

MGMT Fall 2013 Exam #1

Football Exercise- Process of MGMT

- Random structure, then goals- What did this exercise demonstrate?
- Planning, organizing, leading, and controlling- Whole process of MGMT

Leadership/Management

- Slides of difference between leadership and Management

Manager	Leader
Administers	Innovates
Systems/structure	Focus on people
Maintains	Develops
Relies on control	Inspires trust
Short-range view	Long range view
Asks how and when	Asks what and why
Maintain status quo	Challenges the status quo
Does things right	Does the right thing

Followership

- Shirtless dancing guy
- Difference between mgmt and leadership
- Leadership, mgmt, followership: all work together
- Listen in the video for the different principles
- As a leader, you must be able to embrace your first follower as an equal
- If you really care about a movement show how to follow. Be the first followers
- Guy dancing by himself, the first follower creates a movement

Fortune 500

- Business students want these
- 500 largest companies by gross revenue (Total Sales)
- 1- Walmart at \$470 Billion 2- ExxonMobile at \$450 Billion
- Global 500 or Global 1000 too

Universal Studios Example (Diagon Alley)

- Planning organizing leading and controlling
- Understand the definitions so that they are applicable to the process of Diagon Alley

Levels of MGMT (Traditional)

- For-profit: CEO that reports to **Board of Directors**
- Not for Profit: President/executive director reports to **Board of Trustees**
- Non-managerial workers → front line managers → middle managers → senior managers → CEO
- About 90% of companies use this model

Upside down pyramid (WL Gore Video)

- Video talks with Terry Kelly
- Talks about the invented pyramid
 - o Do not want to work in a hierarchy
 - o Network to make decisions easier
 - o Don't have to go up and down ladder
 - o Leaders have followers
 - o Project teams are equal
 - Someone steps up to lead

Mintzberg's Roles ← Hardest Questions?

- Interpersonal:
 - o Figurehead
 - o Leader
 - o Liaison
 - McDonald's example
- Informational
 - o Monitor
 - o Disseminate- getting right info to the right people
 - o Spokes person- professional communicator role
 - Steve Jobs and Tim Cook
- Decisional-
 - o Negotiators
 - o Disturbance handlers: conflict resolution managers
 - o Entrepreneur
 - o Resource allocator
 - Elon Musk (Tesla, Paypal, Space-X)

Management Process- Definitions

- Planning- setting performance objectives and deciding how to achieve them
- Organizing- arranging tasks, people and other resources to accomplish the work
- Leading - inspiring people to work hard to achieve high performance
- Controlling- measuring performance and taking action to ensure desired results
(ipad Illustrations)

Robert Katz Three Skill managers

- Technical- the ability to apply expertise and perform a special task with proficiency
- Conceptual- the ability to think analytically and achieve integrative problem solving
- Human skills- the ability to work well in a cooperation with other persons; emotional intelligence- the ability to manage ourselves and relations effectively

Big 6 issues (3 Questions on 3 of these)

Globalization- the worldwide interdependence of resource flows, product markets, and business competition

Governance- oversight of top management by a board of directors or board of trustees

Knowledge workers- use their minds and intellects as critical assets to employers

Ethics- set moral standards of what is "good" and "right" behavior in organizations and in our personal lives

Diversity- describes differences among workers in gender, races, age, ethnicity, religion, sexual orientation, and able-bodiedness

Self-mgmt- the ability to understand oneself, exercise initiative, accepts responsibility, and learn from experience.

Historical MGMT

- Pictures: great wall, pyramids
- MGMT- practiced down through time and all over the world
- Western MGMT- Late 1700s - Today

Three Approaches

- Classical
- Behavioral
- Modern

Classical- Productivity through science and organization (Scientific Management)

- Taylor- While it is classic, still has modern to it
 - o His principle:

- Develop a “science” for each job- rules of motion, standard work tools, and proper work conditions
- Hire workers with the right abilities for the job
- Train and motivate workers to do their jobs according to the science
- Support workers by planning and assisting their work according to the science
- Motion study- is the science of reducing a job or task to its basic physical motions
- Weber- Bureaucracy- create a pyramid structure: Hierarchy of authority
 - Each level works to a level above
 - NASA being a bureaucracy
 - Impersonal from Weber (see book)
 - Negative- difficult for people to be creative and flexible (lunar-X goes against this)
- Fayol- Administration: planning, organizing, leading, controlling
 - Wording that he used
 - Principles that every manager would operate with today
 - Unity of command- states that a worker should receive orders from only one boss
 - Scalar Chain principle- states that organizations should operate with clear and unbroken lines of communication top to bottom

Behavioral

- Mayo- Hawthorne effect?
 - Tendency of persons singled out for special attention to perform as expected
 - Studied:
 - Use of economic incentives
 - Change in physical conditions
 - Fostered group cohesion
 - Result:
 - No direct relationships found
 - Researcher attention was key
 - Groups have negative/positive influence on member behavior
 - Productivity will go up if you continue to treat people like people
 - Productivity increased no matter what the incentive
 - Just by focusing on people – productivity can go up
- Malsow- Hierarchy of needs (Human Needs Theory)
 - Watch Hunger Games trailer
 - Katniss Everdene
 - Physiological needs → safety needs → social needs → esteem needs → self actualization
 - Physical safety
 - Emotional/financial
 - Social love
 - JK Rowling self actualization
 - Progression principle- people progress up Maslow's Hierarchy
 - Deficit principle- once achieved looking for other motivation levels

- McGregor- Theory X and Y

Theory X MGMT	THEORY Y MGMT
Dislike work	Willing to work
Lack ambition	Capable / creative
Follow not lead	Self-controlled
Resist change	Self-directed
Irresponsible	Responsible

Modern MGMT- Four elements:

- Operations and MGMT Science