

Ch 1 Introduction and Exceptional Managers

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- What is Management?

- Pursuit and achievement of Org. goals **with and through people**, effectively and efficiently, by integrating their work and output.
 - Pursuit=
 - Achievement= Once you achieve your pursuit
 - Goal= Aim; future intention
 - "With People"= at your level or above
 - "Through People"= using subordinate, or people below you to get the work done
 - Efficiency= number of steps it takes to get there; goal is to use minimal amount of steps to get there
 - Effectively= getting what you want

- What is an Org?

- An organized body of people with a particular purpose

- Types of Org.

1. **For Profit** - Make money by offering goods and services - GM, UPS, Apple
2. **Non-profit** - is a business that has been granted tax-exempt status by the Internal Revenue Service (IRS) because it furthers a social cause and provides a public benefit - Red Cross, United way
3. **Commonweal** - Offer standardized public services without attempting to make a profit - Political Parties, Military, FD and PD

- Why study Mgmt.?

- 1. Ascertain how other Orgs. work to coordinate our work processes with theirs - vendors, customers, competitors, investors
 - Vendors=
 - Customers= do online shopping as well as brick and mortar; how do I take my product/service to customers?
 - Competitors= we need to know what they are up to
 - Need to drop or match prices
 - Investors= family, friends, or Venture Capitalists

- ☐ Need to care about investors
- 2. How to relate to and interact with your supervisors, subordinates, and peers within your dept.
- 3. How to relate to employees in other depts.
- 4. How to manage yourself.
 - Time management (work, school, etc)
 - Behavior
 - Career goals
 - Companies look for how people manage or handle a crisis

★- **Levels of Management in an organization:**

- **3 levels of Management**
 - Top Mgmt. - LT focus and decisions, establish objectives and goals, policies, strategies, knowledge of outside environments,
 - ☐ Focus: how to get from point A to Z
 - ☐ Need to know cultural norms- with employees and customers
 - ☐ Follow and abide policies provided
 - Middle - Implement policies, develop plans to achieve goals, coordinate the activities of the front line mgmt.
 - ☐ Responsible for the plans of an annual basis sales increase
 - Front/First line - Day to day activities, ST operating decisions, guiding, leading and directing the activities of the non-mgmt. employees.
 - ☐ Work as "watchdogs"
 - ☐ Do the day-to- day activities
 - ☐ Make short term decisions (ex: which driver will take that route)
 - ☐ Guide people that report to them
- **4 Levels of Workforce**
 - Non-Mgmt. or hourly - do the work as directed.
 - ☐ Non-salary
 - ☐ Essentially report to supervisors
 - Functional Manager - Responsible for one specific activity, e.g., CFO
 - ☐ Responsible for 1 function
 - General Mgr - Responsible for several activities, e.g., CEO

- Responsible for all functions in organization
- Staff Function - support the operations, Acctg., HR, Rand D
 - Works as a support function; does not technically help with the production of the goods/services
 - Example: Human resources
- Line Function - Actually involved in the production of the goods and or services

★ - Principal Functions of Mgmt - POLC (Henri Fayol)

- 1. **Planning** - Set Goals and how to achieve them
- 2. **Organization** - Resources needed, people and their abilities, tasks
- 3. **Leading** - Motivating, Directing, influencing, training to achieve goals
 - Assigning the right tasks
 - Coaching them on what their responsibilities
 - Training them on what to do and not do
- 4. **Control** - Monitor performance, take corrective action
 - Anticipating what might happen and take corrective steps/alternatives to make sure the work isn't hampered

★ - Roles of Managers:

- 1. **Interpersonal** - interaction with people in and out of the Org.
 - a. Figurehead - show people around, develop goodwill,
 - Ex: Queen of U.K. creates policies/laws
 - Parliament= Enforces policies/laws
 - b. Leadership - Responsible for the actions of subordinates, training, controlling, motivating, disciplining
 - c. Liaison - Develop outside alliances with other orgs and governments
 - Can form an alliance with competitors for benefit of all corporations within the industries
- 2. **Informational** -
 - a. Monitor - gather information from variety of sources
 - b. Disseminator - Inform the people appropriately within the org
 - Info should flow from top to bottom
 - c. Spokesperson - Inform people outside the org

- Reason to have one is to share accurate info; no room for interpretation

- 3. **Decisional** -

- a. Entrepreneur - Encourage, innovate, initiate
- b. Disturbance handler - handle problems within and outside the org.

□

Ex: Our people/employees working with outside people/customers

- c. Resource allocator - Determine how best to use company resources , allocate
- d. Negotiator - Inside (staff, salary), outside (contracts, Govt.)

- **Skills Required to Manage -**

- 1. Technical - Ability to perform one's job
- 2. Conceptual (cognitive) - Analyze, ascertain
- 3. Human - Ability to work with and relate to people

- **Challenges Managers Face Today:**

- 1. Managing competitive advantage
 - a. response to customers
 - How to cater to the needs of my customer?
 - b. Innovation
 - c. Quality
 - d. Cost and price through efficient mgmt.
- 2. Managing Diversity - Women, ethnicity, age, sub-culture
- 3. Globalization - Products, customs, procedures, labor, culture, currency
- 4. IT - Speed, variety, decision making
- 5. Ethical standards
- 6. Sustainability - meeting the needs of present w/o compromising future
- 7. Personal fulfillment - work vs home life

Ch 2 Management Theory

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- Theories of Management:

1. Classical Viewpoint -

- A. Scientific Management - Taylor and Gilbreths
 - He evaluated every aspect of a job and timed it

★ ■ Taylor's 4 principles:

- 1) Evaluate job by studying each part of the job
- 2) Carefully select workers with right abilities for the task
- 3) Give workers training and incentives for doing the tasks the right way -bonus, differential pay
- 4) Constantly review methods, ease the methods used by the workers to complete tasks.
 - Biggest Contribution: Started time and motion study - basis of Industrial Engineering

■ Gilbreths:

- Further modifications through filming the jobs, reviewing the methods, eliminating wasted motions.
- Developed Pre-determined time standards for each element of the job.
 - They broke up elements of each task into motions (reach, grasp, transport, release, back) and timed each element/motion

- B. Administrative Management - Fayol and Weber

- Admin Mgmt. - Emphasis on entire organization and management
- Henri Fayol - Planning, Organizing, Leading, Controlling (POLC)

Fayol's 14 principles -

- 1) Division of work **specialization, skill and efficiency developed through repetition**
- 2) **Authority** - ability to direct the work of others
- 3) **Discipline** - Policies and rules that guide work behavior
- 4) **Unity of Command** - One boss
- 5) **Unity of Direction** - All in a group working on the same plan to reach company goals
- 6) **Subordination of individual interests**
- 7) There are times you will have to give up your interests for company's interests
- 8) **Remuneration financial** (money you make; salary) **and non-financial** (benefits) compensation based on merit
- 9) **Centralization** - Major decisions done at the top, minor, day-to-day done lower down
- 10) **Scalar Chain** - Pyramid Org. Structure
- 11) Order - Clean, tidy, safe, well-lit workplace
- 12) **Equity** - application of policies equally to all
- 13) **Stability in tenure** - minimize employee turnover
- 14) Initiative - ability to create and innovate
- 15) Esprit de corps - fellowship and loyalty in the org. and teams
 - People working cohesively

- Weber - In USA Bureaucracy is alleged to be slow, inflexible, impersonal, laborious. In Germany during Weber time, bureaucracy considered rational, efficient,