Management
workshop

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Bio

Studies:

- **Peter the Great Saint-Petersburg Polytechnic University** (bachelor, master of economics, PhD)
- **Lappeenranta University of Technology**, Finland
- **Northern Institute of Technology Management, Hamburg**, Germany
- **South Carelia Polytechnic**, Finland

Work experience:

- **Hyundai Motor Manufacturing Rus,** specialist of Purchasing department
- **Building concern IPS**, accountant & specialist of Financial department

Courses in English

Master courses:

- Business Simulation Game
- Leadership

Bachelor courses:

- Leadership and change management
- Leadership and team management
- Management workshop

Tutorial "**Leadership in organisations: types and models of leadership**", SPbPU Publishing, 2017

Management (or managing)

is the administration of an organization, whether it is a business, a not-for-profit organization, or government body.

Management includes the activities of…
- **setting the strategy of an organization,**
- **coordinating the efforts of its employees (or of volunteers)** to accomplish its objectives through the application of available resources, such as financial, natural, technological, and human resources.

The term "management" may also refer to those **people who manage an organization**.

Henri Fayol's fourteen principles of management

1. **Division of work or labour**: the premise that specialisation increases output by making employees more efficient.
2. **Authority**: managers must be able to give orders. Authority gives them this right and responsibility arises wherever authority is exercised.
3. **Discipline**: employees must obey and respect the rules that govern the organisation, and will be encouraged to do so by effective leadership, a clear understanding between management and workers regarding the organisation's rules, and the judicious use of penalties for infractions of the rules.
4. **Unity of command**: every employee should receive orders from only one superior.
5. **Unity of direction**: each group of organisational activities that have the same objective should be directed by one manager using one plan.
6. **Subordination of individual interests to the general interest**: the interests of any one employee or group of employees should not take precedence over the interests of the organisation as a whole.
7. **Remuneration**: workers must be paid a fair wage for their services.
8. **Centralisation**: the task is to find the optimum degree of centralisation (to management) or decentralisation (to subordinates) in relation to decision making for each situation.
9. **Chain of command**: the line of authority from top management to the lowest ranks represents the chain of command and communications should follow this chain, unless specifically agreed otherwise.
10. **Order**: people and materials should be in the right place at the right time.
11. **Equity**: managers should be kind and fair to their subordinates.
12. **Stability of tenure of personnel**: high employee turnover is inefficient and management should provide orderly personnel planning and ensure that replacements are available to fill vacancies.
13. **Initiative**: employees who are allowed to originate and carry out plans will exert high levels of effort.
14. **Esprit de corps**: promoting team spirit will build harmony and unity within the organisation.

Blake and Mounton's management grid utilizes 2 variables, a concern for people, which draws on the description of an employee orientation, and a concern for results/production, which draws inspiration from the description of the results/production orientation.

1,1 Low concern for people & results = Impoverished Management;

9,1 High concern for results & low concern for people = Authority-Compliance Management;

1,9 High concern for people & low concern for results = Country-Club Management;

9,9 High concern for people & results = Team Management;

5,5 Middle concern for people & results = Middle-of-the-Road Management.

High

9 1, 9   9, 9

8   Country Club Management: Team Management:
            Thoughtful attention to the needs of   Work accomplishment is from
            the people for satisfying relationships   committed people: Interdependence
7   leads to a comfortable, friendly   through a 'common stake' in
            organization atmosphere and work   organization purpose leads to
            tempo   reletionships of trust and respect

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Concern for People

                          Middle of the Road Management:

5   5, 5

                  Adequate organization performance is possible
4   through balancing the necessity to get work out while
                  maintaining morale of people at a satisfactory level

3   Impoverished Management: Authority-Compliance Management:
            Exertion of minimum effort to get   Efficiency in operations results from
            required work done is appropriate to   arranging conditions of work in such a
2   sustain organization membership   way that human elements interfere to a
                                                           minimum degree

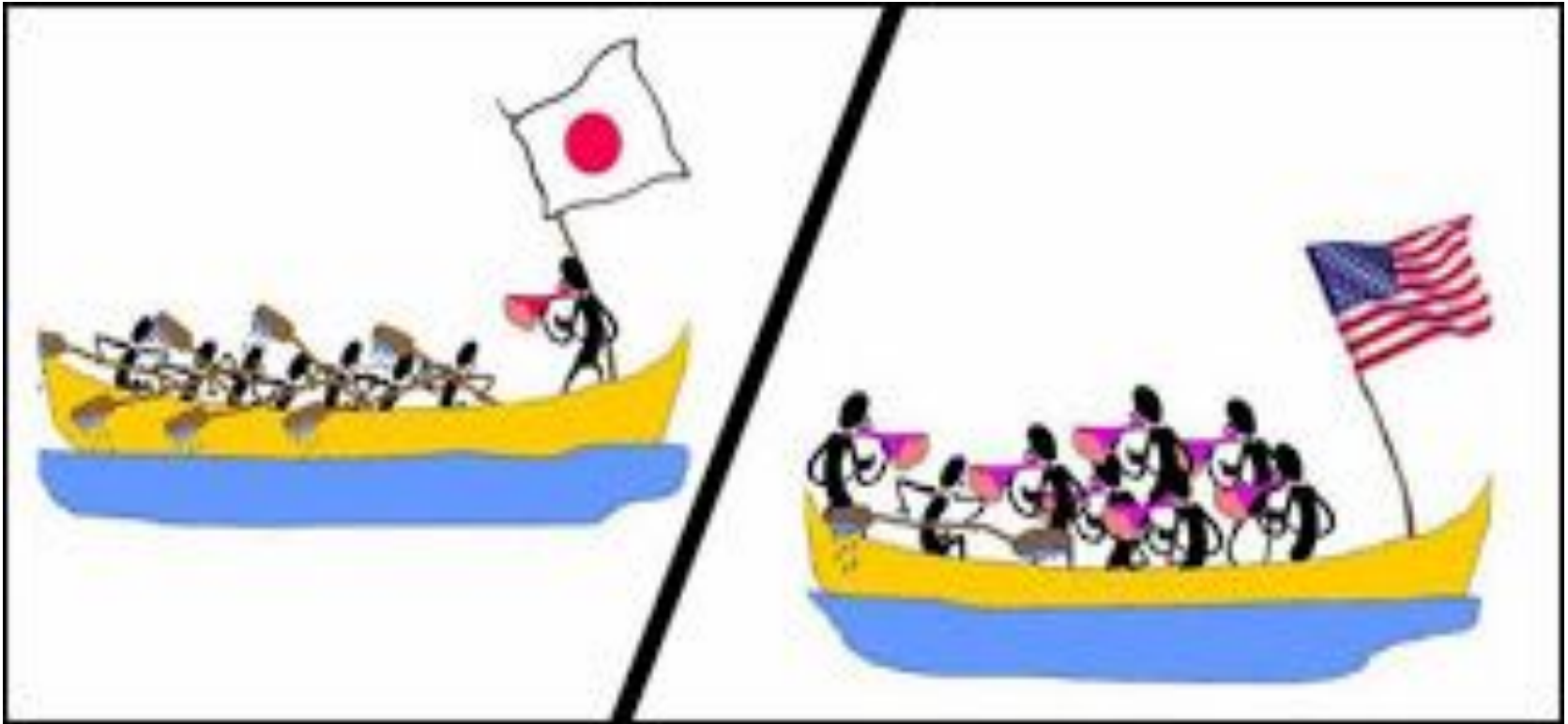**1** 1, 1   9, 1

LOW

        1   2   3   4   5   6   7   8   9

LOW   Concern for Results   **High** 7

American vs Japanese Management

Theory A (American)	Theory J (Japanese)
• Short-Term Employment • Individual Decision Making • Individual Responsibility • Rapid Evaluation and Promotion • Explicit Control Mechanisms • Specialized Career Path • Segmented Concern for Employee as a Person	• Lifetime Employment • Collective Decision Making • Collective Responsibility • Slow Evaluation and Promotion • Implicit Control Mechanisms • Nonspecialized Career Path • Holistic Concern for Employee as a Person

Theory Z (Modified American)

- Long-Term Employment
- Collective Decision Making
- Individual Responsibility
- Slow Evaluation and Promotion
- Implicit, Informal Control with Explicit, Formalized Measures
- Moderately Specialized Career Paths
- Holistic Concern, Including Family

Hofstede had a classic research, he undertook a cross-cultural study of 116000 employees of the same multi-national company located in 40 countries.

This study identified 4 dimensions of cultural difference.

Trompenaars had a different way of looking at cultural differences. Coming from a consultancy background, he took a more practical approach to helping managers work effectively in cross-cultural environments.

The findings of his survey of 15000 respondents from a range of organisational settings and contain 7 dimensions of culture.

Interestingly, only one of these dimensions – individualism versus collectivism – coincides with those identified by Hofstede.

Hofstede's dimensions of cultural difference

Power distance: Extent to which an unequal distribution of power is accepted by members of a society

Low power distance—managers and employees expected to work more cooperatively together, fewer levels of hierarchy and devolved decision-making (e.g. Australia, Denmark, Sweden, Austria)	High power distance—more hierarchical levels and more fixed roles and responsibilities (e.g. Mexico, India, Philippines, Malaysia).

Uncertainty avoidance: Extent to which members of a society feel threatened by ambiguous situations and have created beliefs and institutions which try to avoid these

Low uncertainty avoidance—tolerance for ambiguity in structures and procedures, weak loyalty to employer and short average duration of employment (e.g. UK, USA, Denmark, India, Singapore)	High uncertainty avoidance—value job security and strong procedural support (e.g. Greece, Portugal, Japan, France, Peru).

Individualism/collectivism: Tendency to take care of oneself and one's family versus tendency to work together for the collective good

Tendency towards individualism—individual achievement is what counts, limited concern for the wider community (e.g. USA, UK, Australia, Canada)	Tendency towards collectivism—collective achievement is prized, individuals see themselves as part of the wider community (e.g. Taiwan, Mexico, Greece, Venezuela)

Masculinity/femininity: Extent to which highly assertive masculine values predominate versus extent to which collaborative feminine values predominate

Masculine values predominate—acquisition of money at the expense of others, live in order to work (e.g. Japan, Australia, Italy, Mexico)	Feminine values predominate—showing sensitivity and concern for other's welfare, work life balance (e.g. Thailand, Sweden, Denmark)

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Trompenaars' dimensions of national culture

Universalism—culture is driven by rules and prefers rational and logical approach (e.g. Canada, UK, USA)	*Particularism*—culture is based on relationships and encourages flexibility in interpretation of rules (e.g. China, Thailand)
Affective cultures—emotions are revealed more openly (e.g. Italy)	*Neutral cultures*—people may find emotions difficult to handle (e.g. Japan, Germany)
Specific cultures—managers separate their work relationships from other relationships (e.g. USA, UK)	*Diffuse cultures*—relationships at work influence relationships outside work (e.g. Malaysia)
Achieving culture—status is considered to be achievement based (e.g. USA, Scandinavia)	*Ascribing culture*—status is due to age, education, gender, etc. (e.g. Hong Kong, Argentina, Egypt)
Time as sequence—suggests a rational linear approach to issues based on present performance and short-term relationships (e.g. USA)	*Time as synchronisation*—suggests there could be parallel activities and sense of the past with long-term relationships (e.g. France)
Inner directed—belief that individuals should seek to control the natural and human environment; they are masters of their fate (e.g. USA, Switzerland)	*Outer directed*—sees world as more powerful than individuals and needing to be in harmony with nature (e.g. China)

Steve Jobs' management style. Quotes.

- You have to trust in something - your gut, destiny, life, karma, whatever. This approach has never let me down, and it has made all the difference in my life.

- Sometimes life hits you in the head with a brick. Don't lose faith. I'm convinced that the only thing that kept me going was that I loved what I did. You've got to find what you love.

- The only way to be truly satisfied is to do what you believe is great work, and the only way to do great work is to love what you do. If you haven't found it yet, keep looking, and don't settle. As with all matters of the heart, you'll know when you find it. And like any great relationship, it just gets better and better as the years roll on. So keep looking, don't settle.

Steve Jobs' management style. Quotes.

- No matter how smart you are, to be successful you need a team of great people.

- My model for business is the Beatles. They were four guys who kept each other's kind of negative tendencies in check. They balanced each other, and the total was greater than the sum of the parts. That's how I see business: Great things in business are never done by one person. They're done by a team of people.

- Stay hungry, stay foolish.

Final assignment

1-2 pages essay on the topic:

"Mr. _____ management style"

- individual assignment
- each student chooses one well-known manager
- famous managers should not be the same in essays of different students