

Principles of Management

PRACTICAL SESSION 3

ISEG – FALL 2019

Agenda



Presentations 1-B
and 1-A



Tasks of Being a Student



The Candidate

Scientific School of Management

IDENTIFY THE TASKS OF BEING A STUDENT

The Candidate

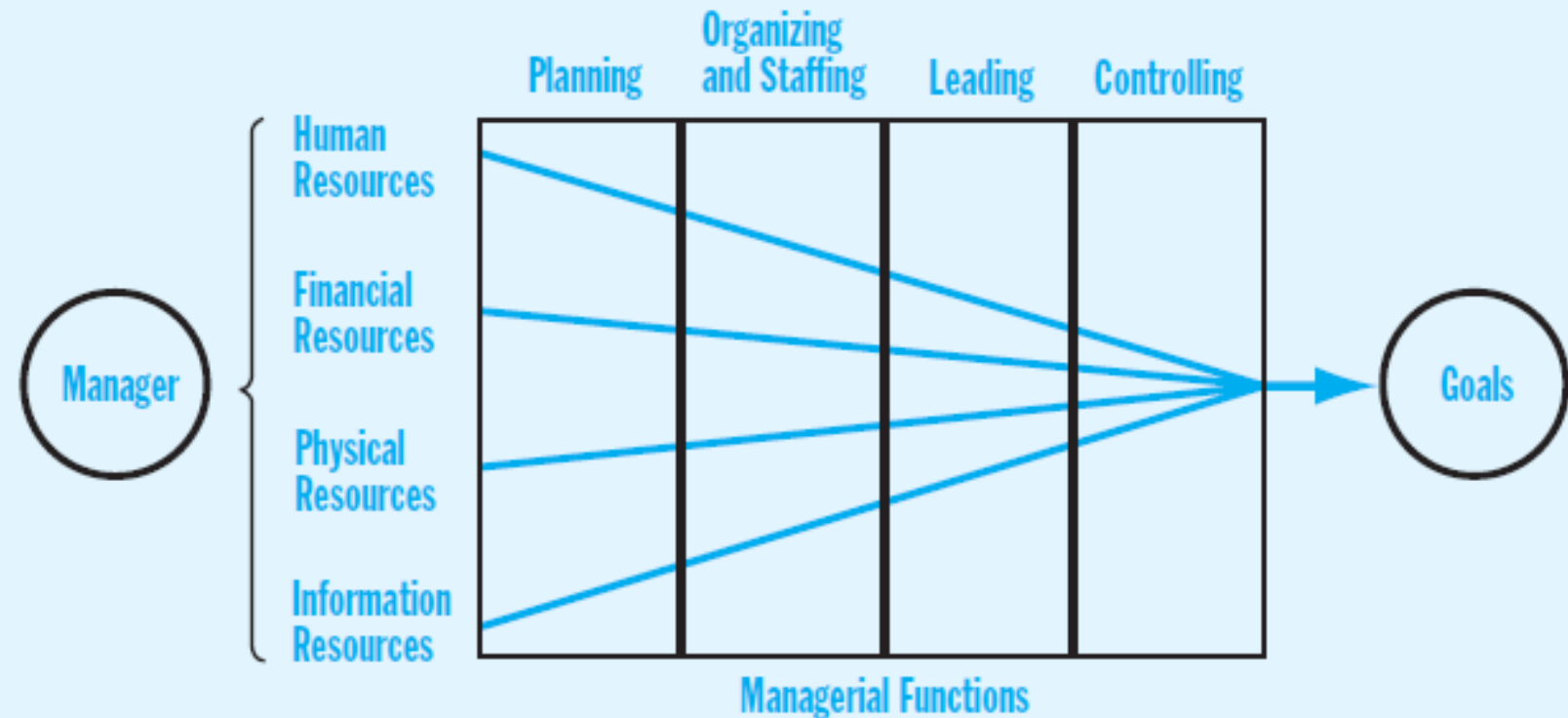
PREPARE FIVE QUESTIONS FOR THE HIRING OF A NEW MANAGER AT A ZARA STORE

The Job of a Manager

ANCILLARY SUMMARY

EXHIBIT 1-2**The Process of Management**

The manager uses resources and carries out functions to achieve goals.



Source: Ricky W. Griffin, *Management, 4e*, Copyright © 1993 South-Western, p. 6. Reproduced by permission. www.cengage.com/permissions.

EXHIBIT 1-3 The Seventeen Managerial Roles

Planning

1. Strategic planner
2. Operational planner

Organizing and Staffing

3. Organizer
4. Liaison
5. Staffing coordinator
6. Resource allocator
7. Task delegator

Leading

8. Figurehead
9. Spokesperson

10. Negotiator
11. Motivator and coach
12. Team builder
13. Team player
14. Technical problem solver
15. Entrepreneur

Controlling

16. Monitor
17. Disturbance handler

Five Key Managerial Skills



Technical skills

Methods, processes, or techniques



Interpersonal skills

Communication and human relations



Conceptual skills

See the organization as a total entity



Diagnostic skills

Identify and solve problems



Political skills

Achieve and maintain ascendancy

Evolution of Management Thought

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Classical
Approach



Behavioural
Approach



Quantitative
Approaches



Systems
Perspective



Contingency
Approach



IT Approach

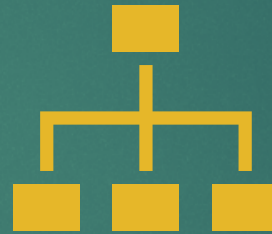
Classic Approach to Management

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Scientific Management

The application of scientific methods to increase individual workers' productivity



Administrative Management

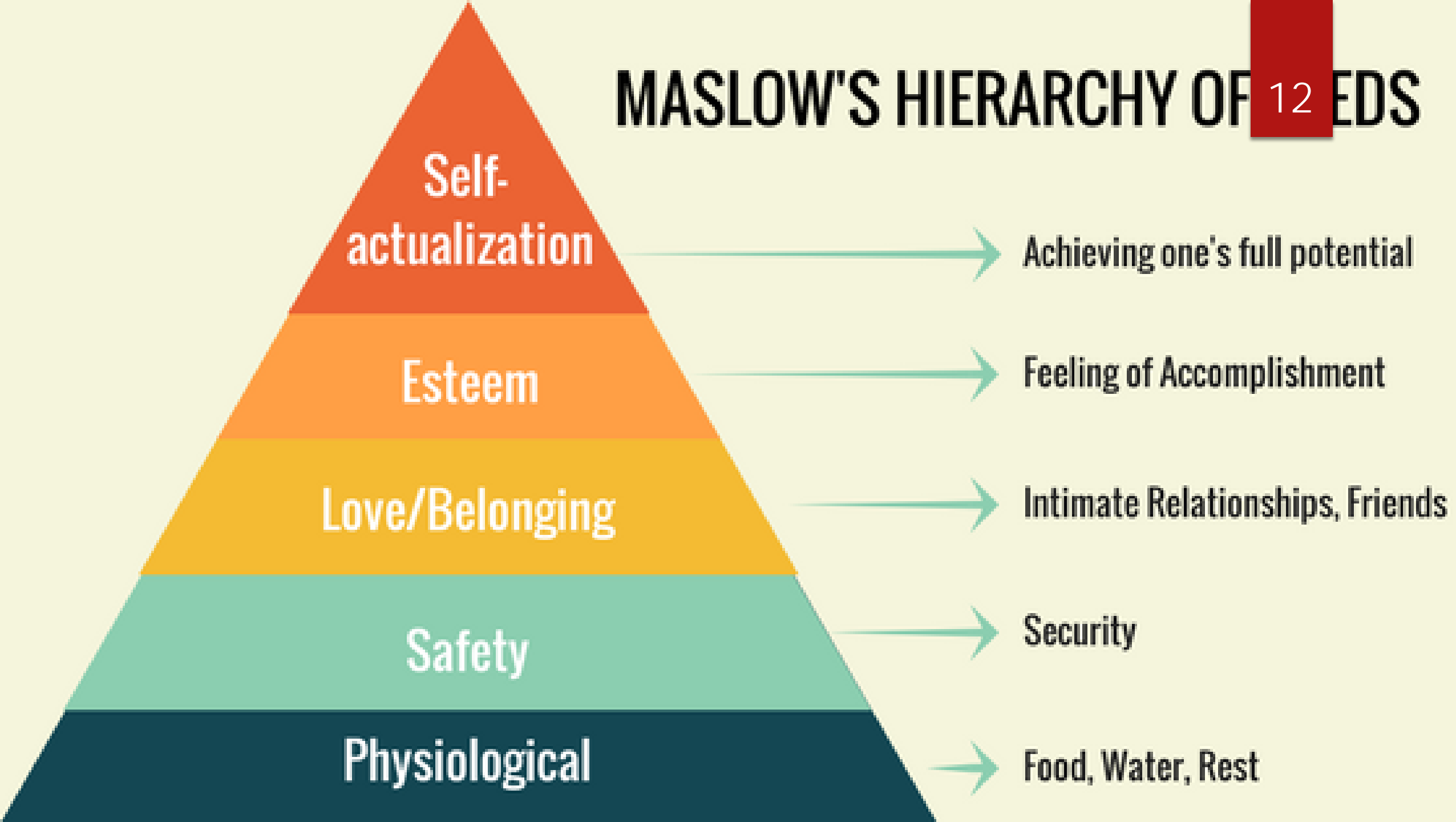
The use of management principles in the structuring and managing of an organization

Behavioural Approach

- ▶ An approach to management that emphasizes improving management through an understanding of the psychological makeup of people
- ▶ Theory X
 - ▶ Set of traditional assumptions about people
 - ▶ More pessimistic about workers' capabilities workers dislike work, seek to avoid responsibility, are not ambitious and must be supervised closely
- ▶ Theory Y
 - ▶ More optimistic set of assumptions
 - ▶ people accept responsibility, exercise self-control, possess the capacity to innovate

MASLOW'S HIERARCHY OF NEEDS

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Quantitative Approach



A perspective on management that emphasizes use of a group of methods in managerial decision making, based on the scientific method



Quantitative tools and techniques include:

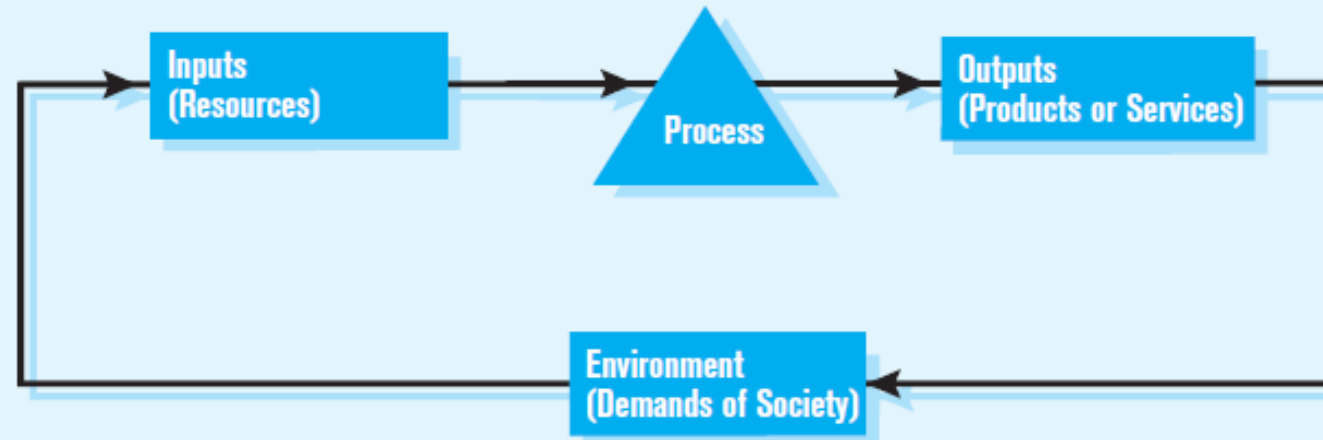
- Statistics
- Linear programming
- Network analysis
- Decision trees
- Computer simulations



Enables managers to solve complex problems that cannot be solved by common sense alone

EXHIBIT 1-5 A Systems View of Organization

A systems perspective keeps the manager focused on the external environment.



Systems Perspective

Systems Perspective

- ▶ Organizations as interrelated systems
- ▶ Entropy
 - ▶ An organization will die without continuous input from the outside environment
- ▶ Synergy
 - ▶ The whole organization working together will produce more than the parts working independently

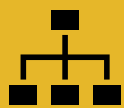


Contingency Approach

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There is no single best way to manage people or work in every situation



Instead, management should be contingent on environment



Managers should study individual and situational differences before deciding on a course of action