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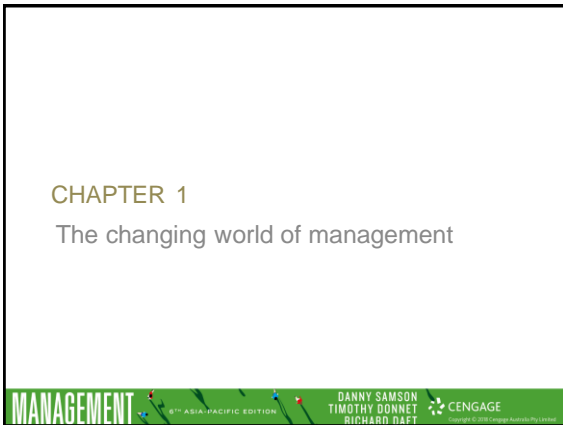
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## CURRENT CHALLENGES IN THE WORKPLACE

Can be seen on 3 levels:

- Challenges for **government**
  - Federal, state and municipal
  - Limited resources and conflicting objectives entail trade-offs and other policy challenges
- Challenges for **business**
  - Local and global competition
  - Policy and other legal requirements
- Challenges for **individual employees**
  - Skills; job insecurity; careers

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## MANAGERS WHO MAKE A DIFFERENCE

- Are aware of the challenges in today's environment
- Take a less traditional approach to management through:
  - Flexibility and agility
    - Embracing change.
  - Creating vision and cultural values.
  - Fostering a collaborative workplace.

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## MANAGEMENT

- Refers to the attainment of organisational goals in an effective and efficient manner
- Makes use of four functions:
  - Planning
  - Organising
  - Controlling
  - Leading

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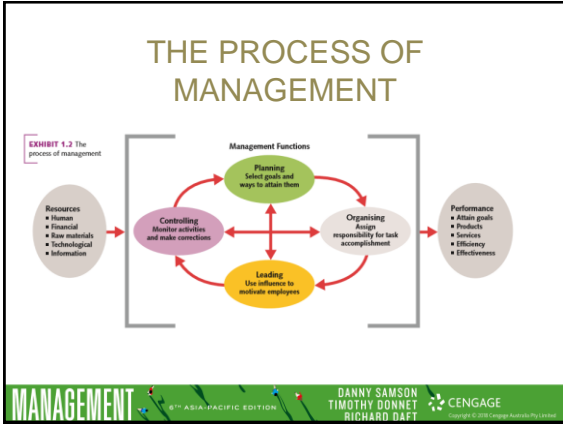
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### THE FOUR MANAGEMENT FUNCTIONS

- **Planning**
  - Defining goals for future organisational performance and deciding on the tasks and use of resources needed to attain them.
- **Organising**
  - Assigning tasks, grouping of tasks into departments and allocating resources to departments (contd.)

**MANAGEMENT** 8TH ASIA-PACIFIC EDITION DANNY SAMSON TIMOTHY DONNET RICHARD DAFT CENGAGE

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### THE FOUR MANAGEMENT FUNCTIONS CONTD.

- **Leading**
  - Involves the use of influence to motivate employees to achieve the organisation's goal.
- **Controlling**
  - Monitoring employees' activities, keeping the organisation on track towards its goals, and making corrections as needed

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## ORGANISATIONAL PERFORMANCE

The organisation's ability to attain its goals by using resources in an efficient and effective manner

- **Organisation**
  - A social entity that is goal-directed and deliberately structured
- **Effectiveness**
  - The degree to which the organisation achieves a stated goal
- **Efficiency**
  - The use of minimal resources, raw materials, money and people, to produce a desired volume of output

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## MANAGEMENT SKILLS

- **Conceptual skills**
  - Cognitive ability to see the organisation as a whole and the relationship among its parts
- **Human skills**
  - Ability to work with and through other people and to work effectively as a group member.
- **Technical skills**
  - The understanding of and proficiency in the performance of specific tasks (contd.)

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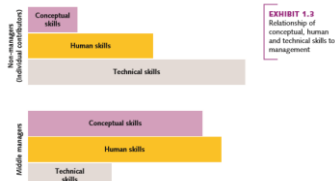
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## THE RELATIONSHIP BETWEEN THE THREE SKILLS




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## WHEN SKILLS FAIL

- Failure can be devastating for both organisations and individuals or groups
  - See example of Tony Hayward and the mishandling of BP oil spill into the Gulf of Mexico
- Managers often make mistakes due to a variety of reasons:
  - Demands of the rapidly changing environment.
  - Poor interpersonal skills such:
    - Poor communication
    - Failure to listen
    - Lack of team building in trust and respect.

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## MANAGEMENT TYPES

Management jobs differ along:

- Vertical differences
  - Top managers
  - Middle managers
  - Project managers
  - First-line managers
- Horizontal differences
  - Functional managers
  - General managers

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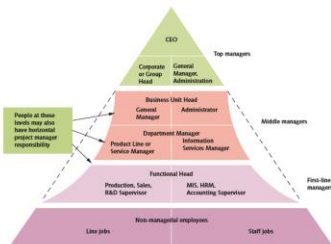
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## LEVELS OF MANAGEMENT



Source: Adapted from Burns, T. V. and Lawrence, J. C. (Spring 1969). Chutes and Ladders: Crawling the General Manager. Sloan Management Review, 22-37.

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## WHAT IS IT LIKE TO BE A MANAGER?

- A manager's job is varied
- Research by H. Mintzberg looked at differences in **job characteristics and roles**
- Other research looked at what managers like doing
- New managers often find the shift stressful
  - Requires new set of skills
  - Miss-matched expectations

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## MAKING THE LEAP: BECOMING A NEW MANAGER

- Involves a **new mindset**
- Involves acquiring more **generalist** skills required to lead, organise, and control resources

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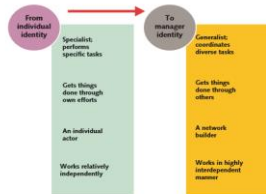
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## MAKING THE LEAP: BECOMING A NEW MANAGER

EXHIBIT 1.2 Making the Leap from individual performer to manager



Source: Based on Exhibit 1.1, "Transformation of Identity," in Linda A. HR, *Becoming a Manager: Mastery of a New Identity*, 2nd edn (Boston, MA: Harvard Business School Press, 2005), p. 4.

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## MANAGERIAL ACTIVITIES

- Managers perform a variety of tasks that are **fragmented** and often brief
  - Life on speed dial
- Managers require:
  - **Multitasking** skills
  - **Time management** to deal with unrelenting pace of work

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## MANAGER ROLES

- Based on H. Mintzberg's research:
  - **Informational**
    - Monitor, disseminator, spokesperson
  - **Interpersonal**
    - Figurehead, leader, liaison
  - **Decisional**
    - Entrepreneur, disturbance handler, resource allocator, negotiator

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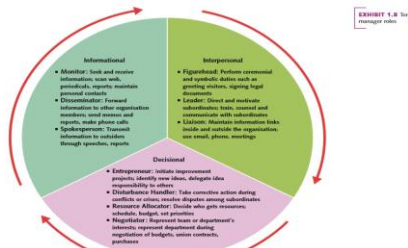
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## TEN MANAGER ROLES



Source: Adapted from Henry Mintzberg, *The Nature of Managerial Work* (New York: Harper & Row, 1973), pp. 92-3, and Henry Mintzberg, "Managerial Work: Analysis from Observation," *Management Science*, 18, 501-510.

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## MANAGING IN SMALL BUSINESS AND NOT-FOR-PROFIT ORGANISATIONS

- The need for effective and efficient management practices are needed in all organisations
- The focus on which roles to focus on may differ
- Profit-making organisations direct efforts towards earning money
- Not-for-profit organisations focus on less tangible aspects that improve society in some way

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## STATE-OF-THE-ART MANAGEMENT COMPETENCIES

Rapid changes in the environment requires new management competencies:

- Less emphasis on control and more focus on empowering leadership
- Increased emphasis on organisation designs that enable creativity, adaptation and innovation
- Relationship management skills crucial:
  - Working in teams
  - Working with partner organisations around the world

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## STATE-OF-THE-ART MANAGEMENT COMPETENCIES

EXHIBIT 1.19 State-of-the-art management competencies for today's world




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## TURBULENT TIMES: MANAGING CRISES AND UNEXPECTED EVENTS

- Globalisation has increased interconnection and interdependencies
- Managers need skills to manage crises and unexpected events (contd.)

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## MANAGING CRISES AND UNEXPECTED EVENTS CONTD.

Crisis management involves:

- Staying calm
- Being visible
- Putting people before business
- Telling the truth
- Knowing when to get back to business

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## AUSTRALIA'S MANAGERS: IMPROVING FROM A LOW BASE

- Sustainable development: is now a core issue for managers
  - Effective and efficient management goes further than merely achieving the bottom line
- Sustainable development practices benefit organisation, environment and society:
- Emphasis on the 'triple bottom line' in terms of:
  - Financial
  - Environmental
  - Social outcomes

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