

Management and Organisational Behaviour

The Role of the Manager & Managerial Behaviour Effectiveness

Recap



Last week we discussed:

Part 1

- Why organisations exist
- Factors affecting different organisations
- Explained the difference between formal and informal organisations

Part 2

- The meaning of main approaches to leaderships
- Introduced Leadership theories:
 - Autocratic vs Democratic vs Laissez-Faire
 - McGregor X and Y
 - Blake and Mouton Managerial Grid
 - Adair's model of Action Centred Leadership (ACL)

Quiz Leadership quizz

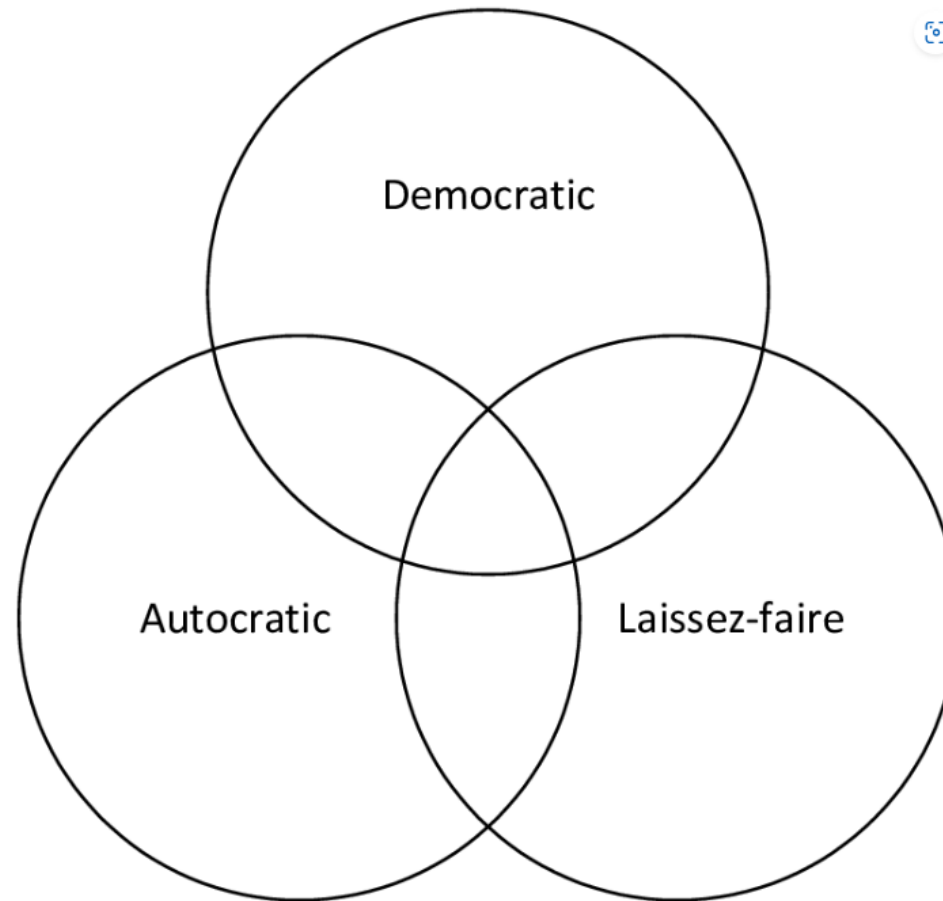


A series of multiple choice questions.
Tap the correct answer to proceed.

wordwall.net/resource/67653873



Autocratic vs democratic vs laissez faire

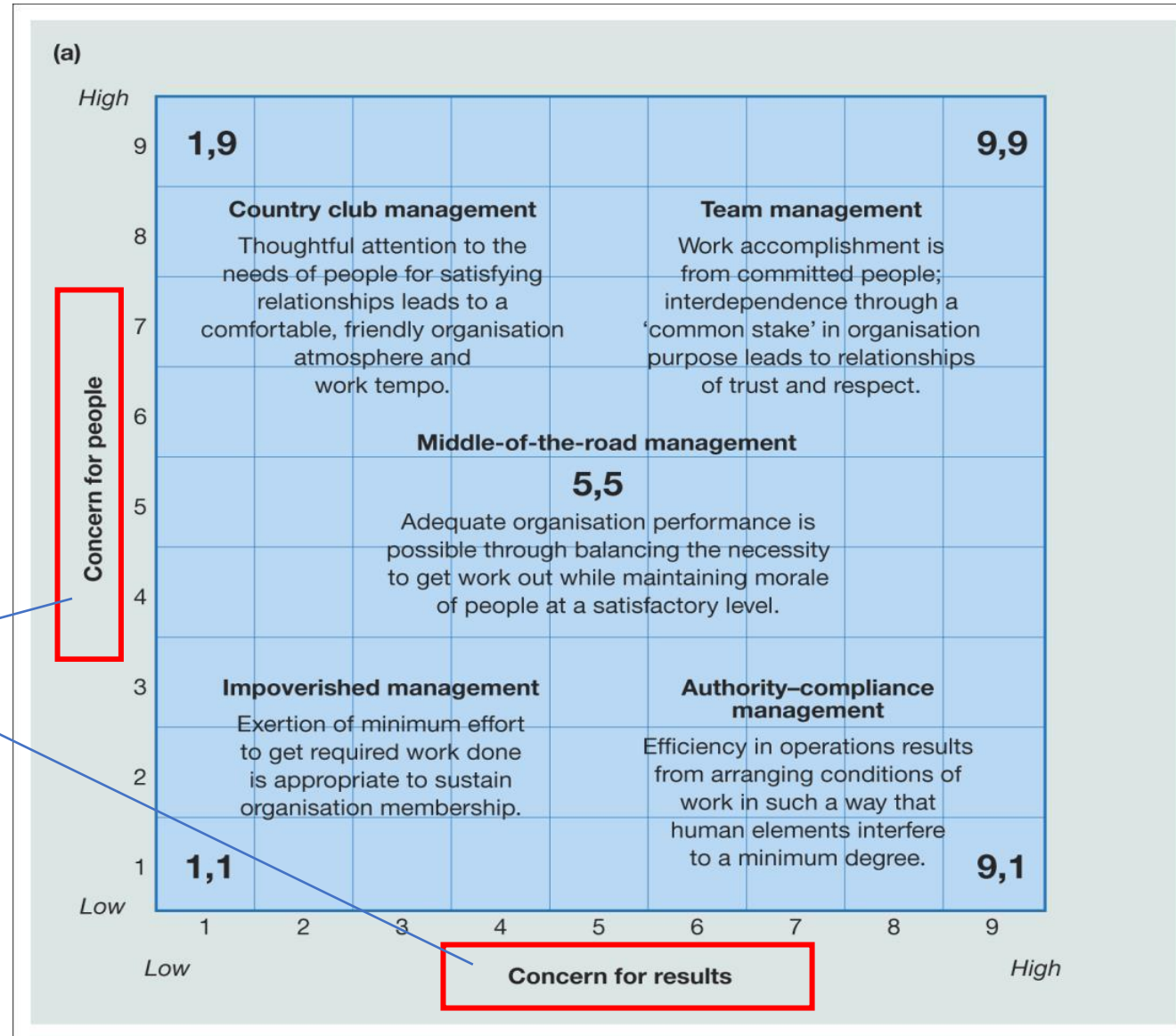


A view of the Blake and Mouton Managerial Grid

The categories or 'styles' are determined by these two dimensions:

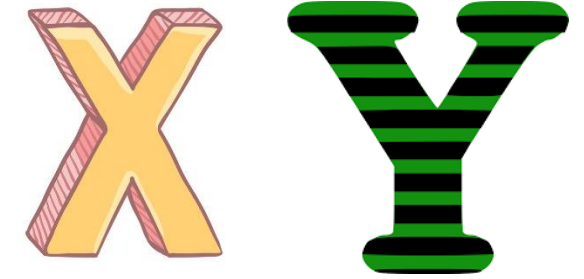
- **Concern for production (results)**

- **Concern for people**



Blake & Mouton (1964)

McGregor's X and Y Theory



The theory is used to describe human behaviour at work and McGregor placed in two sides

Theory X and Theory Y are two extremes!

McGregor did not indicate workers would be one or the other. But, more likely that people fall on spectrum somewhere between the two extremes

X or Y ?



Action-centred leadership



Asynchronous learning- Who is Craig Poole?



Who is Craig Poole?

What sort of leadership style does he portray?

If you could link him to one of the leadership theory, which one would most closely define his style?

Today's Objectives

- To define management
- To explain management's key functions
- To look at what managers do
- To think about why managers are needed
- To consider their organisational impact
- To consider how best to manage people
- To evaluate managerial effectiveness
- To consider time management

What's the Relevance to Management?

'Give a man a fish, and he eats for a day.

Teach a man to fish, and he eats for a lifetime.'

(Lao Tze)



Management can be regarded as 'Making things happen'

- Getting things done through others
- Within a structured organisational setting
- Prescribed roles, systems & procedures
- Being directed towards achieving aims and objectives
- Using scarce resources in the best way
- Coping with change and uncertainty

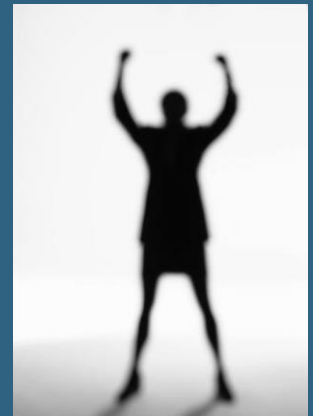


Discussion

What is the main role of a manager?

A manager's main job is...

- To inspire employees to do their best
- To establish a working environment which lets them achieve their goals
- To remove obstacles in the organisation that stop people doing their jobs effectively
- To get people the resources they need
- To train them
- To do their jobs effectively



Group Activity



What key skills do you
need to get things done
through others?

Expected key skills

Communication: Clearly articulating goals, expectations, and feedback is crucial to guide and motivate others.

Delegation: Knowing how to assign the right tasks to the right people, considering their skills and capacities.

Motivation: Understanding what drives your team members and using this knowledge to encourage productivity and engagement.

Empathy: Being able to understand and share the feelings of another, which can foster a supportive and collaborative environment.

Conflict Resolution: Being able to identify and address disagreements or conflicts within a team efficiently and constructively.

Problem-Solving: Guiding others in navigating challenges and finding effective solutions.

Decision Making: Making informed and timely decisions that affect others and standing by them.

Leadership: Inspiring and leading by example, setting the tone for the work ethic and culture.

Influence: Having the ability to persuade and convince others to understand and accept your ideas or the tasks at hand.

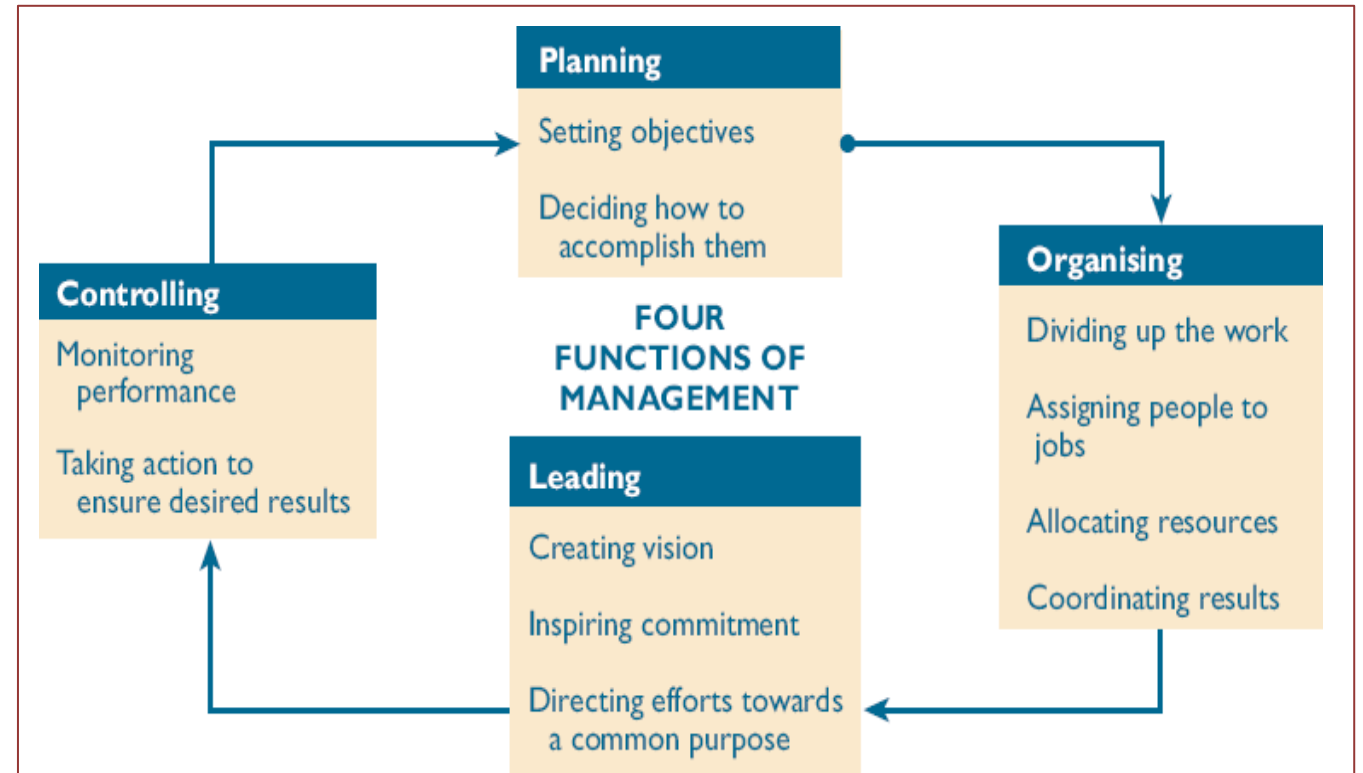
Adaptability: Being able to adjust strategies and approaches when dealing with different people or changing circumstances.

Mentoring and Coaching: Providing guidance and feedback to help others grow and improve their skills.

What managers do.... Can you remember?!

Clue: There are 4 main functions

P _ _ _ _ _ PLANNING
O _ _ _ _ _ ORGANISING
L _ _ _ _ _ LEADING
C _ _ _ _ _ CONTROLLING



Peek, S. (2023)

Management Theory of Henri Fayol (1949)

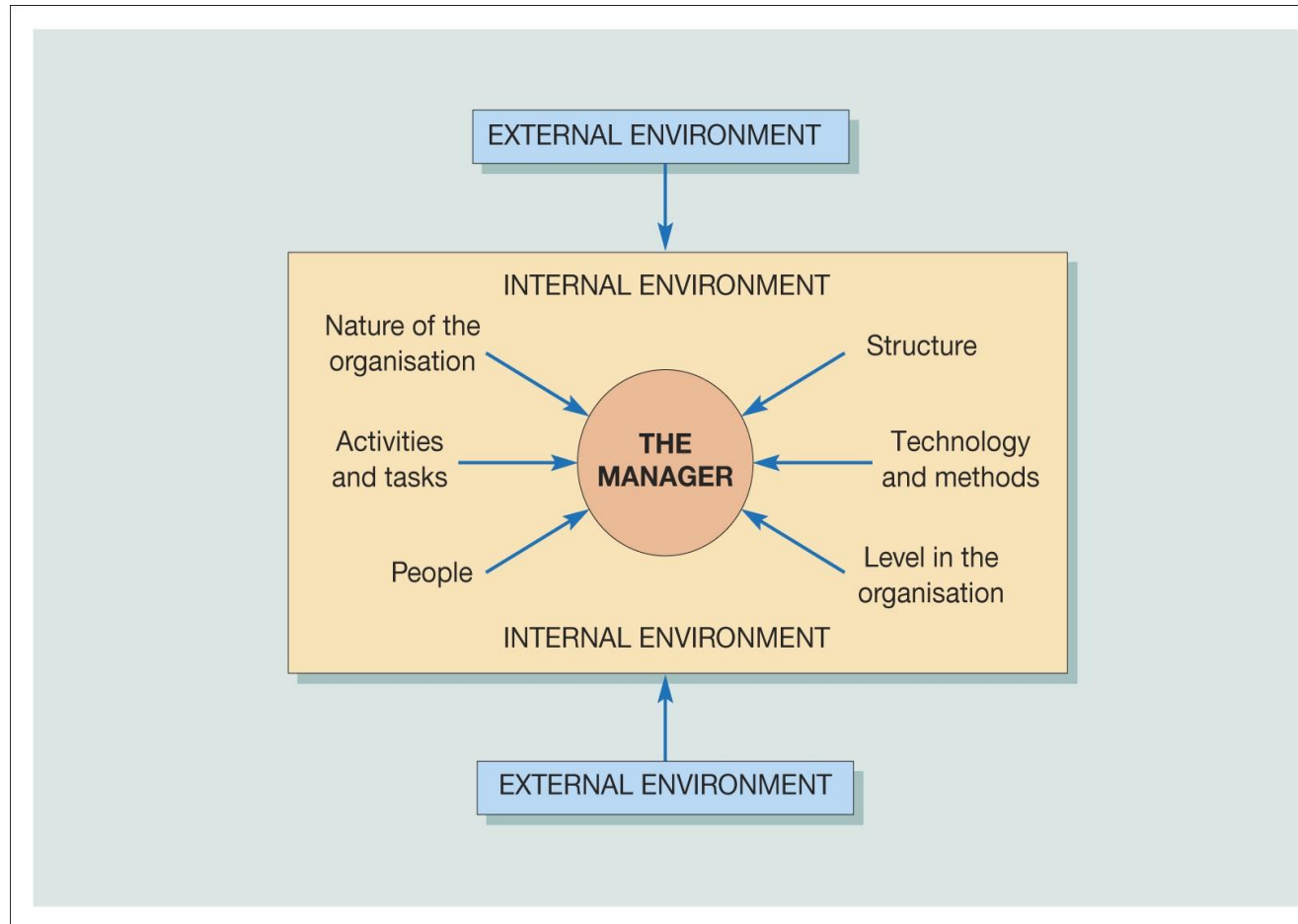
What does a manager do?

A manager's work depends on:

- The type of structure
- Activities and tasks involved
- The nature of people employed
- Technology and methods of performing work
- The level in the organisation at which the manager is.
- The nature of the organisation, its philosophy, objectives and size



The environmental setting



(Moorcroft, 2000)

Why organisations need managers?

Mintzberg: 6 purposes of the manager:

1. To ensure the organisation serves its basic purpose.
2. To design and maintain the stability of operations.
3. To take charge of strategy- making and adaptation to changing environment.
4. To ensure the organisation serves the ends of those who control it.
5. To be the key informational link between the organisation and the environment.
6. As formal authority to operate the organisation's status system.

Mintzberg (1979)

Who gets to be a manager?

Facts

- Management is an integrating activity
- Management is not the same everywhere
- It takes place in different ways and at different levels of the organisation

Is the manager someone who:

1. Previously skilled in the area they're now managing?
2. Good at doing the job technically?
3. Good with people but not quite an expert within the industry?

Break Time

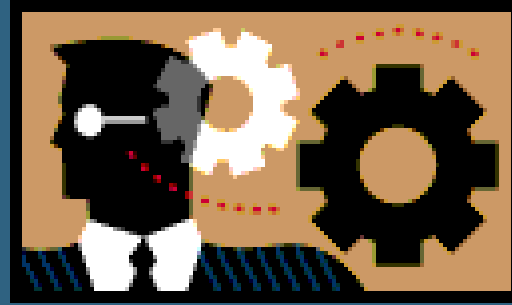
HOSPITALITY
AND
TOURISM
MANAGEMENT



Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales

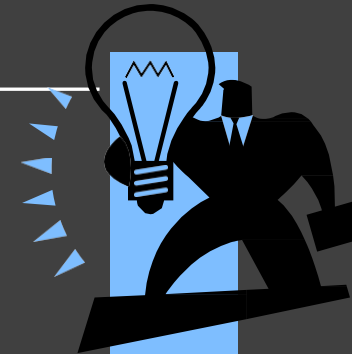


Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David



Management and Organisational Behaviour

Managerial Behaviour &
Effectiveness



Do you agree?

‘People respond according to the manner in which they are treated. The majority of staff come to work eager to do a good job and to perform to the best of their abilities.

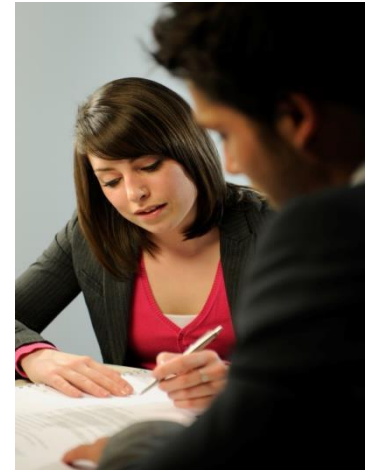
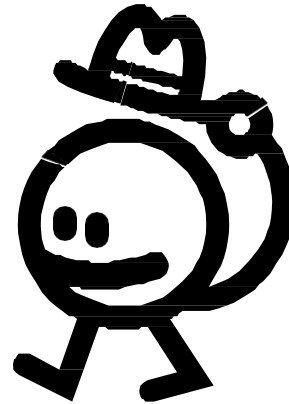
‘Therefore, if individual performance fails to match the ideal, this is a result of poor management.



Managing people

'Treat people with politeness, respect and dignity and in doing so create a strong role model for others to follow. Building a reputation of fairness gives you a buffer against the times when the policy is wrong, or you behave badly.'

Warren Buffett (2021)



Managerial style and behaviour



Managerial Authority (ACAS):

Old days: came from hierarchical position in the structure of the organisation.



Today: Emphasis on the individual and their position in the workplace.

Successful managers need to be able to handle people successfully.



Dominant management style

- The dominant style of management is influenced in any particular situation by:
 - Organisation – the nature of the organisation in which a manager is employed
 - Values – the personal values, beliefs or ideals of the manager
 - Personal history – the deep rooted personal history of the manager
 - Chance – lack of experience has not provided the manager with an opportunity to learn different approaches

Acas framework for mental health at work



Our shared goal:
positive wellbeing and productive workplaces

(ACAS, 2023)

Employers

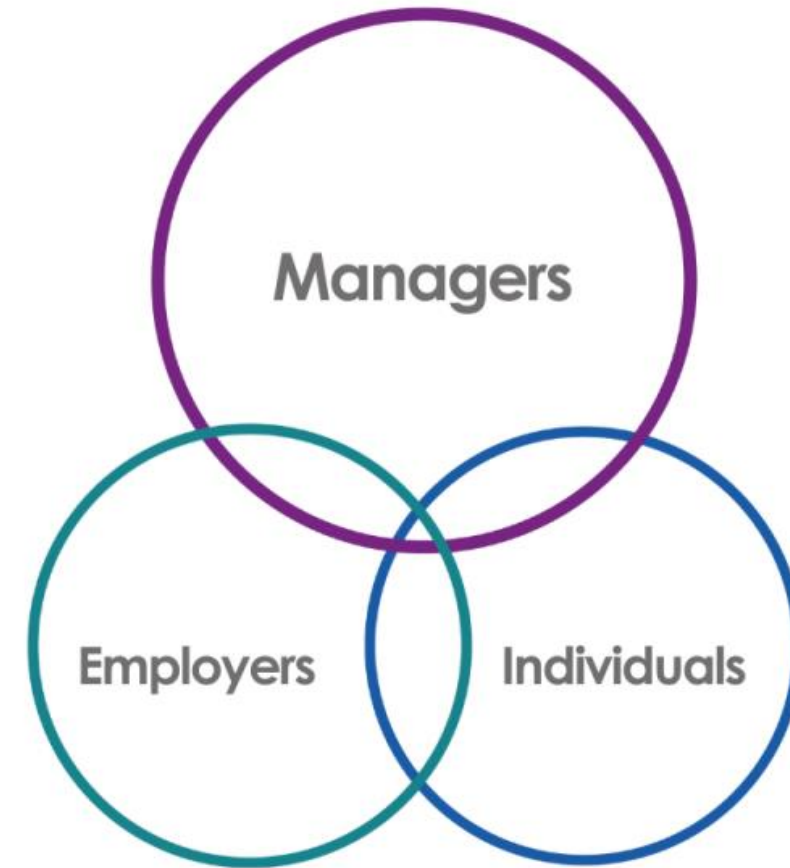
- Lead and embed a wellbeing strategy
- Reduce stigma
- Tackle the causes of workplace stress
- Support and train managers
- Understand the impact personal issues can have on mental wellbeing



(ACAS, 2023)

Managers

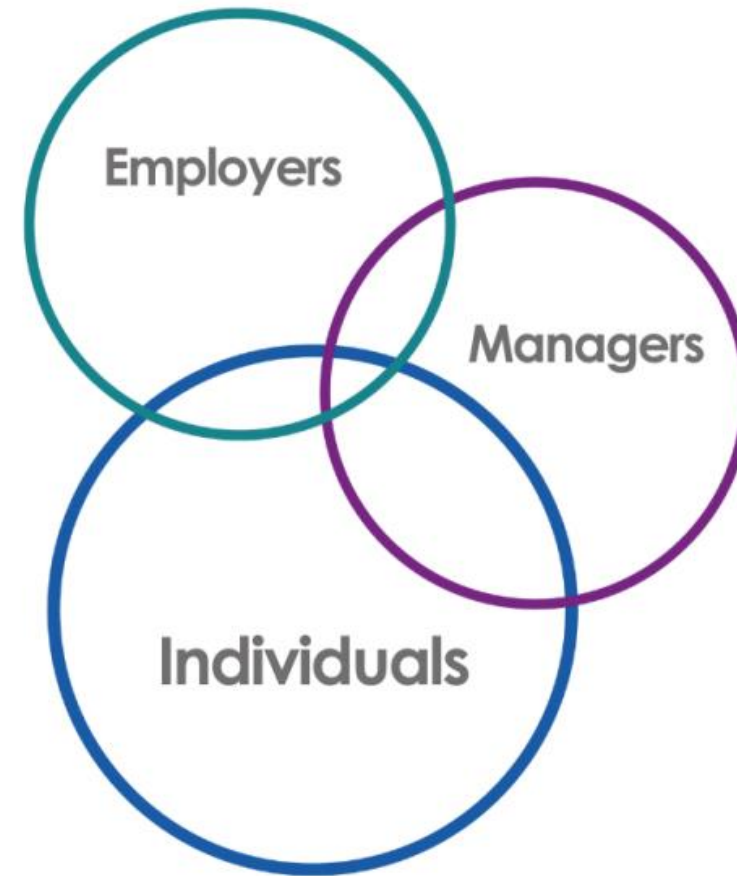
- Build rapport
- Plan work with people in mind
- Have confidence and knowledge in managing mental health
- Handle difficult conversations effectively
- Support work-life balance



(ACAS, 2023)

Individuals

- Look after their own wellbeing
- Use positive coping strategies
- Identify personal stress triggers
- Engage with line managers
- Take notice and support colleagues



(ACAS, 2023)

Golden rule management: Mary Kay Ash

- Trust people fairly but according to merit
- Make others feel important
- Motivate people by praise
- Encourage feedback
- Sandwich every bit of criticism between two layers of heavy praise
- Have an open-door philosophy
- Help other people get what they want
- Never hide behind policy or pomposity

(Ash, 2008)



Activity

Think of a manager you know

What makes them efficient or inefficient?

What makes them effective or ineffective?

Think

Efficiency and effectiveness

Efficiency

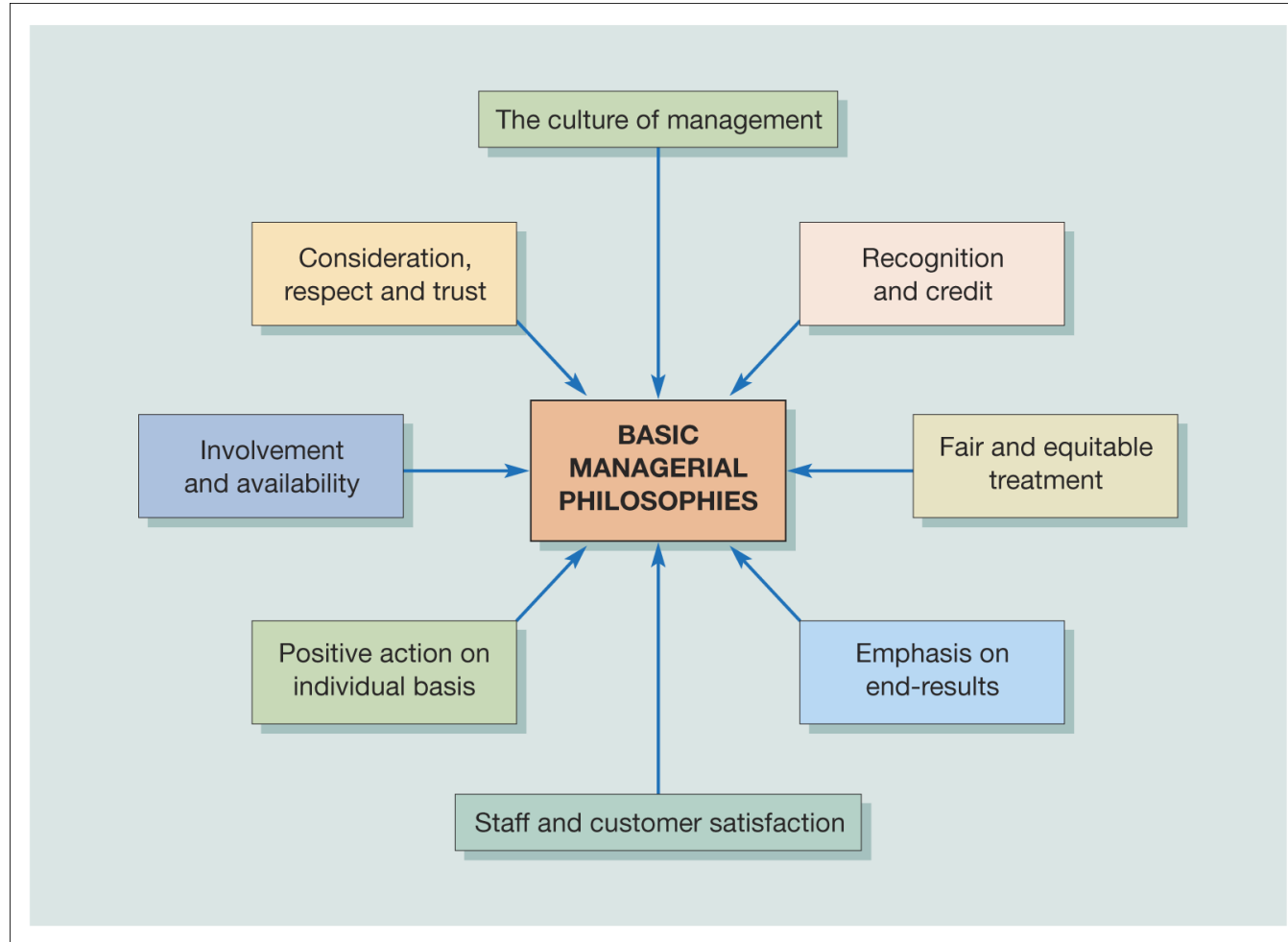
- Concerned with 'doing things right'
- Focus is on the inputs and what the job requires

Effectiveness

- Concerned with 'doing the right things'
- Focus is on the manner by which results are achieved and the effects on people: outputs



The effective management of people



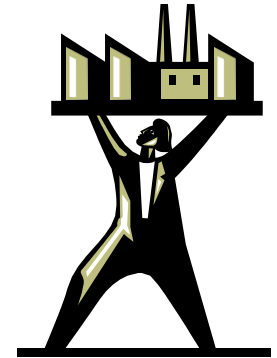
(Mullins, 2016)

Managerial effectiveness

'The manager is the dynamic, life-giving element in every business. Without their leadership the resources of production remain resources and never become production.'

In a competitive economy above all, the quality and performance of the managers determine the success of a business: indeed they determine its survival.'

(Drucker, 2007)



Effective and successful managers

Luthans makes the following distinction:

Effective managers:

- Concentrate on achieving organizational and team goals.
- Efficiently manage their teams.
- Make informed decisions.
- Measure success by meeting organisational objectives and contributing to team and organisational success.

Successful managers:

- Speed of their performance within the organisation.
- Excel in navigating the organisational hierarchy.
- Build influential networks.
- Focus on personal career goals.
- Measure success through promotions, salary increases, and personal achievements.

(Luthans, 1988)

How can effectiveness be Measured ?



Measures

- The strength of motivation and the morale of staff
- The success of their training and development
- The creation of an organisational environment in which staff work willingly and effectively

Indicators

- Meeting important deadlines
- Accuracy of work
- Level of complaints
- Adherence to quality standards
- Productivity
- Adhering to budgets set

The management of time

'Time is a unique resource – you cannot rent, hire, buy or otherwise obtain more time. The supply of time is totally inelastic; time is totally irreplaceable, and everything requires time.'

Drucker (2007)

Reflection:

On a scale of 1 to 10, how good is **your** time management?



Quiz

How Good Are Your Time Management Skills?



Discussion

As a future manager, how
can you use this tool?

Pareto Principle

80% of your output arises
from 20% of your input



20% of customers create 80% of turnover

Time is a scarce managerial resource
Managers are busy, but are they effective?

(Pareto, 1906)

Good time management

- Are managers busy being busy?
- Is being busy being effective?
- Techniques for good time management include:
 - Clear objectives
 - Careful forward planning
 - The definition of priorities and action
 - The ability to delegate successfully
 - Flexible working



Time Management

For each management activity, managers should ask themselves:

- Should it be done at all?
- If so, when should it be done?
- Should I be doing it or should it be delegated?

Next week?

The Lecture will be online

We are going to discuss the Assignment specifications in detail

Do not miss it!

Reference list

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Tzu, L. (1996). *Tao Te Ching* (A. Waley, Trans.). Wordsworth Editions.

I look forward to seeing you next week.

If you have any questions in the meantime, please send an email from your student account

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