams accountable for upholding ethical standards.
6. **Sustainable Development:** Incorporating sustainable practices can be environmentally and financially beneficial (people, planet, profit)
7. **Happiness and meaningfulness:** Managing personal well-being and purpose by identifying what motivates and inspires you in your job.

Model of career readiness

Core

- Critical thinking/problem solving
- Oral/written communication
- Teamwork/collaboration
- Information technology application
- Leadership
- Professionalism/work ethic
- Diversity, equity, and inclusion
- Career management

Knowledge

- Task-based/functional
- Computational thinking
- Understanding the business
- New media literacy

Soft skills

- Decision making
- Social intelligence
- Emotional intelligence

Attitudes

- Ownership/accepting responsibilities
- Self-motivation
- Proactive learning orientation
- Showing commitment
- Positive approach

Other characteristics

- Resilience
- Personal adoptability
- Self-awareness
- Service/other orientation
- Openness to change
- Generalized self-efficacy

Developing career readiness

- 1) Building self-awareness
- 2) Learn from educational activities
- 3) Model others possessing the targeted competencies
- 4) Learn from on-the-job activities
- 5) Seek experience from student groups and organizations
- 6) Experiment

CHAPTER 2 | Management Theory: Essential Background for the Successful Manager

- Although there were many individuals who contributed to management theory creation and evolution, **Peter Drucker** stood out. One of his greatest contributions to management practice was his emphasis on the importance of *organizational culture*.
- **Management theory progression include seven viewpoints: classical, behavioral, quantitative, systems, contingency, and contemporary.**

Classical Viewpoint: Scientific and Administrative

- Frederick W. Taylor's 1911 book, *Principles of Management*, introduced the era of **scientific management** and the **classical viewpoint**.
 - The classical viewpoint was introduced in the early 1900s, seeking ways to manage work more efficiently. **It had TWO branches: scientific and administrative.**
- While the classical viewpoint is influential, critics say it treats people like a machine instead of humans.

Scientific method: examines the jobs of individual workers (Frederick W. Taylor and Frank and Lillian Gilbreth).

Fredrick W. Taylor: he believed managers could use four principles (listed below) to improve worker productivity.

Taylorism – the principles or practice of scientific management

- **Motion studies:** Taylor based his systems on motion studies which identified and eliminated unnecessary movements to find out the most productive methods. Workers are then trained to emulate the highest performing workers.
- **Differential rate system:** when the most efficient workers earn better pay.
- Taylor also suggested setting performance goals for employees.
- Many workers rejected Taylorism in fear that everyone except top tier workers would lose their jobs. However, Taylor believed that increased production would lead to increased profits, which would keep jobs in place. Taylor's innovations are still used to this day.

Expanders of Taylor's motion studies: Frank Gilbreth, an American engineer, came up with a system of 17 basic motions workers can perform. By identifying each of them, Frank and his wife, Lillian, who was the first woman to receive a PhD in industrial psychology, **were able to help workers eliminate unnecessary motions.**

- The Gilbreth's expansions on Taylor's motion studies are used today by companies like Tesla and GM who look to automation to increase efficiency.

Administrative management: managing an organization as a whole (Charles Clinton Spaulding, Henri Fayol, and Max Weber).

Charles Clinton Spaulding: The father of African American management, Spaulding, proposed eight necessities of management in 1927 that widen the view of how to effectively manage people and organization while still keeping the workers' in mind.

1. Cooperation & teamwork
2. Authority & responsibility
3. Division of labor
4. Manpower
5. Capital
6. Analysis
7. Advertising
8. Conflict resolution

Henri Fayol: a French engineer and industrialist who was the first to identify the five major functions of management (POLCC): planning, organizing, controlling, and coordinating.

Max Weber: A German sociologist who felt that a high-performing organization should defy bureaucratic features: strict hierarchy, formal rules and procedures, division of labor, impartial management, and careers based on merit.

Behavioral Viewpoint – the idea that human motivation was an important as workflow to productivity and goal achievement developed over three phases: early behaviorism, human relations movement, and behavioral science (Mary Parker Follett and Elton Mayo).

Early behaviorism

Mary Parker Follett: she believed that organizations should become more work together instead of following the usual hierarchical arrangement.

1. Organizations should operate as "communities", work in harmony together
2. Integration – conflicts should be resolved with satisfying solutions for both parties
3. Work process should be under the control of relevant workers, managers should act as facilitators

Elton Mayo: Hawthorne effect – employees work harder if they receive added attention, if they think managers care about their welfare and if supervisors pay special attention to them