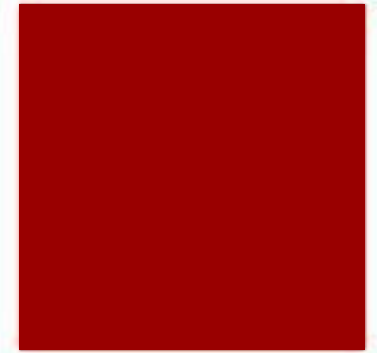


The management role

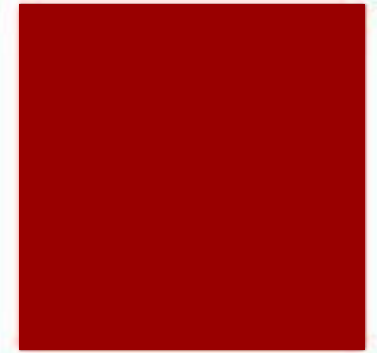
Announcements

- HW questions



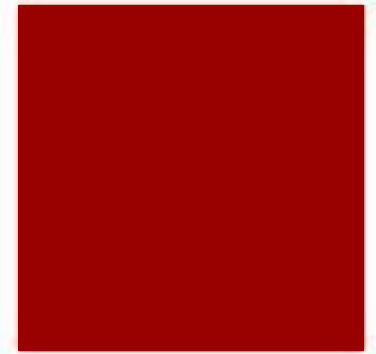
Recap

- How strategy and synergy are connected?



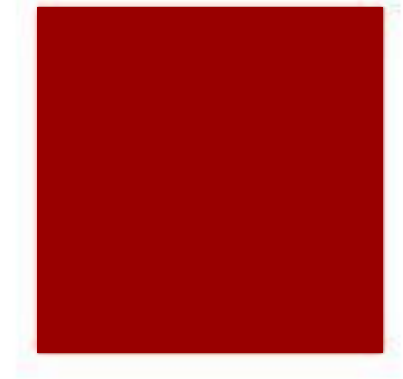
Recap

- Goals vs. Objectives



Recap

- Example of Functional Manager?



Recap

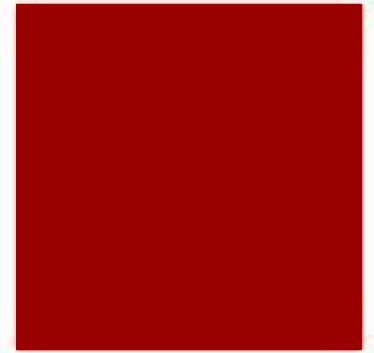
- How do you understand Conceptual Ability of managers?

Recap

- What level of management has the most of technical skills?

Recap

- Example of upward delegation?



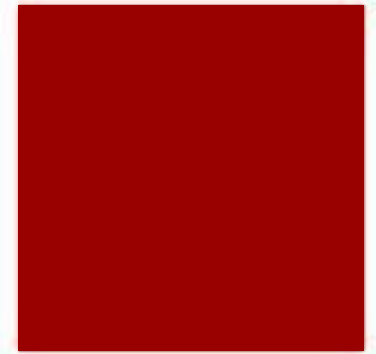
Recap

- 2 main reasons for lack of delegation

Recap

- What is empowerment (use your own words)?

Decision Making and Effectiveness

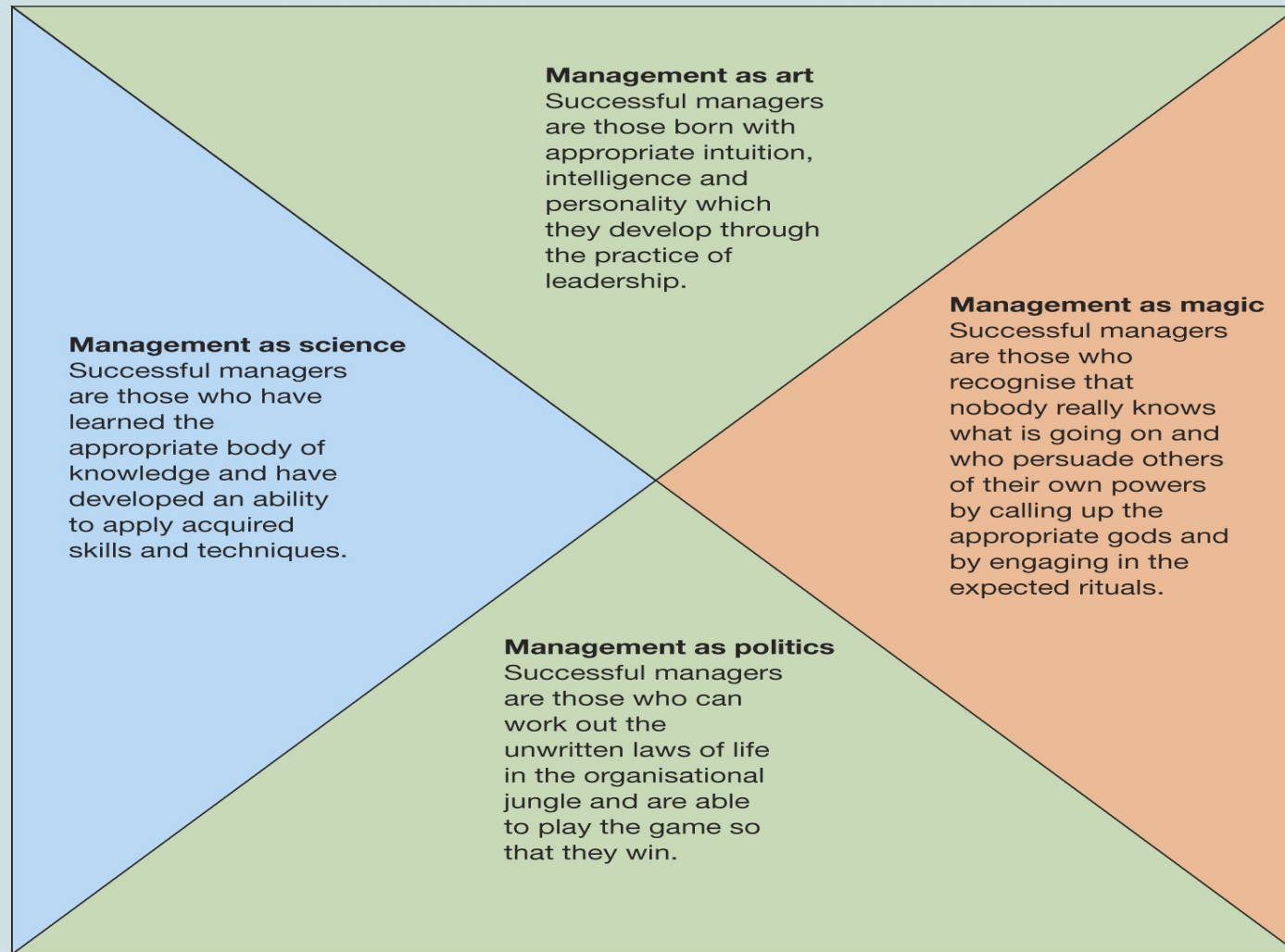


Decision Making and Effectiveness



- main job of a manager is to **get things done**
 - not only by his or her own actions
 - but also by the coordination of the actions of others and of all available resources.

Art, science, magic & politics of management



Effective Manager vs. Efficient Manager

- Which one is easier to assess?

Understanding **the decision making role** in main functions

■ Management Functions

■ **Planning**

- Of work

■ **Leading**

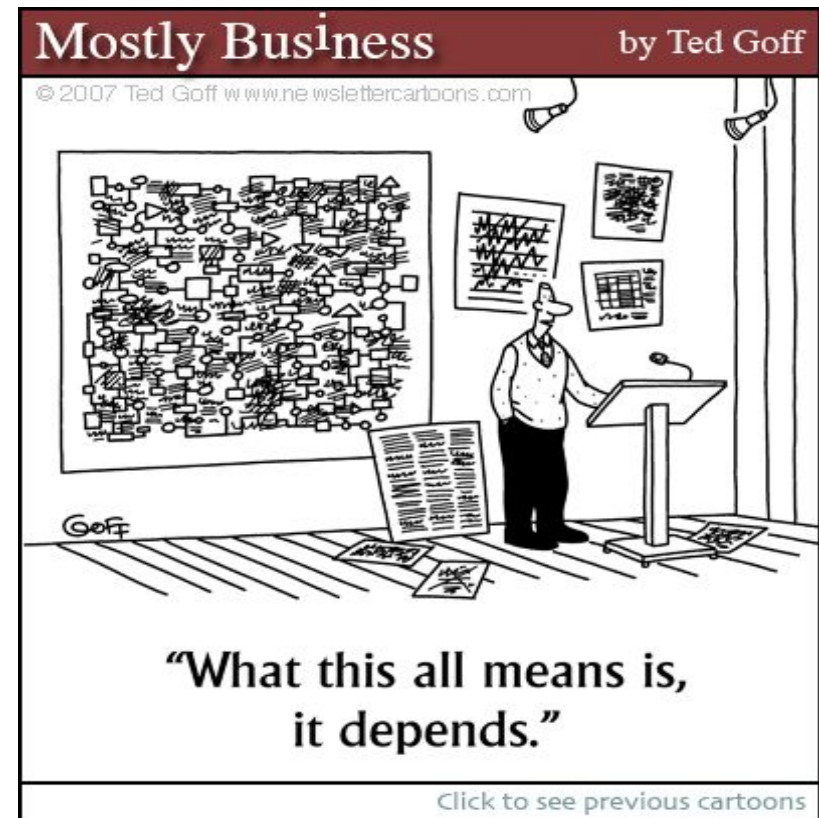
- Of activities

■ **Motivating**

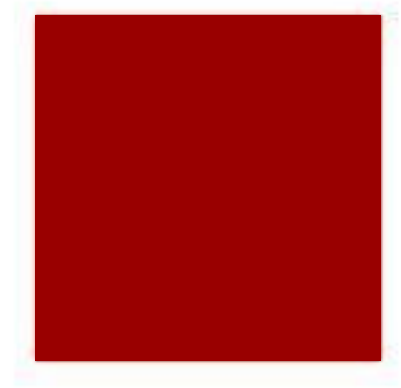
- And guiding

■ **Controlling**

- performance



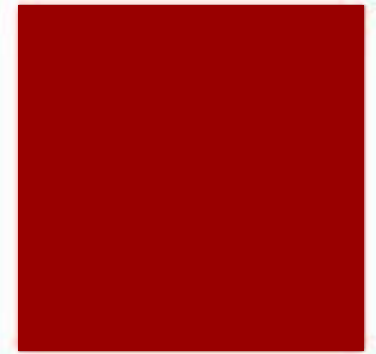
The Management Task



■ Defining “Management”

1. process of continuing and related activities
2. involves and concentrates on reaching organizational goals
3. works with and through people and other organizational resources

Golden Rule Management

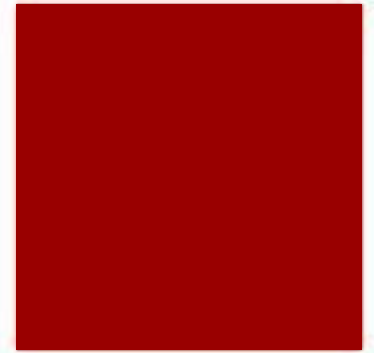


The philosophy of 'Golden Rule Management' is applied in such ways as, for example:

- **Treat people fairly but according to merit.** In order to balance responsibilities to the company, the employee, and all other employees, every manager must be able to say 'no'. But employees should be encouraged to turn a 'no' into the motivation to accomplish more.
- However busy you are, **make the other person feel important** and let people know you appreciate them.
- **Motivate people through giving praise.** A good manager must understand the value of praising people to success.
- **Encourage feedback** and don't undervalue the ability to listen.
- Sandwich every bit of criticism between two layers of heavy praise.
- **An open-door philosophy.**
- **Help other people get what they want** – and you will get what you want. Good managers' success is reflected in the success of their people.
- **Never hide behind policy or pomposity.**

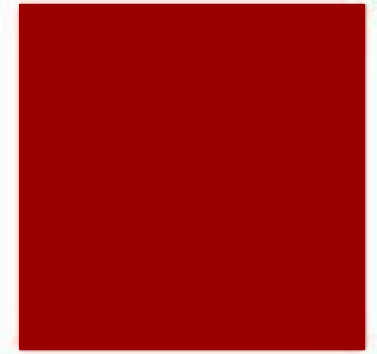
1 / 4 PLANNING

- Why is it needed
- Stages of planning
- Mission
- Goals
- Objectives
- MBO
- Levels of management

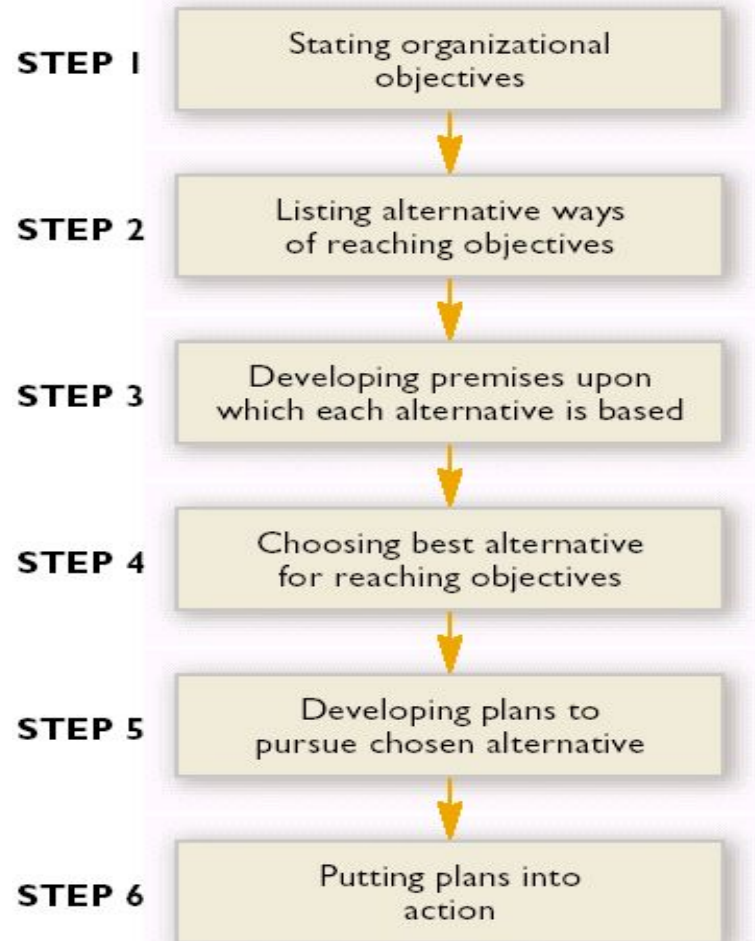


What do you think about planning?

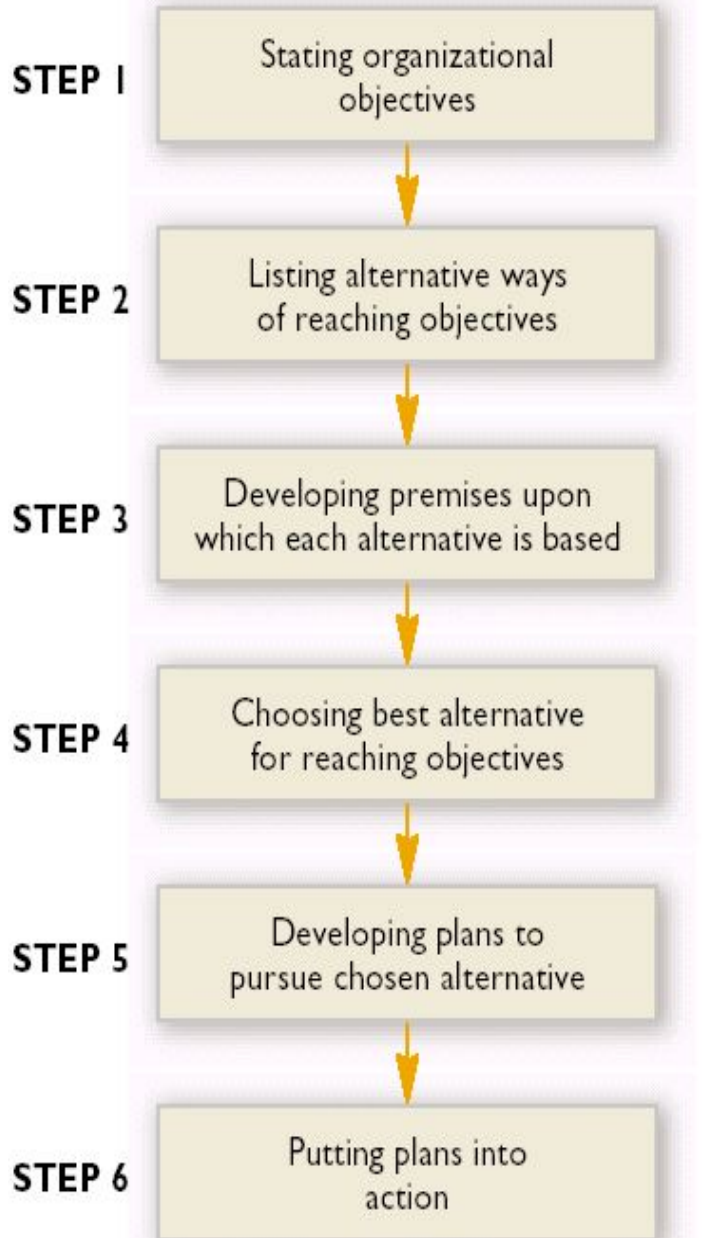
- How do you plan?



Steps in the Planning Process



∴ planning process



Elements of the planning process

I want A+ in the course

Study OR cheat OR bribe OR whine

Study – takes time, result is not guaranteed, is ethical, will help in future
Cheat – must find willing partner, result in not guaranteed, risky, unethical
Bribe – guaranteed result, very risky and illegal
Whine – result in not guaranteed

Choose study

Read and study the material daily, come to lectures, don't miss tutorials, learn new words

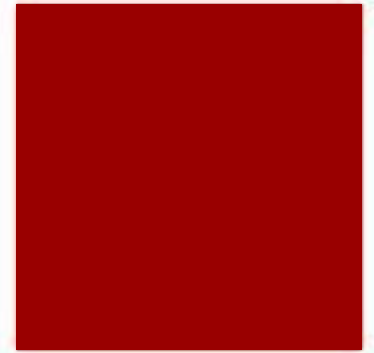
Now following your plan

Stages of planning (your book)

- Setting the goal
- Gathering information
- Developing the actions necessary to achieve the goal
- Setting targets to be reached on the way to achieving the goal
- Measuring the achievement of the goal
- Evaluation and reviewing the goal and the plan

2/4 Leading

- Leadership
 - Manager versus leader
 - Styles of leadership



- Leadership is NOT personal characteristics, not power, not motivation or ideology, as it is sometimes mistakenly presented
- Leadership – is a system of interrelationships in a group, where one person (a leader) shows initiative and takes responsibility for the actions of the group and consequences of such actions, and the others (followers) are ready to follow the offered initiative and exert considerable efforts towards the stated goals
- The history is full of leadership examples...

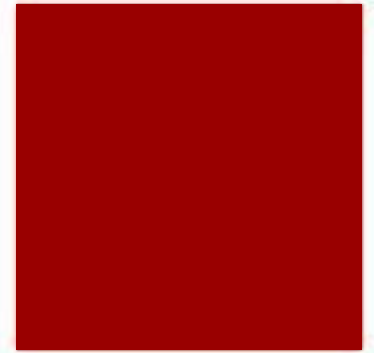


The 7-S framework (Watson)

- Managers rely on
 - Strategy
 - Structure
 - Systems
- Leaders rely on
 - Style
 - Staff
 - Skills
 - Shared (superordinate) goals

Styles of leadership

- Leadership style is the way in which the functions of leadership are carried out, the way in which the manager typically behaves towards members of the group.



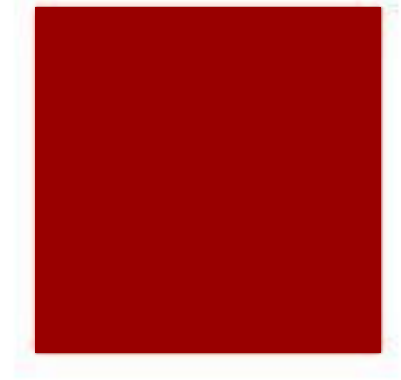
Types of leaders



- Charismatic leaders (traits) – cannot be learned, for it comes from exceptional personal traits, resulting in people following their leader (Lenin, Napoleon, Hitler)
- Traditional leaders (birthright) – cannot be learned, for it is being passed down to them (king, queen, etc)
- Situational – influence comes from the specific circumstances and situation which they are leading (working on a project as a team)
- Bureaucratic – influence comes from the position the leader holds, and their power is legitimized by the organizational structure (CEO)
- Functional – influence comes from what the leader do. They are leaders because of their actions, and they are able to adapt to the needs of a situation

Approaches to study leadership

- Traits approach
- Behavioral approach
- Contingency approach



1. Traits approach

- profile of personality characteristics
- not very reliable since there were too many exceptions to the rule
- Listed traits not sufficient for good leadership
- personality or psychometric tests to determine

Leadership



Leader –
a position
within a heart.

Leader is an
innovator and
an initiator

LEADER

SOUL

Visionary
Passionate
Creative
Flexible
Inspirational
Innovative
Courageous
Imaginative
Experimental
Independent

MANAGER

MIND

Rational
Consultative
Persistent
Problem-solving
Tough-minded
Analytical
Structured
Deliberate
Authoritative
Stabilizing

Manager –
a position
within a
company.

Manager
executes other
stakeholders
will

Managers do things right and leaders do right things

*Characteristics of the emerging leader
versus characteristics of the manager*

МЕНЕДЖЕР

Администратор

Поручает

Работает по целям других

Основа действий — план

Полагается на систему

Использует доводы

Контролирует

Поддерживает движение

Профессионал

Принимает решения

Делает дело правильно

Уважаем

ЛИДЕР

Инноватор

Вдохновляет

Работает по своим целям

Основа — видение перспективы

Полагается на людей

Использует эмоции

Доверяет

Дает импульс движению

Энтузиаст

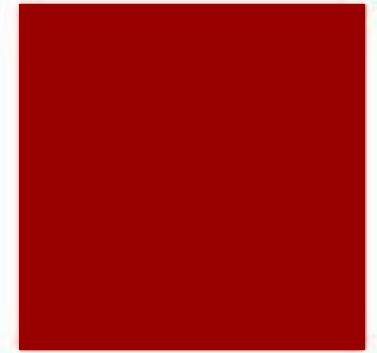
Превращает решения в реальность

Делает правильное дело

Обожаем

2. Behavioral approach

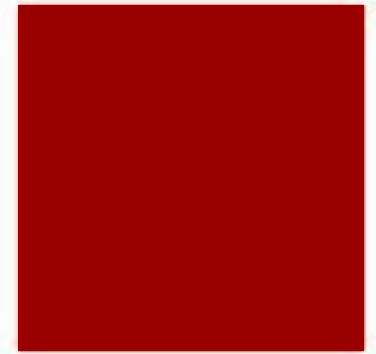
- describes how the leader behaves in response to the situation
 - task-centred or employee- centred manner
- authoritarian versus democratic styles
- No consistent findings





- Authoritarian (autocratic)
 - Focus of power is with the manager, and all interactions within the group move towards the manager. Sole decision-maker
- Democratic
 - Focus of power is more with the group and there is greater interaction with the group. Group decision-making, manager is part of the team
- Laissez-Faire (genuine)
 - Manager consciously makes a decision to pass the focus of power to members and not to interfere. Members makes decisions which rightly belong with the manager (a non-style of leadership)

Autocratic vs. Democratic



Autocratic leadership



At this end of the spectrum the manager makes all decisions

The manager suggests decisions and invites comments, and then the manager decides

The manager asks for suggestions and then makes a decision

Toward this end of the spectrum the manager permits subordinates to make decisions within set limits

Democratic leadership

BOSS-CENTERED LEADERSHIP

SUBORDINATE-CENTERED LEADERSHIP

Use of authority
by the manager

Area of freedom
for subordinates

Manager
makes
decision
and
announces
it

Manager
“sells”
decision

Manager
presents
ideas and
invites
questions

Manager
presents
tentative
decision
subject to
change

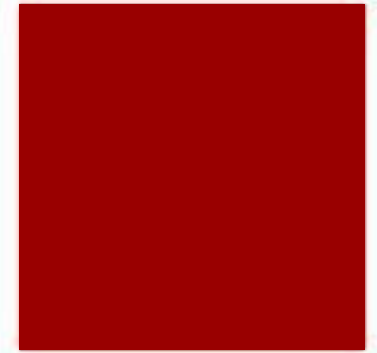
Manager
presents
problem,
gets
suggestions,
makes
decision

Manager
defines
limits;
asks group
to make
decision

Manager
permits
subordinates
to function
within
limits
defined by
superior

Continuum of leadership behavior that emphasizes decision making

3. Contingency approach



■ Vroom – Yetton model

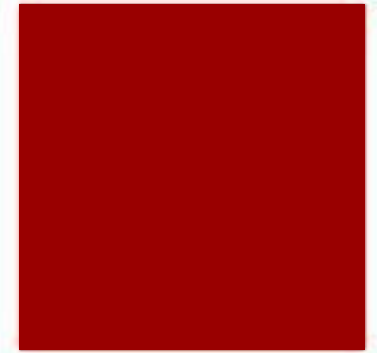
- leader-participation model.
- the leader should adjust his/her behaviour to the situation or task
- a decision tree incorporating several contingencies

■ Path – Goal model

- performance of the subordinates is related to the extent to which their manager satisfies their expectations
- four styles of management: achievement oriented, directive, participative and supportive
- two contingency variables are employee characteristics and task characteristics

Other approaches to leadership

- Action-centered leadership
- Transactional vs. transformational leadership
- Inspirational leadership



MBox round 4

- Discuss Theory X, Theory Y and Theory Z environment. Compare and point out their implications to management. How knowing these theories can help you out to be the best managers? (Ch. 12)