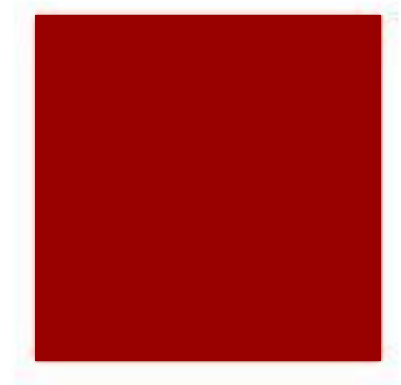


# The management role

# Announcements

- HW questions

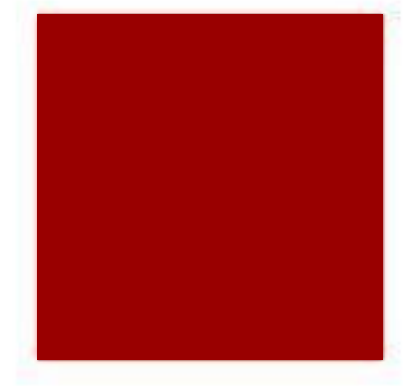


# Recap

- How strategy and synergy are connected?

# Recap

- Goals vs. Objectives



# Recap

- Example of Functional Manager?

# Recap

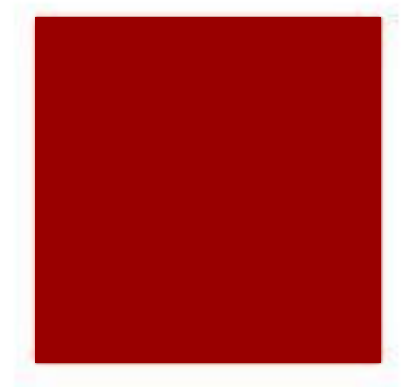
- How do you understand Conceptual Ability of managers?

# Recap

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

# Recap

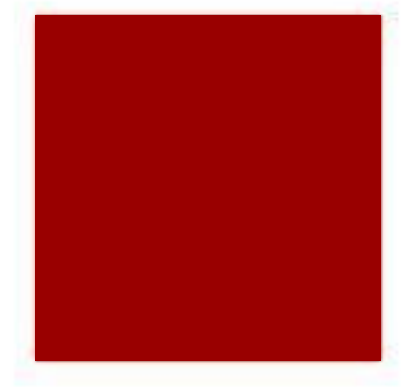
- Example of upward delegation?





# Recap

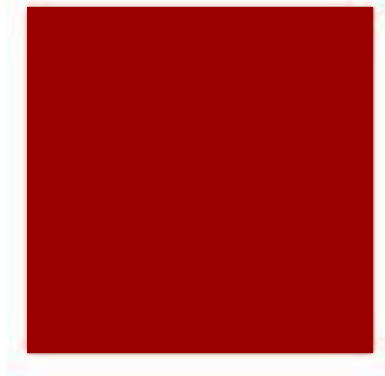
- 2 main reasons for lack of delegation



# Recap

- What is empowerment (use your own words)?

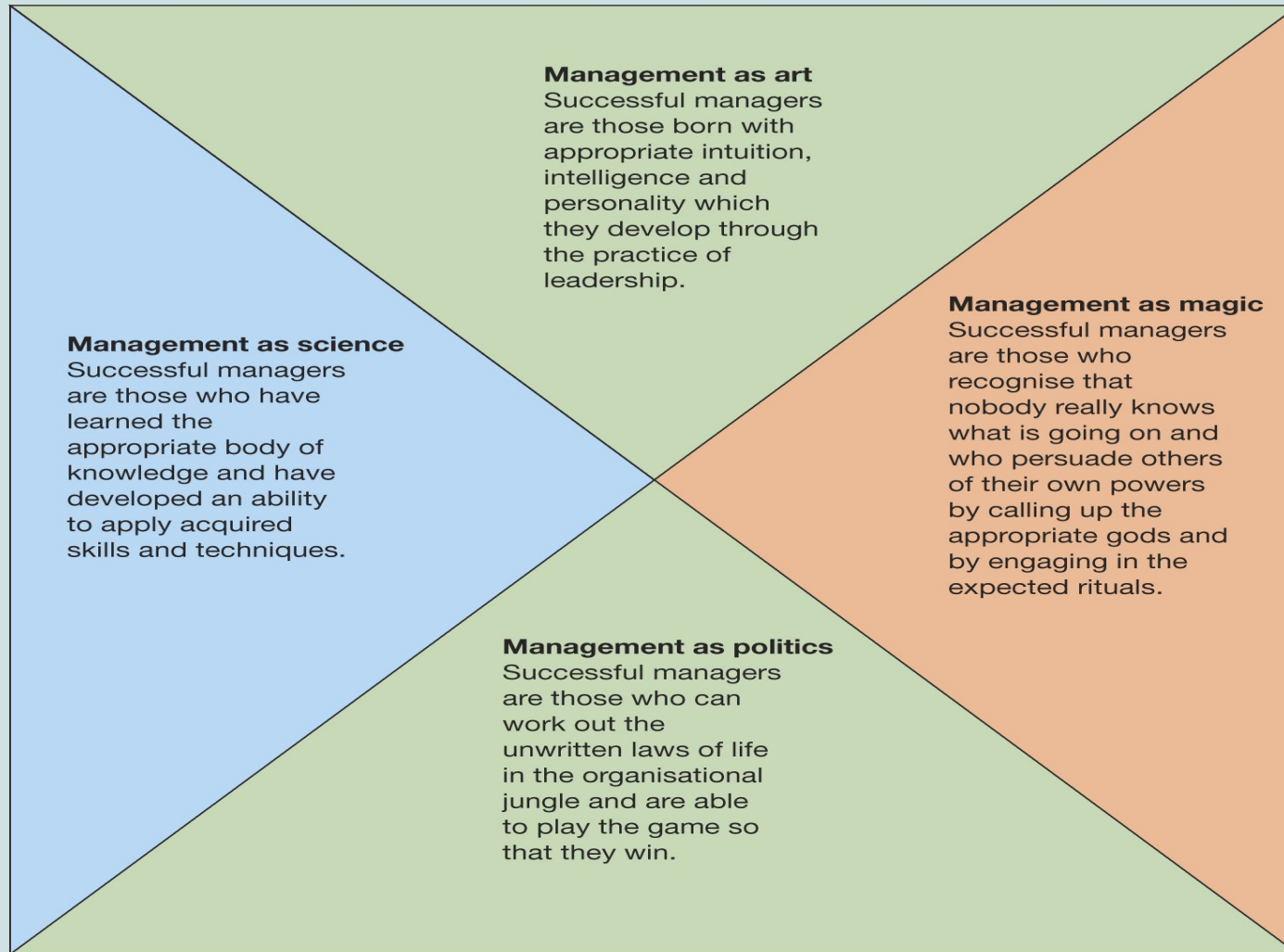
# Decision Making and Effectiveness



# Decision Making and Effectiveness

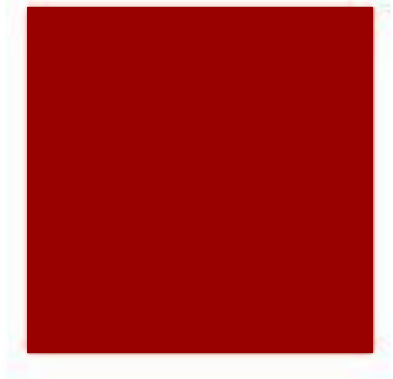
- main job of a manager is to **get things done**
  - not only by his or her own actions
  - but also by the coordination of the actions of others and of all available resources.

# 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**

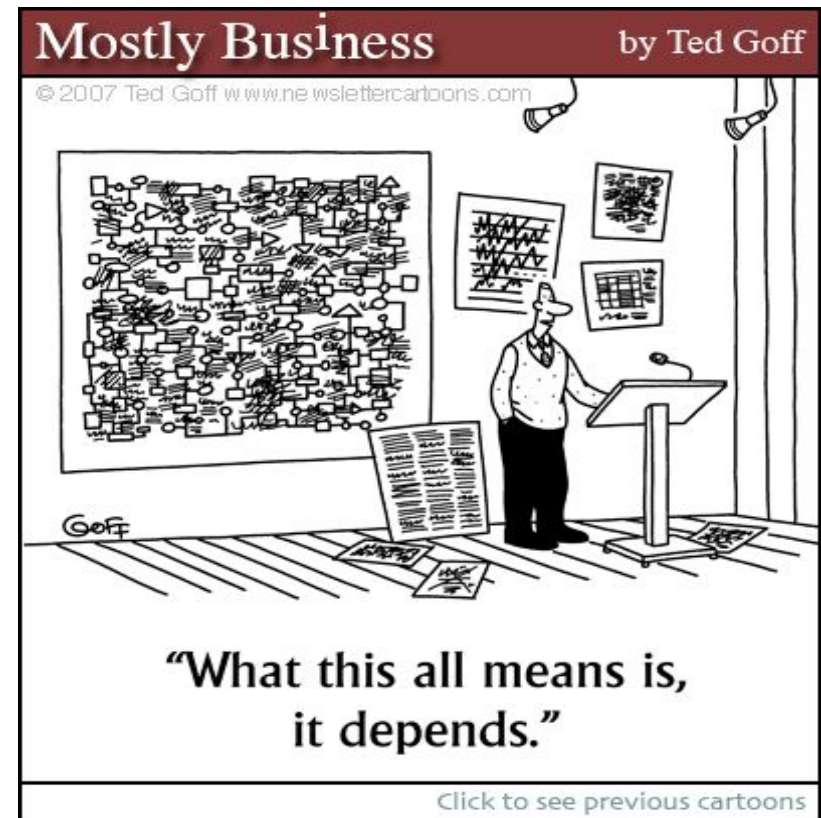
- Of activities

### ■ **Motivating**

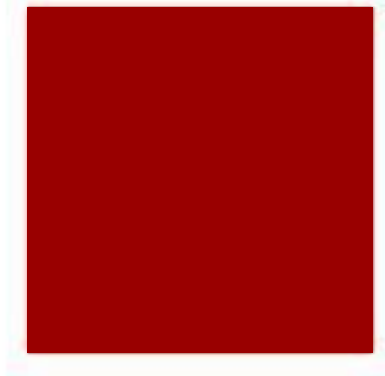
- And guiding

### ■ **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:

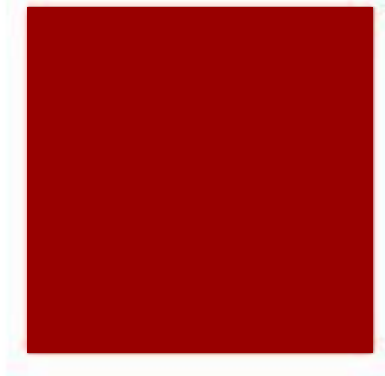
- **Treat people fairly but according to merit.** In order to balance responsibilities to the company, the employee, and all other employees, every manager must be able to say 'no'. But employees should be encouraged to turn a 'no' into the motivation to accomplish more.
- However busy you are, **make 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

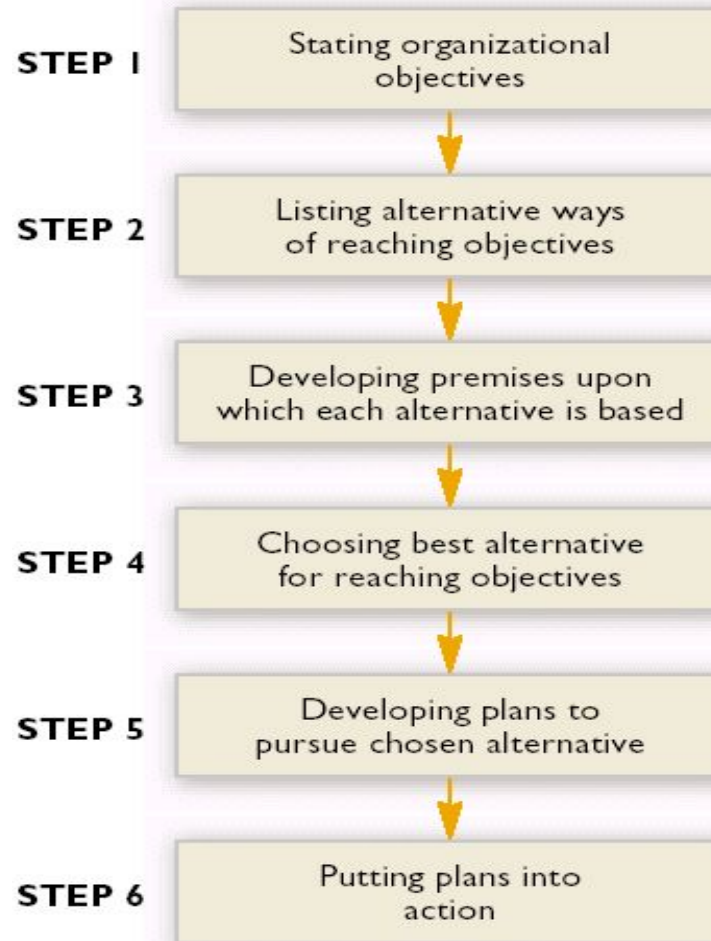
- Why is it needed
- Stages of planning
- Mission
- Goals
- Objectives
- MBO
- Levels of management

# What do you think about planning?

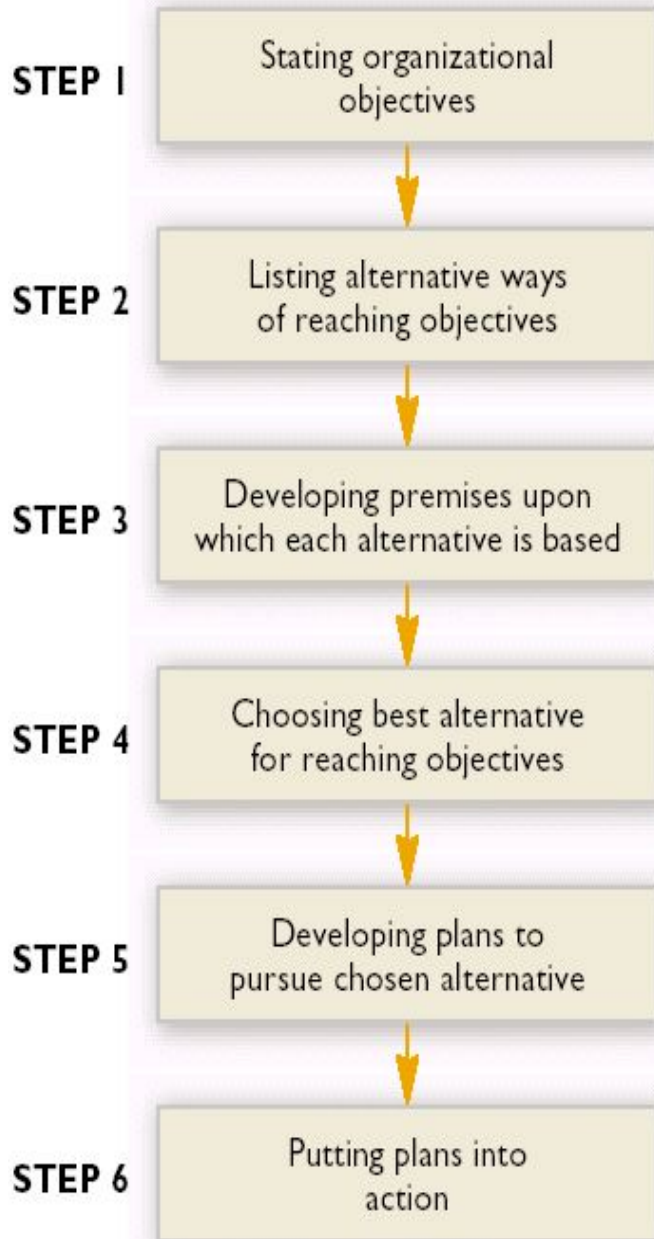
- How do you plan?



# 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

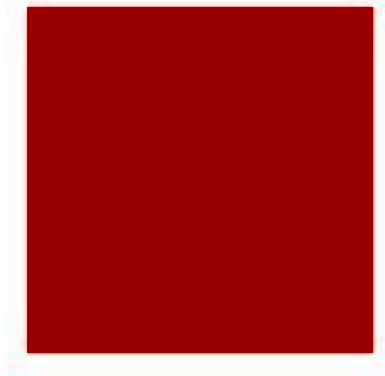
Choose study

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

Now following your plan

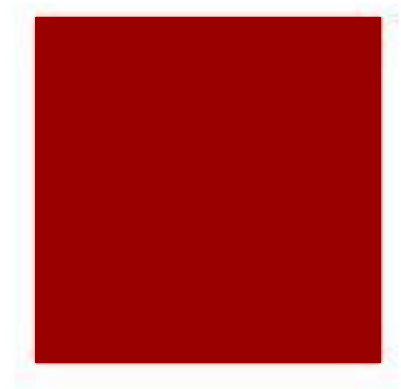
# Stages of planning (your book)

- 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...



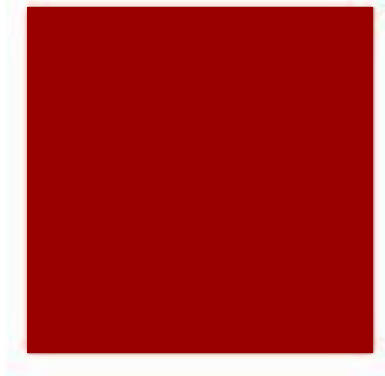


# The 7-S framework (Watson)

- 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.



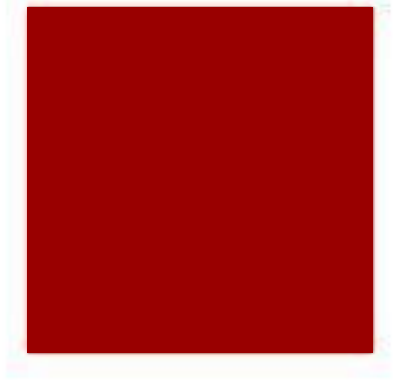
# Types of leaders



- 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

## MANAGER

Leader –  
a position  
within a heart.

Leader is an  
innovator and  
an initiator

SOUL
Visionary
Passionate
Creative
Flexible
Inspirational
Innovative
Courageous
Imaginative
Experimental
Independent

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

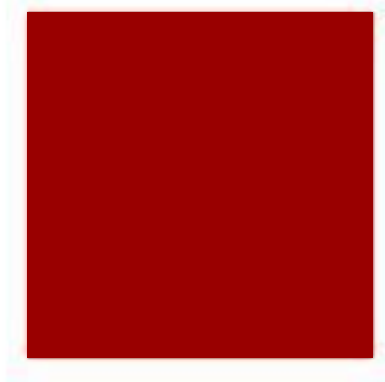
Обожаем

## 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

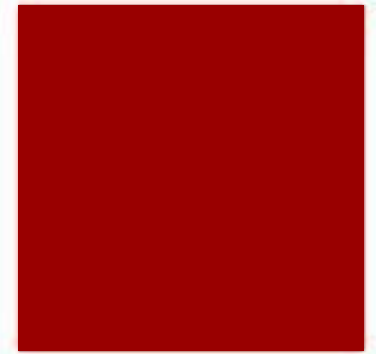






- Authoritarian (autocratic)
  - Focus of power is with the manager, and all interactions within the group move towards the manager. Sole decision-maker
- Democratic
  - Focus of power is more with the group and there is greater interaction with the group. Group decision-making, manager is part of the 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

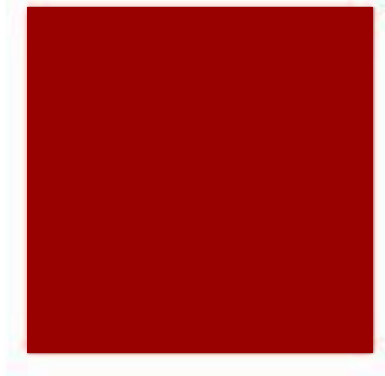
- leader-participation model.
- the leader should adjust his/her behaviour to the situation or task
- a decision tree incorporating several contingencies

## ■ 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)