

Introduction to PoM - Management

Case duration (Min):

45-60

Principles of Management (PoM)

Introduction to PoM

Worldwide

Case summary:

This case uses a brief video clip that focuses more on managerial behaviour - the clip and a selection of the questions could either be used in a tutorial or lecture.

Through its leaders and managers, organisations seek to do the right thing (effectiveness) as reflected in the organisational mission and goals and to do those things efficiently, thus keeping costs to a minimum. In doing so, the organisation will achieve its purpose. In this case study, we ask what management is, giving consideration to the types of manager and management functions.

Learning objectives:

Describe what is meant by the term management.

Explain the functions of management.

Describe the different types of manager.

Case problem:

What is management and what are managers?

Pre class activities...

- | | | |
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| 1 | Read Heike, B., Ghoshal, S. (2002), 'Beware the Busy Manager', Harvard Business Review, Vol. 80, Issue 2, pp. 62 - 69 | 45-60 |
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First, if you are taking a taught management course then consult with your tutor and ensure that the case has not been scheduled into a teaching class or tutorial. If it has not:

1. Play/ read the media associated with the case. You may need to access the Internet and enter a URL to locate any video clips.
2. Attempt the Case study questions.

Consider attempting the case study as a group exercise; you could form a study group with fellow students.

3. Check the suggested answers - remember these are suggestions only and there are often many possible answers.

Discuss questions and answers with other students.

4. If you feel your answer(s) were weak then consider reading the relevant suggested readings again (also see the case study suggested references).

Title/ Media type

URL/ Media description

Sumantra Ghoshal - CNN Advert.

<http://www.london.edu/videoandaudio/sumantraghoshalcnnadvert.html>

Film

Sumantra Ghoshal discusses different types of managers within organisations.

NOTES:

Case study questions...

Action	Pre/During/After class
1 WHAT IS MANAGEMENT? In your groups, brainstorm ideas of what constitutes management and then create a definition. In your answer, you should make reference to the concept of effectiveness and efficiency and should discuss why a focus on only one of these concepts is unlikely to ensure success for the organisation.	During
2 MANAGEMENT FUNCTIONS : In your groups, identify and discuss the main functions associated with management (consider the work of Henri Fayol). Which function do you believe is most important?	During
3 TYPES OF MANAGER : Not all managerial jobs are the same just as not all managers are the same. Managers vary in their attitudes, values, personalities, philosophies, beliefs and overall thinking and behaviour. They may occupy different positions within the organisational hierarchy and may have different roles and responsibilities. Identify three types of manager, based on the organisational hierarchy and briefly outline the associated responsibilities.	During
4 MANAGERIAL BEHAVIOUR : In the film clip, Sumantra Ghoshal discusses different types of managers within organisations and suggests that many engage in 'Unproductive business' – why is this?	During
5 MANAGEMENT ROLES IN THE TRANSNATIONAL ORGANISATION : Read Bartlett, C., Ghoshal, S. (1992), 'What Is a Global Manager?', Harvard Business Review, September-October 1992, pp. 124 - 132 and identify management roles in the transnational.	Pre-Class

Answers...

MANAGEMENT

The process through which efforts of members of the organisation are co-ordinated, directed and guided towards the achievement of organisational goals. The clarification of objectives, planning, organising, directing and controlling other people's work.

EFFICIENCY

Doing things right

EFFECTIVENESS

Doing right things

PLANNING

the formalization of what is intended to happen at some time in the future.

CONTROL

Keeping things on track

COMMANDING

Directing and motivating

COORDINATION

The process of linking and integrating functions and activities of different groups (assuring resources work well together towards the common goal)

SENIOR MANAGERS

People occupying the topmost hierarchy in an organization who are responsible for making long-range decisions.

MIDDLE MANAGERS

People in the middle of the organizational hierarchy who are responsible for carrying out the plans and goals of senior management.

OPERATIONAL MANAGERS

People who monitor the day-to-day activities of the organization.

TEAM LEADER

Person given the task of leading a team, may be appointed by management or elected by team members from among the group.

Question/ Answer

1 WHAT IS MANAGEMENT?

In your groups, brainstorm ideas of what constitutes management and then create a definition. In your answer, you should make reference to the concept of effectiveness and efficiency and should discuss why a focus on only one of these concepts is unlikely to ensure success for the organisation.

Management refers to the ability to get work done through others - the process through which efforts of members of the organisation are co-ordinated, directed and guided towards the achievement of organisational goals. The clarification of objectives, planning, organising, directing and controlling other people's work.
Effectiveness - Doing right things.
Efficiency - Doing things right.

2 MANAGEMENT FUNCTIONS :

In your groups, identify and discuss the main functions associated with management (consider the work of Henri Fayol). Which function do you believe is most important?

Planning, organising, coordinating, commanding and controlling.
Many believe that decision-making is the most important managerial function; decision-making is a managerial activity that takes place as a part of each one of the functions mentioned above.

3 TYPES OF MANAGER :

Not all managerial jobs are the same just as not all managers are the same. Managers vary in their attitudes, values, personalities, philosophies, beliefs and overall thinking and behaviour. They may occupy different positions within the organisational hierarchy and may have different roles and responsibilities. Identify three types of manager, based on the organisational hierarchy and briefly outline the associated responsibilities.

Senior managers. People occupying the topmost hierarchy in an organization who are responsible for making long range decisions.

Middle managers - People in the middle of the organizational hierarchy who are responsible for carrying out the plans and goals of senior management. They manage resources, performance, strategy implementation and coordinate.

Operational managers (first line) People who monitor the day-to-day activities of the organization. Such managers typically supervise no managerial workers.

4 MANAGERIAL BEHAVIOUR :

In the film clip, Sumantra Ghoshal discusses different types of managers within organisations and suggests that many engage in 'Unproductive business' – why is this?

90% of managers squander their time in all sorts of ineffective activities: They rush from meeting to meeting, check their e-mail constantly, extinguish fire after fire, and make countless phone calls.

Executives are under incredible pressure to perform, and they have far too much to do. But very few managers use their time as effectively as they could.

Ghoshal argues the job of managers is to make the business do more than chug--to move it forward in innovative, surprising ways. A mere 10% of managers spend their time in a committed, purposeful, and reflective manner. Based upon empirical study, he came to the conclusion that managers who take effective action (those who make difficult things happen) rely on a combination of two traits: focus and energy. Focus--the ability to zero in on a goal and see the task through to completion--and energy--the vigour that comes from intense personal commitment. Plotting these two traits into a matrix provides a useful framework for understanding the productivity levels of different managers.

Focus without energy devolves into listless execution or leads to burnout.

Energy without focus disperses into aimless business or wasteful failures.

Managers who suffer from low levels of both energy and focus are the procrastinators: Although they dutifully perform routine tasks--attending meetings, writing memos, making phone calls, and so on--they fail to take initiative, raise the level of performance, or engage with strategy.

Disengaged managers have high focus but low energy: They have uncertainties about the jobs they are asked to do, so they approach them reluctantly.

Distracted managers have high energy but low focus: They confuse frantic activity with constructive action.

Purposeful managers are both highly energetic and highly focused: These are the managers who accomplish the most.

5 MANAGEMENT ROLES IN THE TRANSNATIONAL ORGANISATION :

Read Bartlett, C., Ghoshal, S. (1992), 'What Is a Global Manager?', Harvard Business Review, September-October 1992, pp. 124 - 132 and identify management roles in the transnational.

Management roles in the transnational :

The (Global) business manager is globally competitive, identifying opportunity across borders and boundaries and linking the capabilities that exist throughout the organisation. The benefits of integrated worldwide operations are garnered by the (Global) business manager. Much of their role requires interpersonal skills and an ability to coordinate resources across borders.

The (local) country manager is nationally responsive but acts as the link to local markets where the local opportunities and threats must be identified. The local country manager must have good information management skills in order to gather, analyse and disseminate (often upward) intelligence. Responsiveness goals (local differentiation and adaptation) can put them in conflict with the global business manager thus necessitating the presence of negotiation skills. They must also build local resources and capabilities and contribute to the global strategy.

The functional manager is a specialist, responsible for worldwide learning within their area of expertise. Consequently they must network with similar specialists to enable the transfer and spread of innovation and knowledge.

The corporate manager manages the complex interactions between the business, country and functional managers.

Case study references

Bartlett, C. and Ghoshal, S. (1992) 'What Is a Global Manager?', Harvard Business Review, September-October 1992, p. 124 - 132.

Cole, G A. and Kelly, P P. (2011) 'Management Theory and Practice', Ed. 7. Cengage EMEA.

Heike, B. and Ghoshal, S. (2002) 'Beware the Busy Manager', Harvard Business Review, Vol. 80, Issue 2, p. 62 - 69.

Williams, C. (2007) 'MGMT', South-Western College Pub.