Management: The Classic Definition

The art of getting things done through people.

– Mary Parker Follet

Management: A Broader Definition

The process of administering and coordinating resources effectively, efficiently, and in an effort to achieve the goals of the organization.
### Effectiveness vs. Efficiency

<table>
<thead>
<tr>
<th>Effectiveness</th>
<th>Efficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Doing the right thing.”</td>
<td>“Doing things right.”</td>
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</tbody>
</table>

### Management Theory
- Leadership is about ...
- Leaders? vs Managers?

### Organization?
An organization is a group of individuals who work together toward common goals.
Organizational Characteristics

- People
- Purpose

Four Management Functions

Planning
Setting goals and defining the actions necessary to achieve those goals.
### Organizing

The process of determining
- the tasks to be done,
- who will do them, and
- how those tasks will be managed.

### Leading

Motivating and directing the members of the organization so that they contribute to the achievement of the goals of the organization.

### Controlling

- Monitoring performance
- Identifying deviations
- Taking corrective action
- Moving toward goals
**Managers**

- Perform management functions
- Ensure goals are achieved

**Mintzberg**

- Interpersonal Roles
  - Figurehead
  - Leader
  - Liaison

**Mintzberg**

- Informational Roles
  - Monitor
  - Disseminator
  - Spokesperson
Mintzberg

- Decisional Roles
  - Entrepreneur
  - Disturbance handler
  - Resource allocator
  - Negotiator

Scope of Responsibility

- Functional Managers
- General Managers

Functional Manager

Chief Executive
General Parts Inc.

VP of Production
- Plant Manager
- Service Manager

VP of Finance
- Account Manager
- Payroll Manager
General Manager

- General Manager: Supermarket, Inc.
  - Produce Manager
  - Grocery Manager
  - Bakery Manager

Levels of Management

- Top-level Managers
- Middle Managers
- First-line Managers
- Operational Employees

Management Skills

- Technical Skills
- Human Skills
- Conceptual Skills
Skills & Levels of Management

<table>
<thead>
<tr>
<th>First-line Mgmt</th>
<th>Middle Mgmt</th>
<th>Top-Level Mgmt</th>
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<tbody>
<tr>
<td>Conceptual</td>
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<tr>
<td>Human</td>
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<tr>
<td>Technical</td>
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</table>

Hyperchange

- Rapid
- Dramatic
- Complex
- Unpredictable

The New Economy

- Individual opportunity
- Ceaseless innovation
- Power of information and communication
### Environmental Trends

- Info-Technology
- Globalization
- Entrepreneurial firms
- Intellectual capital

### Information Technology

- The Internet
- Electronic commerce
- Mobile computing

### Globalization

**International business environment**

- Complexity
- Environmental forces
### Entrepreneurial Firms

- New products
- Pressure on large firms
- Opportunities for others

### Intellectual Capital

- Structural Capital
- Customer Capital
- Human Capital

### Organizational Changes

- Leadership
- Collaborative work relationships
- Workplace Diversity
A New Model of Leadership

The 3C’s Model

• Competence
• Character
• Community

Collaborative Work Relationships

• Cross-functional Teams
• Self Managed Teams
Diversity in the Workplace

“Competitive Advantage”

A New Organizational Model

– The Modular Corporation
– The Virtual Corporation
– The Network Corporation

The New Manager / Leader Profile

• The Boss
• The Structure
• The Employee
<table>
<thead>
<tr>
<th>Tomorrow's Manager</th>
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</thead>
<tbody>
<tr>
<td>• The communicator</td>
</tr>
<tr>
<td>• The coach</td>
</tr>
<tr>
<td>• The team player</td>
</tr>
<tr>
<td>• The tech-master</td>
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<tr>
<td>• The problem solver</td>
</tr>
<tr>
<td>• The ambassador</td>
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<tr>
<td>• The change agent</td>
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<td>• The learner</td>
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