





# **Module I – Team Work Management**

Topic 3: Managerial Leadership

Session 2: The Shifting Demands



# Outline

- I- Management Major Functions
- II- Management Roles
- III- Management Skills
- IV- Rewards and Challenges of a Manager
- V- The Six Major Approaches
- VI- Organization Culture and Environment





# I- Management Major Functions

- 1) Planning
- 2) Organizing
- 3) Leading
- 4) Controlling





# 1) Planning

- Defining goals
- Establishing strategies
- Developing plans





## 2) Organizing

- Arranging tasks
- Structuring work





### 3) Leading

- Working with and through people





## 4) Controlling

- Monitoring
- Comparing
- Correcting performance







## II- Management Roles

- 1) Decisional
- 2) Informational
- 3) Interpersonal





# 1) Interpersonal Roles Activities

- Figurehead
- Leadership
- Liaison





## 2) Informational Roles Activities

- Monitoring
- Disseminating
- Spokesperson





### 3) Decisional Roles Activities

- Entrepreneur
- Disturbance handler
- Resource allocator
- Negotiator





# III- Management Skills

- 1) Technical
- 2) Human
- 3) Conceptual







# Internal / External Changes & Impact

- Security threats
- Corporate ethics
- Global economic uncertainty
- Political variability
- Technological advancements





## IV- Managers' Rewards & Challenges

- Challenges:
  - Blending knowledge for a diverse group
  - Success depends on others' performance





# (Managers' Rewards & Challenges)

- Rewards:
  - Opportunity to create a work environment
  - Receive recognition and status





## V- The Six Major Approaches

- Scientific Management
- General Administrative Theorists
- Quantitative Approach
- Organizational Behavior
- Systems Approach
- Contingency Approach





# 1) Scientific Management

- Is defined as the use of the scientific method to determine the “one best way” for a job to be done.







## 2) General Administrative Theorists

- General theories are more on what managers do and what constitutes good management practice





### 3) Quantitative Approach

- Known as operations research or management science
- Includes applications of statistics





## 4) Organizational Behavior

- It is concerned with the actions of people at work
- Social norms are key determinants





## 5) Systems Approach

- Open System
- Closed System





## 6) Contingency Approach

- It recognizes that different organizations require different ways of managing







## VI- Organization Culture & Environment

- As individuals have a personality, so do organizations
- It is the shared values, principles, traditions, and ways of doing things





# The 7 Dimensions of OC

- Innovation and risk taking
- Attention to detail
- Outcome orientation
- People orientation
- Team orientation
- Aggressiveness
- Stability






# Strong v/s Weak Cultures

- Strong cultures are found in organizations where key values are intensely held and widely shared
- A culture has increasing impact on what managers do as the culture becomes stronger





**N.B.** Most organizations have moderate-to-strong cultures. In these organizations, high agreement exists about what is important and what defines “good” employee behavior.



# Characteristics of Innovative culture

- Challenge and involvement
- Freedom
- Trust and openness
- Idea time
- Playfulness/humor
- Conflict resolution
- Debates
- Risk taking







# Organization's Environment

- Economic conditions
- Political/legal conditions
- Sociocultural conditions
- Demographic conditions
- Technological conditions
- Global factors (Competitors, etc.)



Thank you