

Management Roles, Functions, and Skills



Learning objectives

1. Explain the importance of management, and identify the three vital management roles.
2. Describe the planning function, and outline the strategic planning process.
3. Describe the organizing function, and differentiate among top, middle, and first-line management.
4. Describe the leading function, leadership style, and organizational culture.
5. Describe the controlling function, and explain the four steps in the control cycle.
6. Identify and explain four important types of managerial skills.

Management

The process of planning, organizing, leading, and controlling to meet organizational goals

Managerial Roles

Interpersonal roles

- ▶ Providing leadership to employees, acting as a liaison between groups, networking, and fostering relationships

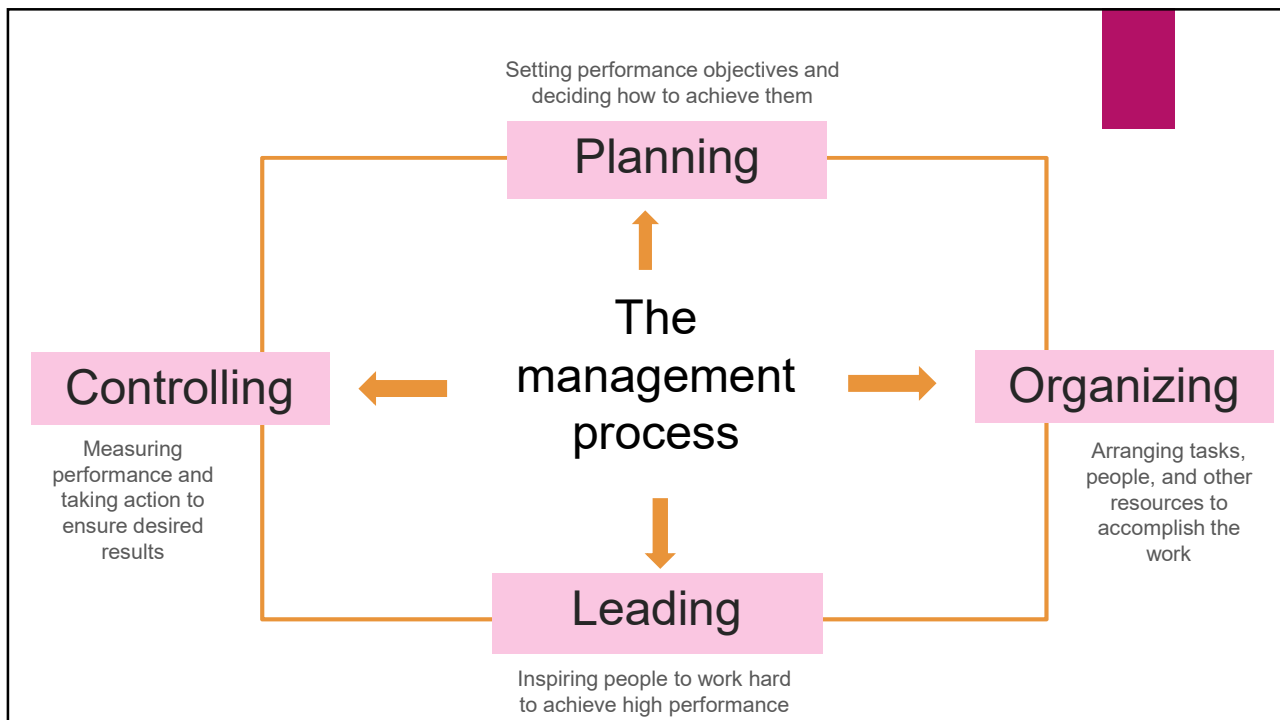
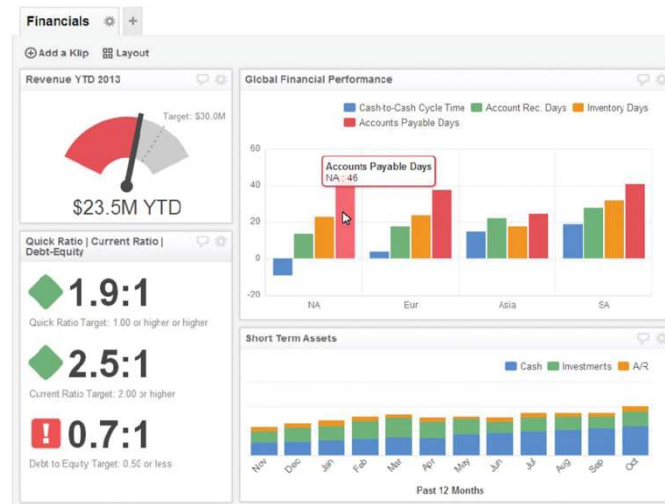
Informational roles

- ▶ Gathering information from inside and outside the organization, sharing information

Decisional roles

- ▶ Facing an endless stream of decisions, some which need to be made on the spot

Executive Dashboards



The Planning Function

► Planning

- Establishing objectives and goals for an organization and determining the best ways to accomplish them

► Strategic plans

- Plans that establish the actions and the resource allocation required to accomplish strategic goals
- Usually defined for periods of two to five years and developed by top managers



DEFINING THE MISSION, VISION, AND VALUES

A brief statement of why an organization exists; in other words, what the organization aims to accomplish for customers, investors, and other stakeholders

Mission statement

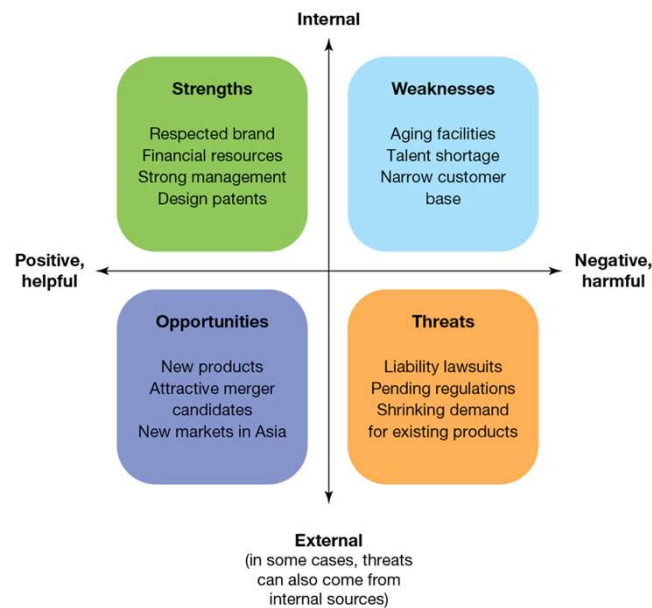
- A brief and inspirational expression of what a company aspires to be

Vision statement

A brief articulation of the principles that guide a company's decisions and behaviors

Values statement

SWOT Analysis



DEVELOPING FORECASTS

Quantitative forecasts

- Typically based on historical data or tests and often involve complex statistical computations

Qualitative forecasts

- Based on intuitive judgments

ESTABLISHING GOALS AND OBJECTIVES

- **Goal**

- A broad, long-range target or aim

- **Objective**

- A specific, short-range target or aim

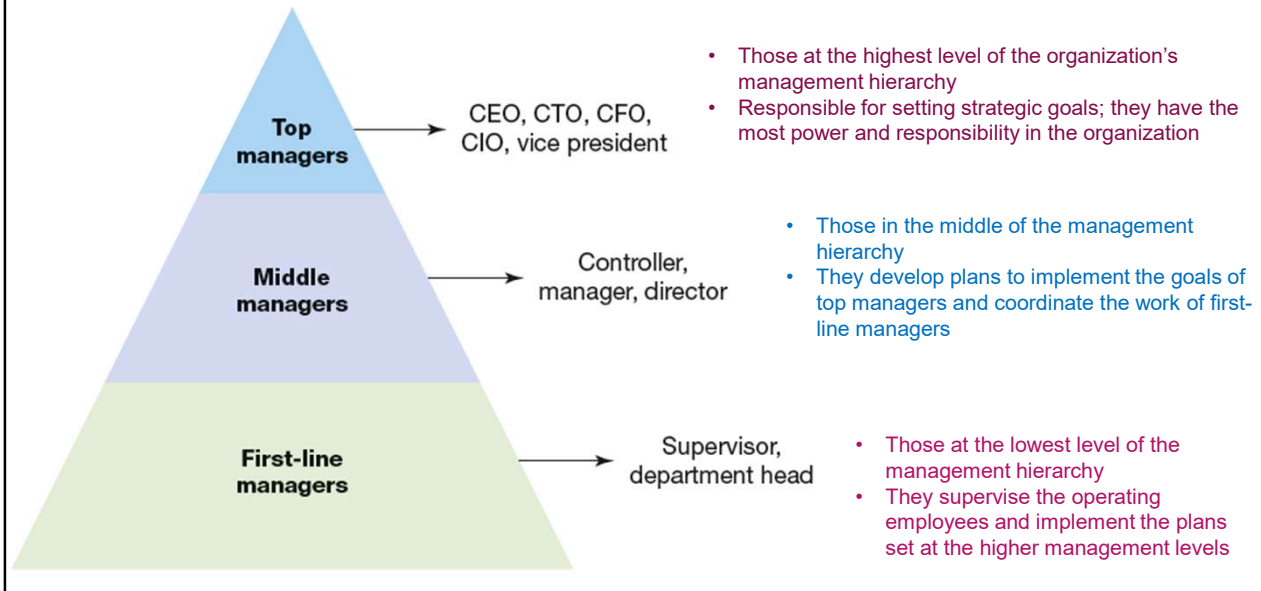
Establishing Goals and Objectives (cont.)



THE ORGANIZING FUNCTION

- **Organizing**
 - The process of arranging resources to carry out the organization's plans
- **Management pyramid**
 - An organizational structure divided into top, middle, and first-line management

The Management Pyramid



THE LEADING FUNCTION

- **Leading**
 - The process of guiding and motivating people to work toward organizational goals

THE LEADING FUNCTION (CONT.)

Involves reasoning, problem solving, memorization, and other rational skills

Cognitive intelligence

Measure of a person's awareness of and ability to manage his or her own emotions

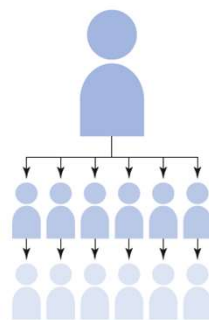
Emotional intelligence

Social intelligence

Involves looking outward to understand the dynamics of social situations and the emotions of other people, in addition to your own

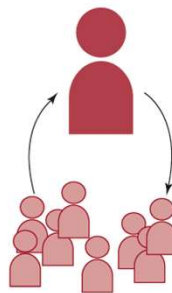


Leadership Styles



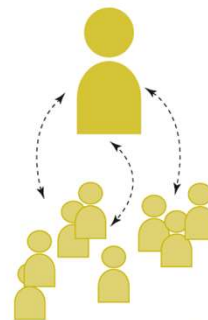
Autocratic leadership:

Manager makes the decisions and issues directives down the chain of command; subordinates have little or no freedom to make decisions, deviate from plans, or provide contrary input.



Democratic leadership:

Manager shares decision-making authority, seeking input and inviting subordinates to participate in a coordinated planning process; group can encourage a change of course if needed.



Laissez-faire leadership:

Manager acts as advisor and supporter, offering input when asked but generally letting subordinates chart and adjust their own course toward meeting agreed-upon goals and objectives.

LEADERSHIP STYLES



Autocratic leaders

- Leaders who do not involve others in decision making

Democratic leaders

- Leaders who delegate authority and involve employees in decision making

Laissez-faire leaders

- Leaders who leave most decisions up to employees, particularly those concerning day-to-day matters

LEADERSHIP STYLES (CONT.)



Participative management

- A philosophy of allowing employees to take part in planning and decision making

Employee empowerment

- Granting decision-making and problem-solving authorities to employees so they can act without getting approval from management

COACHING AND MENTORING

Coaching

- Helping employees reach their highest potential by meeting with them, discussing problems that hinder their ability to work effectively, and offering suggestions and encouragement to overcome these problems

Mentoring

- A process in which experienced managers guide less-experienced colleagues in the nuances of office politics, serving as a role model for appropriate business behavior, and helping to negotiate the corporate structure

MANAGING CHANGE

1. Identify **everything** that needs to change.
2. Identify the forces acting for and against a change.
3. Choose the approach **best suited** to the situation.
4. Reinforce changed behavior and monitor continued progress.

BUILDING A POSITIVE ORGANIZATIONAL CULTURE

- **Organizational culture**
 - A set of shared values and norms that support the management system and that guide management and employee behavior

Vision

- Have you articulated a compelling vision for the company?
- Based on that vision, have you defined a mission statement that employees understand and can implement?

Company Values

- Do employees know how their work relates to this vision?
- Is there a common set of values that binds the organization together?
- Do you and other executives or owners demonstrate these values day in and day out?

People

- How are people treated?
- Do you foster an atmosphere of civility and respect?
- Do you value and encourage teamwork, with all ideas welcomed?
- Do you acknowledge, encourage, and act upon (when appropriate) ideas from employees?
- Do you give employees credit for their ideas?
- Have you shown a positive commitment to a balance between work and life?

Community

- Have you clarified how the company views its relationship with the communities it affects?
- Do your actions support that commitment to community?

Communication

- Do you practice and encourage open communication?
- Do you share operating information throughout the company so that people know how the company is doing?
- Do you regularly survey employees on workplace issues and ask for their input on solutions?
- Is there an open-door policy for access to management?

Employee Performance

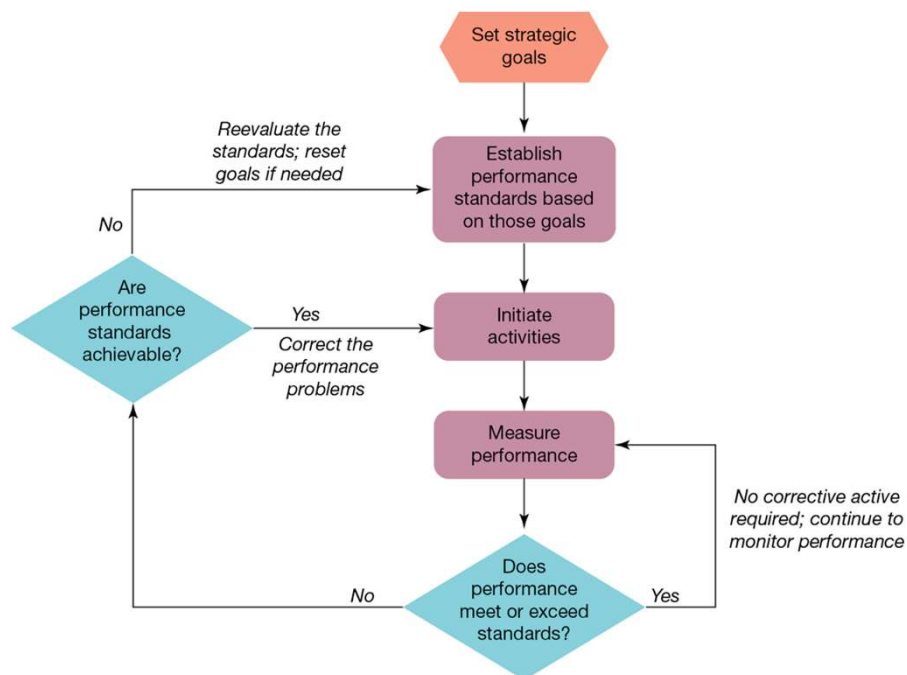
- Do you handle personnel issues with fairness and respect?
- Do employees receive feedback regularly?
- Are employee evaluations based on agreed-on objectives that have been clearly communicated?

Creating
the Ideal
Culture in
Your
Company

THE CONTROLLING FUNCTION

- **Controlling**

- The process of measuring progress against goals and objectives, and correcting deviations if results are not as expected



The
Control
Cycle

ESTABLISHING PERFORMANCE STANDARDS

Standards

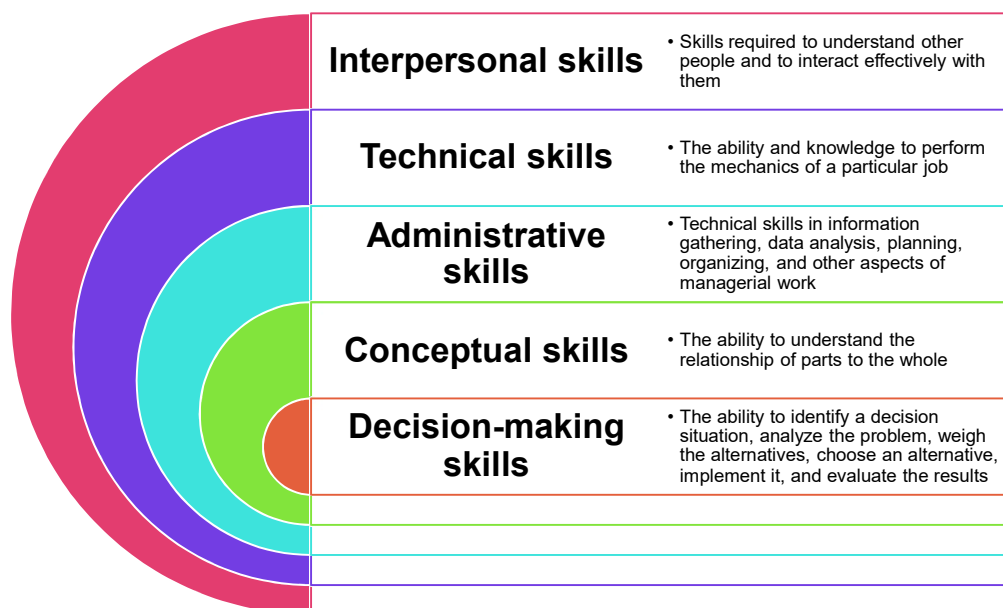
- Criteria against which performance is measured

Benchmarking

- Collecting and comparing processes and performance data from other companies



ESSENTIAL MANAGEMENT SKILLS



Communicating in a Crisis

When a Crisis Hits:

Do	Don't
Prepare for trouble ahead of time by identifying potential problems, appointing and training a response team, and preparing and testing a crisis management plan. Get top management involved immediately. Set up a news center for company representatives and the media that is equipped with phones, computers, and other electronic tools for preparing news releases and online updates. At the news center, take the following steps: • Issue frequent news updates, and have trained personnel available to respond to questions around the clock. • Provide complete information packets to the media as soon as possible. • Prevent conflicting statements, and provide continuity by appointing a single person trained in advance to speak for the company. • Tell receptionists and other employees to direct all phone calls to the designated spokesperson in the news center. • Provide updates when new information is available via blog postings, Twitter updates, text messaging, Facebook, and other appropriate media. Tell the whole story—openly, completely, and honestly. If you are at fault, apologize. Demonstrate the company's concern by your statements and your actions.	Blame anyone for anything. Speculate in public. Refuse to answer questions. Release information that will violate anyone's right to privacy. Use the crisis to pitch products or services. Play favorites with media representatives.

Steps in the Decision-Making Process

