

MGMT 3340-Managing People and Work

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Chapter 1 Notes-The Nature of Management

Approaches to Understanding Management

How is management defined?	Who does the work of management?
What does the work of management involve?	What does being a manager require?
What does the work of management accomplish?	

How is management defined?

Management is...

The _____ and _____ of getting things done through _____.

Working through others to _____ that help to fulfill _____.

A _____ of using _____ to attain _____.

The _____ process of administering an organization's resources so that its _____ is realized and its goals are achieved.

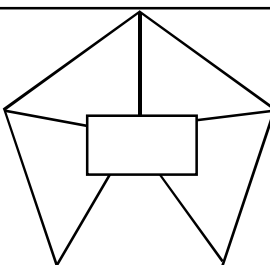
The process of administering and _____ resources in an effective and efficient manner in order to achieve specific goals.

The process of developing and maintaining _____ in which people can effectively and efficiently accomplish both _____ and _____ goals.

Efficiency: Getting work done with a minimum of effort/expense/waste.
(_____)

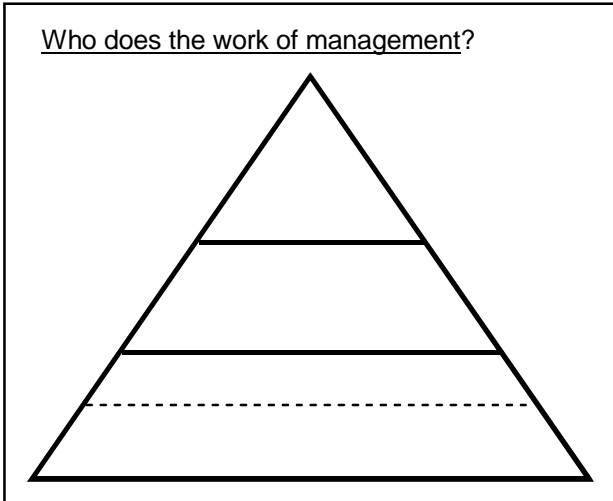
Effectiveness: Accomplishing tasks that help to fulfill an organization's objectives.
(_____)

Management as a Process

Resources	Functions	Results
_____		_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Implications of Definitions

_____	_____
_____	_____
_____	_____



What does the work of management involve?

- Basic activities/functions
- Key organizational roles

What does being a manager require?

- Developing critical skills
- Avoiding common errors
- Changing faulty perceptions

What does the work of management accomplish?

- Positive organizational setting
- Desirable organizational outcomes

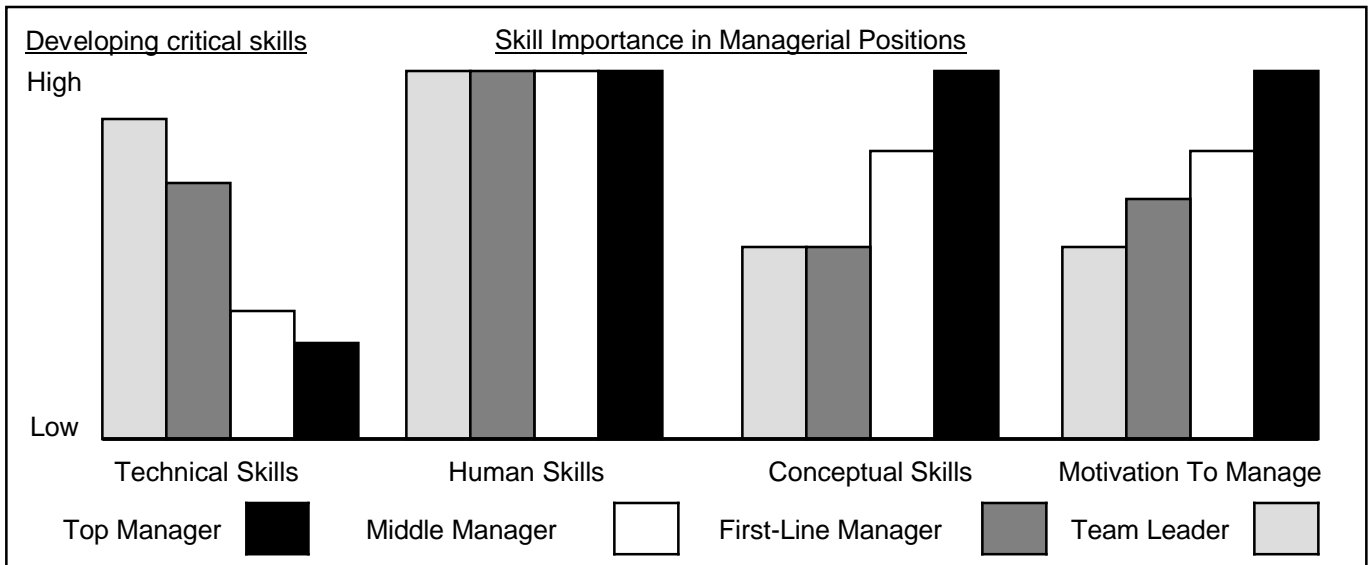
What Does the Work of Management Involve?

<u>Basic activities/functions</u>		<u>Key organizational roles</u>	
		<u>Primary Roles</u>	<u>Subsidiary Roles</u>
Planning		<u>Interpersonal Communicating</u>	Figurehead Leader Liaison
Organizing			<u>Informational Gathering/sharing information</u>
Staffing		<u>Decisional Roles Making/supporting decisions</u>	
Leading			
Controlling			

What Does Being a Manager Require?

Developing critical skills

Skill	Nature
Technical Skills	Ability to apply required procedures, techniques, and knowledge
Human Skills	Ability to work well with others
Conceptual Skills	Degree of awareness of: The organization as a whole How its parts affect each other Environmental fit/impact
Motivation to manage	Degree of enthusiasm about managing the work of others



Avoiding common mistakes

Insensitive to others Performance problems

Cold/Aloof/Arrogant Overmanaging

Betrayal of trust Unable to staff effectively

Overly ambitious Unable to think strategically

Unable to adapt to boss with different style

Overdependent on advocate/Mentor

Overcoming faulty perceptions

Initial Expectations	Be the boss Formal authority Manage Tasks vs People
After Six Months	Initial expectations wrong Fast Pace/Heavy Workload Solve Problems/Troubleshoot
After One Year	No longer a "doer" Communicate/Listen/Reinforce Learn to adapt to/control stress Job is People Development

What does the work of management accomplish?

<u>Positive organizational setting</u> (See page 4)	<u>Desirable organizational outcomes</u>
Employment Security Participation/Empowerment	
Selective Recruiting Self-Managed Teams	
High Wages Training/Skill Development	
Incentive Pay Cross-Utilization/Training	
Employee Ownership Reduced Status Differences	
Information Sharing Wage Compression	
Promotion from Within	

	Practice	Nature
1	Employment Security	Employment security is the ultimate form of commitment that companies can make to their workers. Employees can innovate and increase company productivity without fearing the loss of their jobs.
2	Selective Hiring	If employees are the basis for a company's competitive advantage, and those employees have employment security, then the company needs to aggressively recruit and selectively screen applicants in order to hire the most talented employees available.
3	High Performance-Based Wages	High wages are needed to attract and retain talented workers and to indicate that the organization values its workers. Employees, like company founders, shareholders, and managers, need to share in the financial rewards when the company is successful. Why? Because employees who have a financial stake in their companies are more likely to take a long-run view of the business and think like business owners.
4	Incentive Pay	Not only do talented employees need to be paid good wages to encourage them to join and stay with a company, but like company founders, share-holders, and managers, they need to share in the financial rewards when the company is successful.
5	Employee Ownership	Employees who own stock in their companies are more likely to take a long-run view of the business. They are also more likely to think like owners, thus minimizing potential conflicts between management, which represents company owners, and labor. With an investment in company stock, employees are owners, too.
6	Sharing Information	If employees are to make decisions that are good for the long-run health and success of the company, they need to be given information about costs, productivity, development times, and strategies that were previously known only by company managers
7	Participation and Empowerment	Once employees possess critical information, they should be given the authority to act on their knowledge by making decisions in the long-run best interest of the company and its customers. Participation, empowerment, and autonomy allow employees who are closest to problems, production, and customers to make timely decisions. They also increase employee satisfaction and commitment.
8	Self-Managed Teams and Decentralization	Self-managed teams are responsible for their own hiring, purchasing, job assignments, and production. Self-managed teams can often produce enormous increases in productivity through increased employee commitment and creativity. Decentralization allows employees who are closest to (and most knowledgeable about) problems, production, and customers to make timely decisions. Decentralization increases employee satisfaction and commitment.
9	Training and Skill Development	Like a high-tech company that spends millions of dollars to upgrade computers or research and development labs, a company whose competitive advantage is based on its people must invest in the training and skill development of its people.
10	Cross-Utilization and Cross-Training	Having workers perform multiple jobs makes work more interesting, forces companies to keep jobs relatively simple (as workers shift back and forth between different jobs), and promotes innovation as people new to a job may see problems or solutions that people who have been in jobs for years take for granted.
11	Reduced Status Differences	The company treats everyone, no matter what his or her job is, as an equal. There are no reserved parking spaces. Everyone eats in the same cafeteria. The result: Much improved communication as managers and employees jointly focus on problems and solutions rather than pleasing upper management.
12	Wage Compression	If employees work in teams, and some members of the team are paid much more than other members, team members may focus more on the pay inequalities than on accomplishing their tasks. If employees are already well paid compared to other companies, and if pay is already closely linked to performance, then compressing pay, that is reducing large differences in pay between workers, may reduce competition between employees. It may also reduce gaming and politicking efforts to convince those in charge to increase wages.
13	Promotion from Within	Promotion from within encourages employees that companies have trained and developed to stay. It also ensures that the people in charge know the basics involved in running the company and competing within its industry.