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Principles of Managing Organisations

Lecture 6:

The Role of the Manager



Last time we....



- Defined and analysed culture, notably organisational culture
- Assessed the importance of organisational culture in relation to overall performance

Culture in the news



<http://www.bbc.co.uk/news/av/world-africa-43039700/oxfam-sex-claims-employees-exploited-locals-sexually>

Today's Objectives



1. To define management
2. To explain management's key functions
3. To look at what managers do
4. To think about why managers are needed
5. To consider their organisational impact
6. To assess how the setting influences the job of a manager

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)

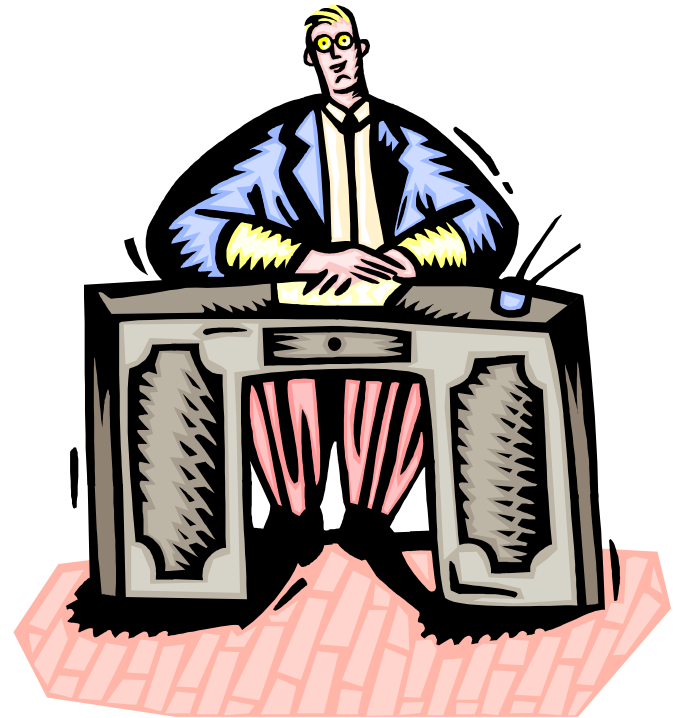
???? later.....

Recap: What do managers do?

- Clue: 4 main things
 - Plan
 - Organise
 - Lead/Direct
 - Control
-
- Monitor/Motivate/Communicate etc.....

A typical manager in action?

<http://youtu.be/tcliR8kAbzc>



Off the Record.....



‘You can’t help liking the managing director – if you don’t, he fires you’ (Anon.)

‘I don’t want any yes men around me.
I want everybody to tell me the truth, even if it costs them their jobs’ (Sam Goldwyn)

Work is the curse of the drinking classes
(Oscar Wilde)

Management can be regarded as 'Making things happen'

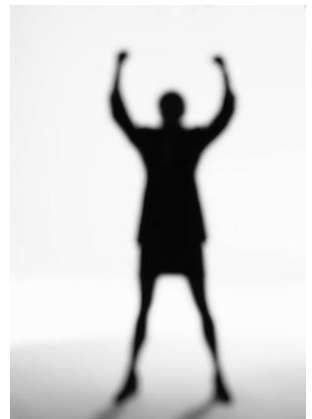
- Getting things done through others
- Within a structured organisational setting
- Prescribed roles, systems & procedures
- Being directed towards achieving aims and objectives
- Using scarce resources in the best way
- Coping with change and uncertainty



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***



It's all about **people**

Support your **people** and they will support you

- Guide
- Help
- Listen
- Encourage



Bad signs.....have you heard....?

- We don't have the authority to make that decision
- It's her responsibility not ours
- Why ask us if nothing ever changes?
- That's our policy – no exceptions allowed
- It doesn't matter how hard you work, no one is going to notice in any case
- If my manager doesn't care, I don't either

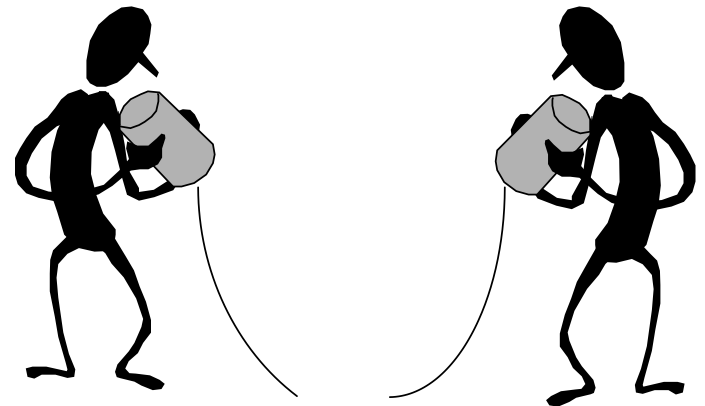
Pettinger et al (2011)



Why?



- No effective communication between managers and employees
- Lack of trust
- Lack of confidence in ability of managers
- Not what's done but how it's done
- Style matters



Who gets to be a manager?

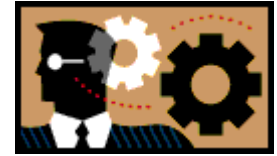
- Previously skilled in the area you're now managing?
- Good at doing the job technically



BUT



Activity 1



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

Planning, organisational, leadership and follow-up skills

Good doer, leader, director, organiser of others

The process of management

To 'make things happen':



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

The central focus of management

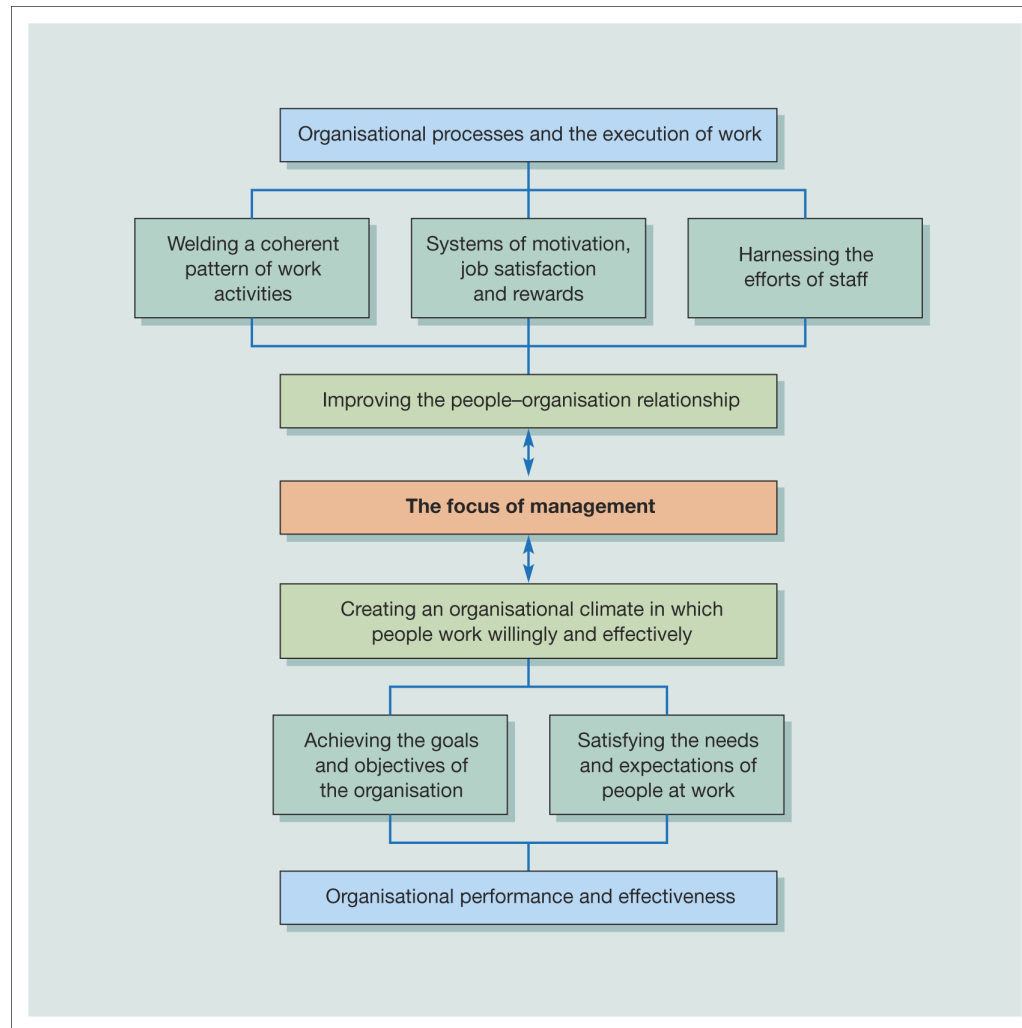


Figure 11.2 The central focus of management

Activities of management:

- Fayol (1929) analysed the **activities** of industrial organisations under six headings:
 - Technical
 - Commercial
 - Financial
 - Security
 - Accounting
 - Managerial



Elements of management:

- Fayol identified the main elements of management as:
 - Planning: forecasting the future
 - Organising: providing resources needed
 - Command: optimising worker activity
 - Co-ordination: unity of effort
 - Control: check/monitor/correct/change plans



Elements of management: Brech

- Planning
- Control
- Co-ordination
- Motivation



Tasks and contributions of a manager: Drucker

- Three **tasks**:
 - Fulfilling the purpose and mission of the institution
 - Making work productive
 - Managing social impacts and responsibilities
- Five **operations**:
 - Setting objectives
 - Organising
 - Motivating and communicating
 - Measuring
 - Developing people



Summary of essential nature of managerial work

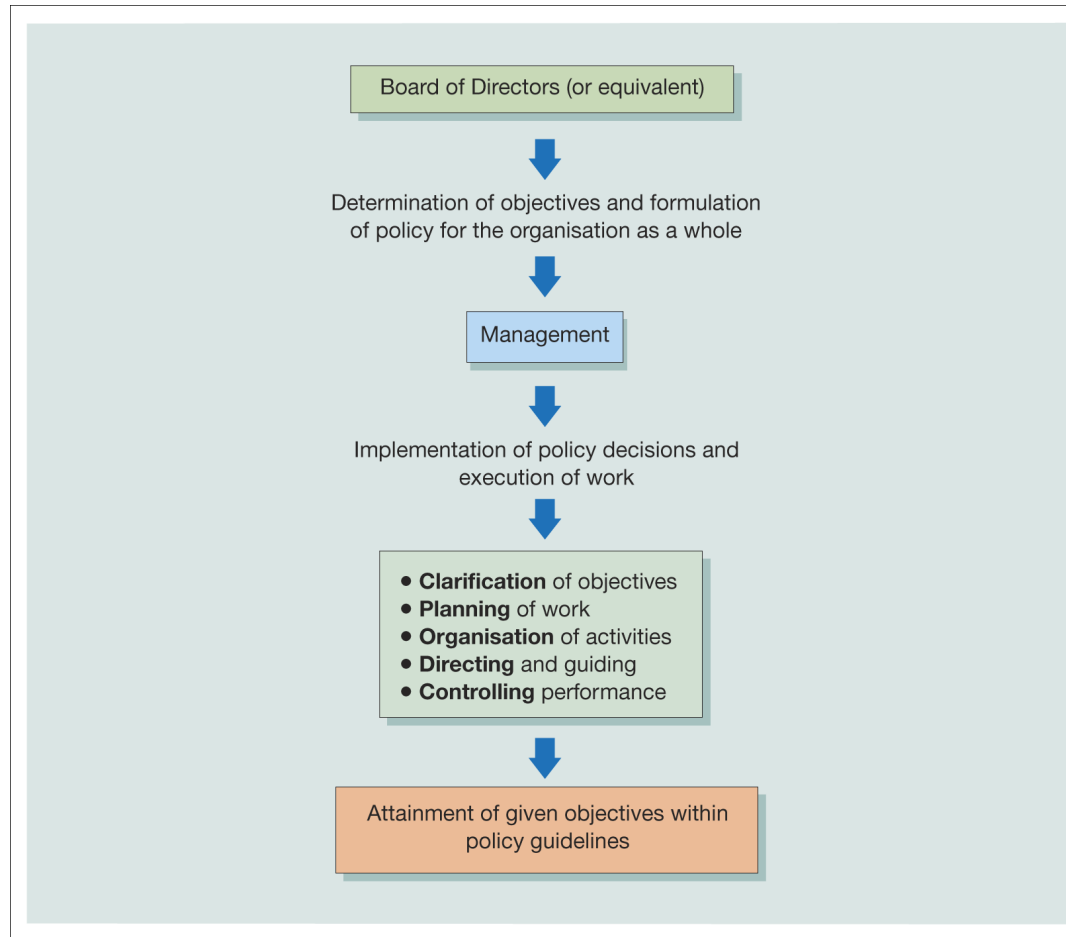
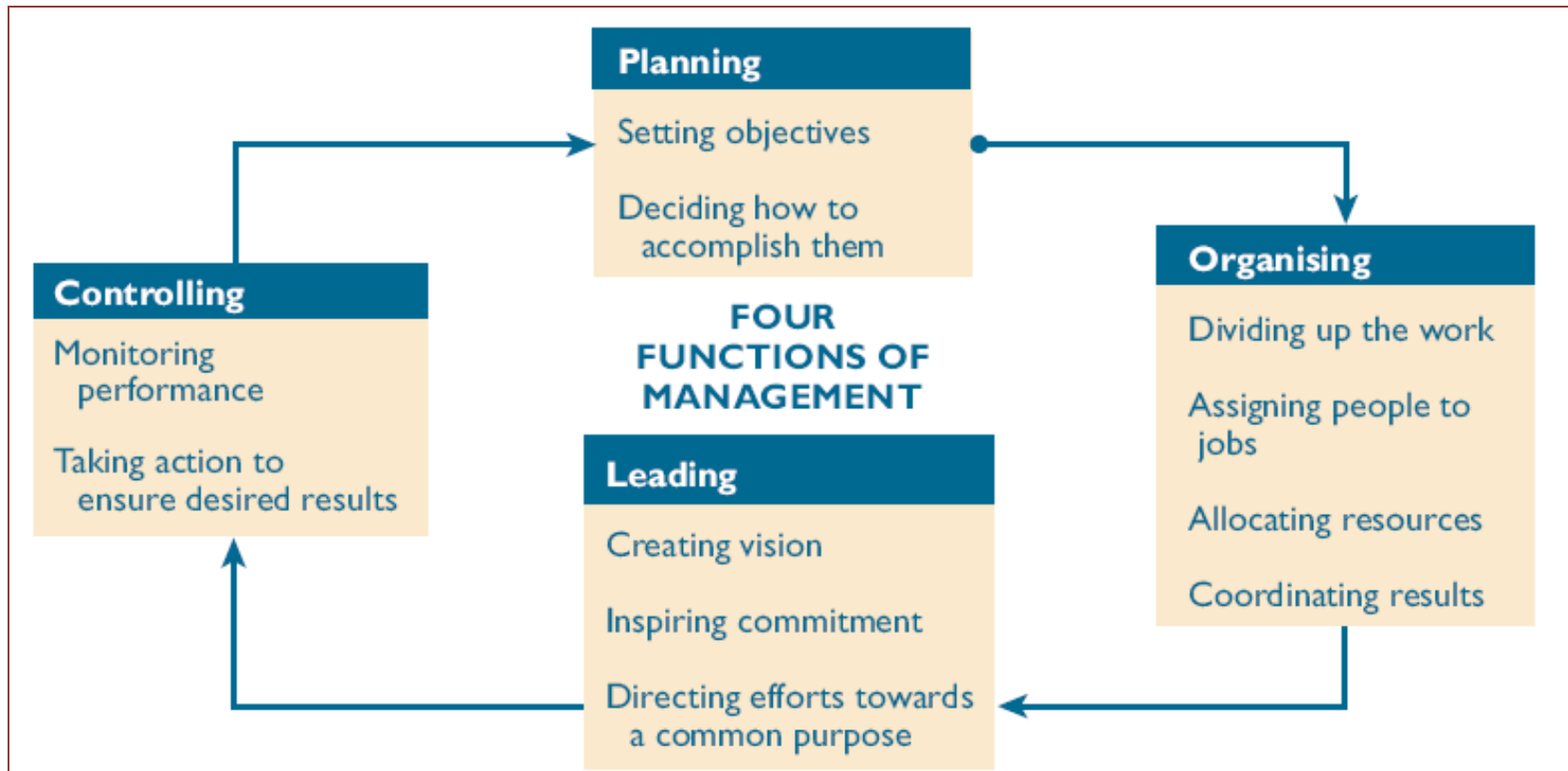


Figure 11.4 Summary of essential nature of managerial work

What managers do....



The efforts of others: Stewart

‘(a manager’s job is) ..deciding what should be done and then getting other people to do it.

A longer definition would be concerned with how these tasks are to be accomplished.

The first task comprises setting objectives, planning and setting up formal organisation.

The second consists of motivation, communication, control and the development of people.

The two tasks are separated for convenient analysis, but in practice they may often overlap.’

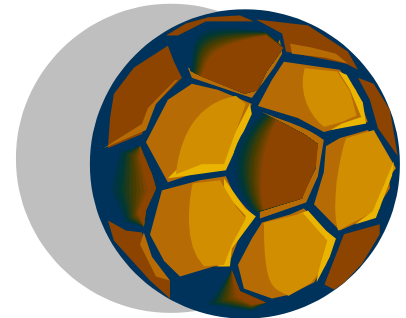
Stewart

Managers as Controllers?

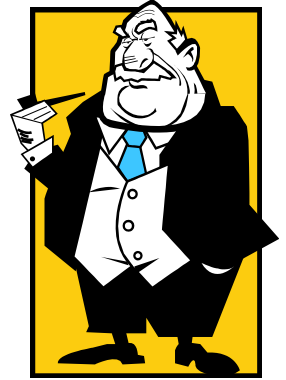
‘Management is all about control. Success gives you control and control gives you longevity as a manager. In football very few managers achieve a position of complete control over their teams’.

Sir Alex Ferguson

Ex-Manager, Manchester United FC



What does a manager do?



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

The environmental setting

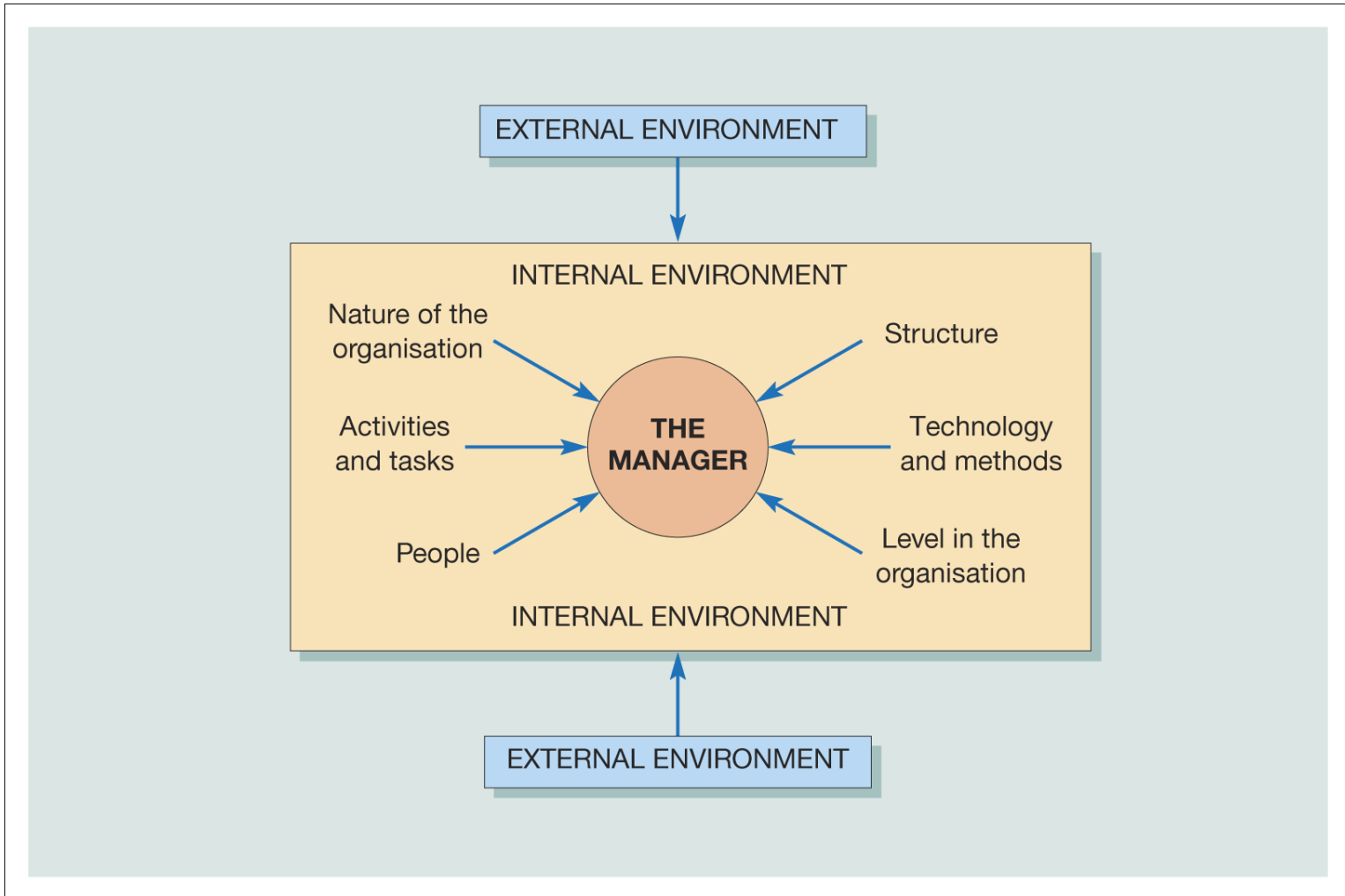


Figure 11.5 The work of a manager – the environmental setting

The central focus of management

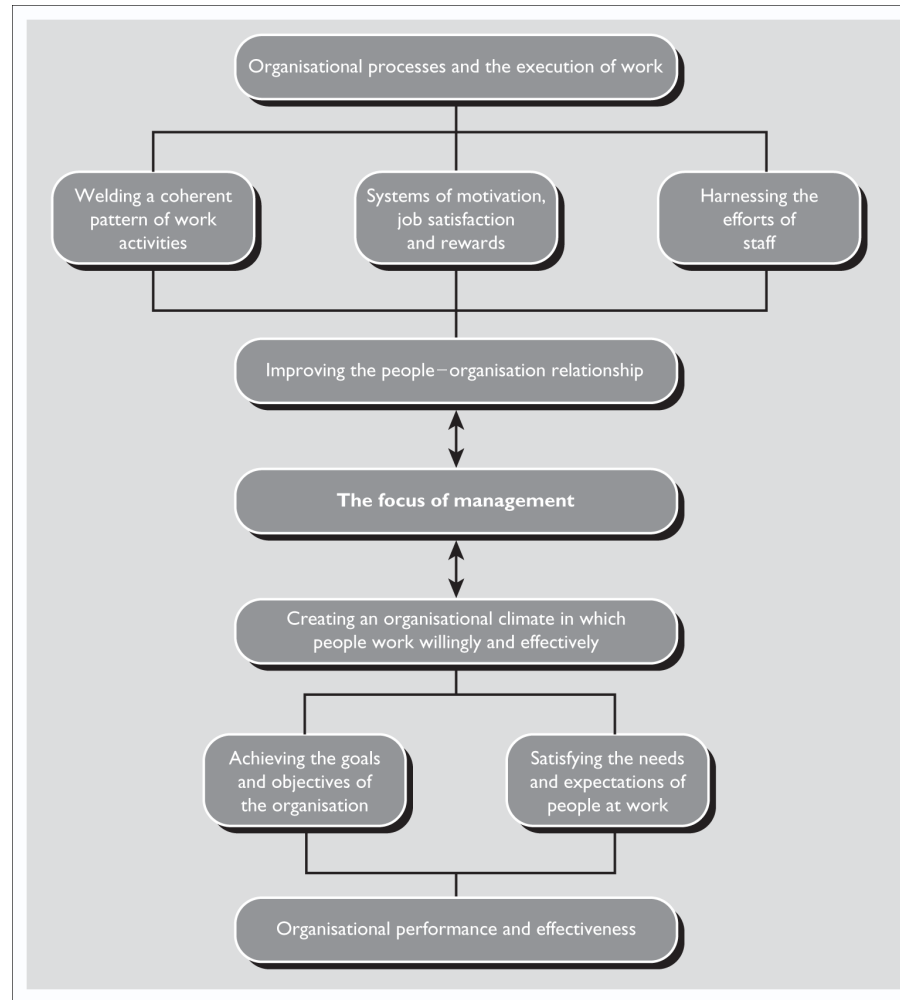


Figure 5.1 The central focus of management

**ASSIGNMENT
ALERT!!!**

Assignment 1

2000 word essay:
due 12 March



Analyse the different roles played by Dame Carolyn McCall as a manager and leader in Easyjet using Mintzberg's classification of ten essential managerial roles

Practice makes perfect....

Tutorial: use Mintzberg's 10 roles

Analyse Jamie Oliver as manager of 'fifteen'



The manager's 10 roles: Mintzberg

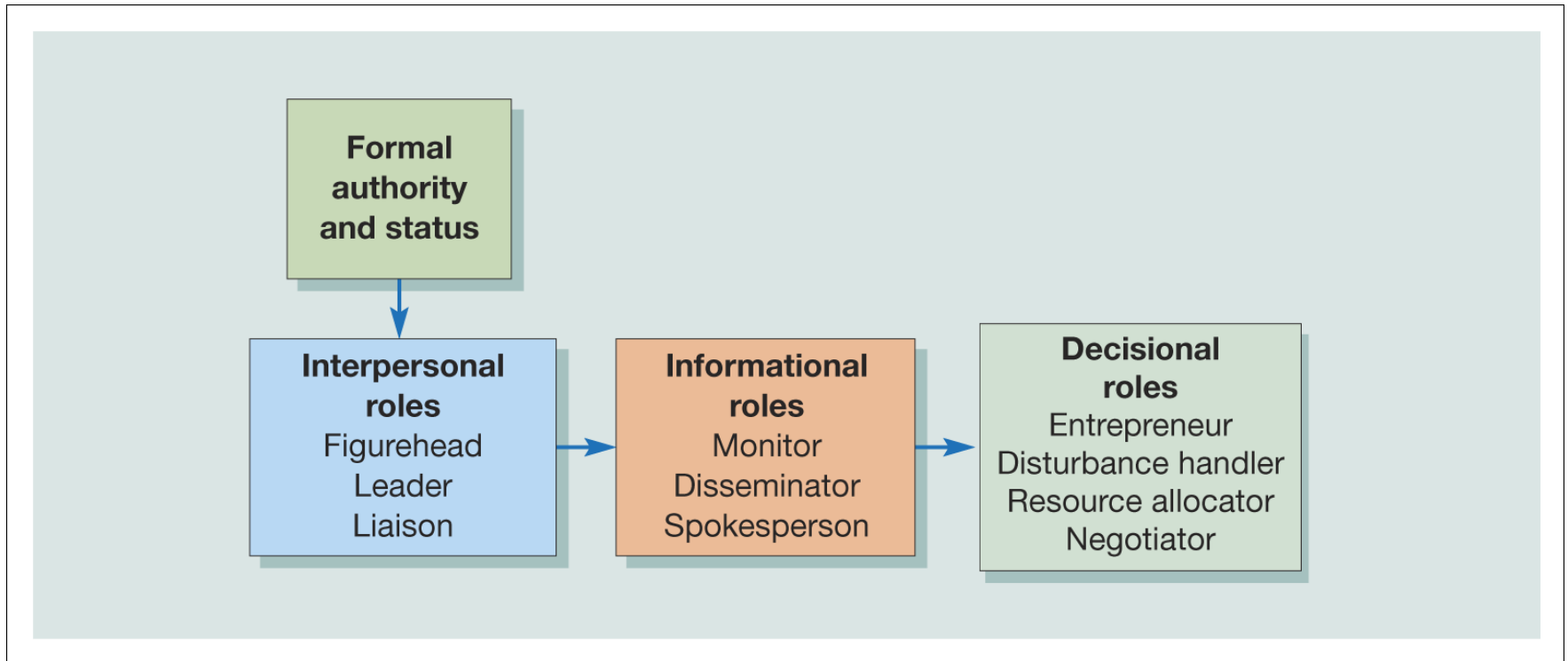


Figure 11.6 The manager's roles

Source: Mintzberg, H., 'The manager's job: folklore and fact', *Harvard Business Review Classic*, March–April 1990, p. 168. Copyright © 1990 by Harvard Business School Publishing Corporation; all rights reserved. Reprinted by permission of the Harvard Business Review

Why organisations need managers

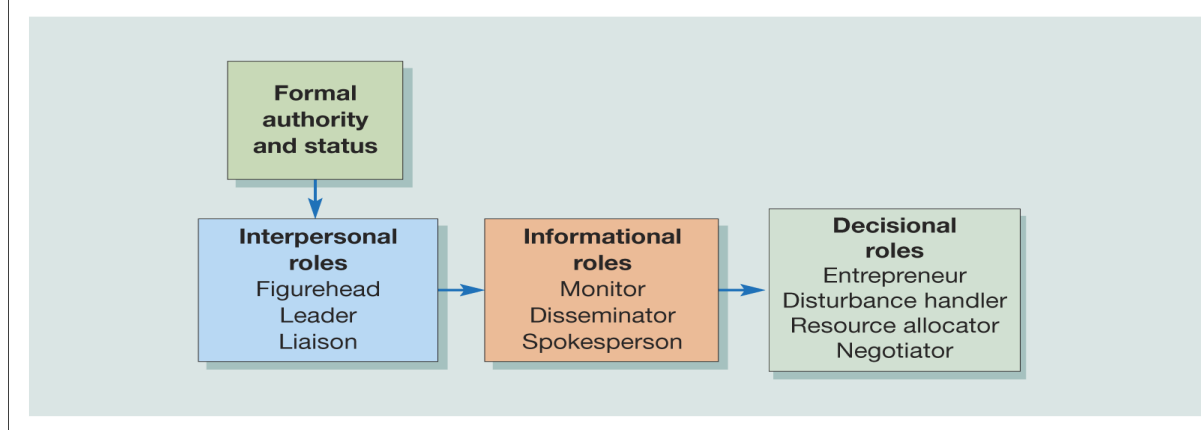
Mintzberg: 6 purposes of the manager:



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

Activity 2: Cinema Manager

Which roles?



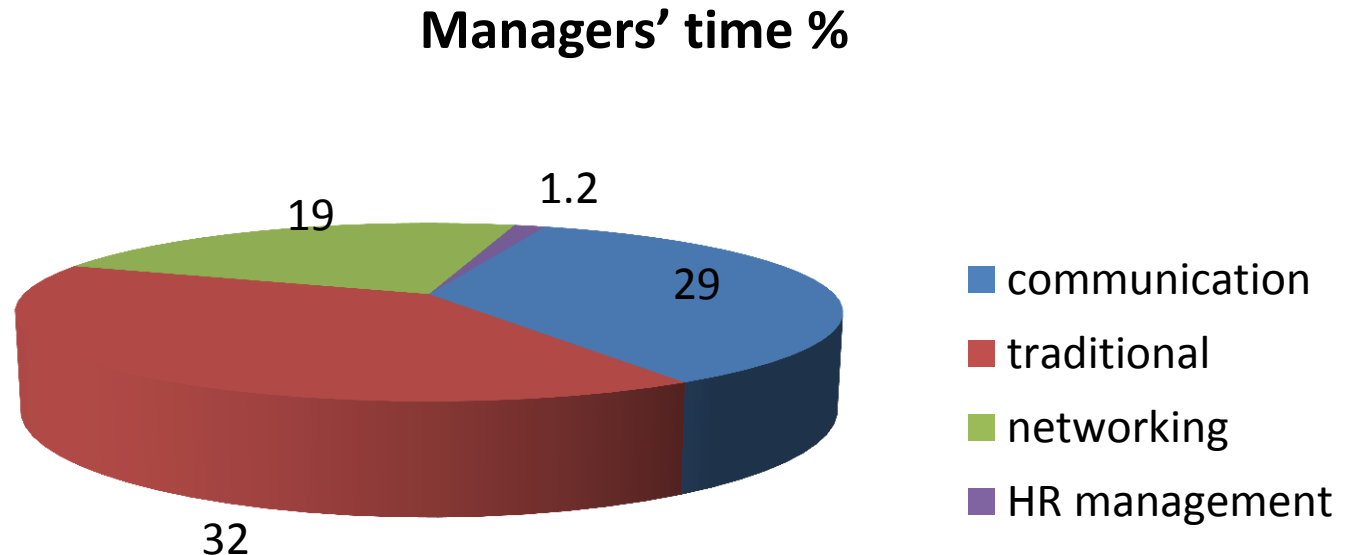
‘I do everything apart from being the projectionist and cleaning the toilets. My office is also the ticket office, where I help serve if we’re busy – if we’re really busy I’ll usher people to their seats.

‘I get in around lunchtime, deal with messages and make sure the lights and heating are working. I order posters, popcorn, ice-cream and deal with the mail. I brief the projectionist, ushers and kiosk staff before the first customers arrive at 1.45, mainly elderly people who I help settle into their seats – this can delay the start of the film.

‘In the evening more staff arrive and I’ll brief them about the programme, seating and timing. Once the film’s started I count the takings, sell tickets for the other screen and plan tomorrow. If I get a moment, I try to grab something to eat.

What real managers do

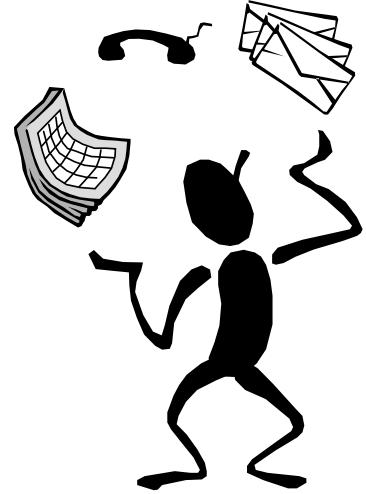
- Luthans identified four managerial activities and the proportion of their time which managers spent on each activity:



Quality of Management:

A manager's attributes and qualities

- Technical competence
 - The application of knowledge to tasks
- Social and human skills
 - Interpersonal relationships and judgement
- Conceptual ability
 - Understanding the complexities of the organisation as a whole and its environment



The combination of attributes of a manager

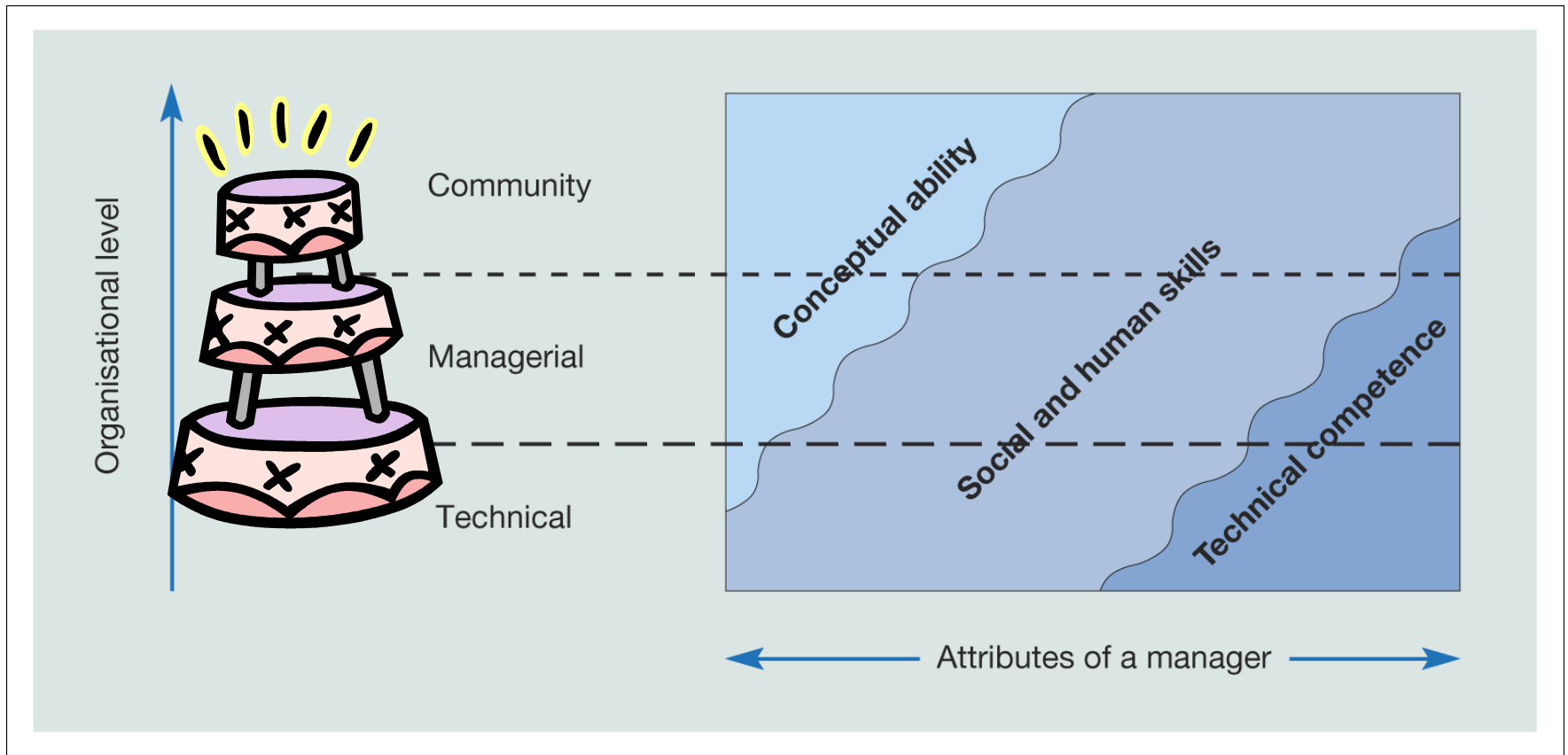


Figure 11.7 The combination of attributes of a manager

Hard



and soft



skills

Hard skills are used for

- Conducting disciplinary matters
- Fighting one's corner in debates
- Budgeting

Soft skills are used for

- Counselling
- Supporting
- Advising

Both are needed

Successful managers can adjust their approach across the spectrum of skills.

Key strategies for FUTURE managers

1. Developing leadership
2. Driving radical change
3. Reshaping culture
4. Dividing to rule
5. Exploiting the organisation
6. Keeping the competitive edge
7. Achieving constant renewal
8. Managing the motivators
9. Making team working work
10. Achieving total management quality



What's the Relevance to Management?



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(Lao Tze)

Anyone????

Or is management's **time up?**.....

‘ Managers are the dinosaurs of our modern organisational ecology. The Age of Management is finally coming to a close’

Cloke and Goldsmith (2002)

http://youtu.be/952zwtnB4_k



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Tutorial – Assignment – let's practice!

Next time:
Management Behaviour
& Effectiveness

