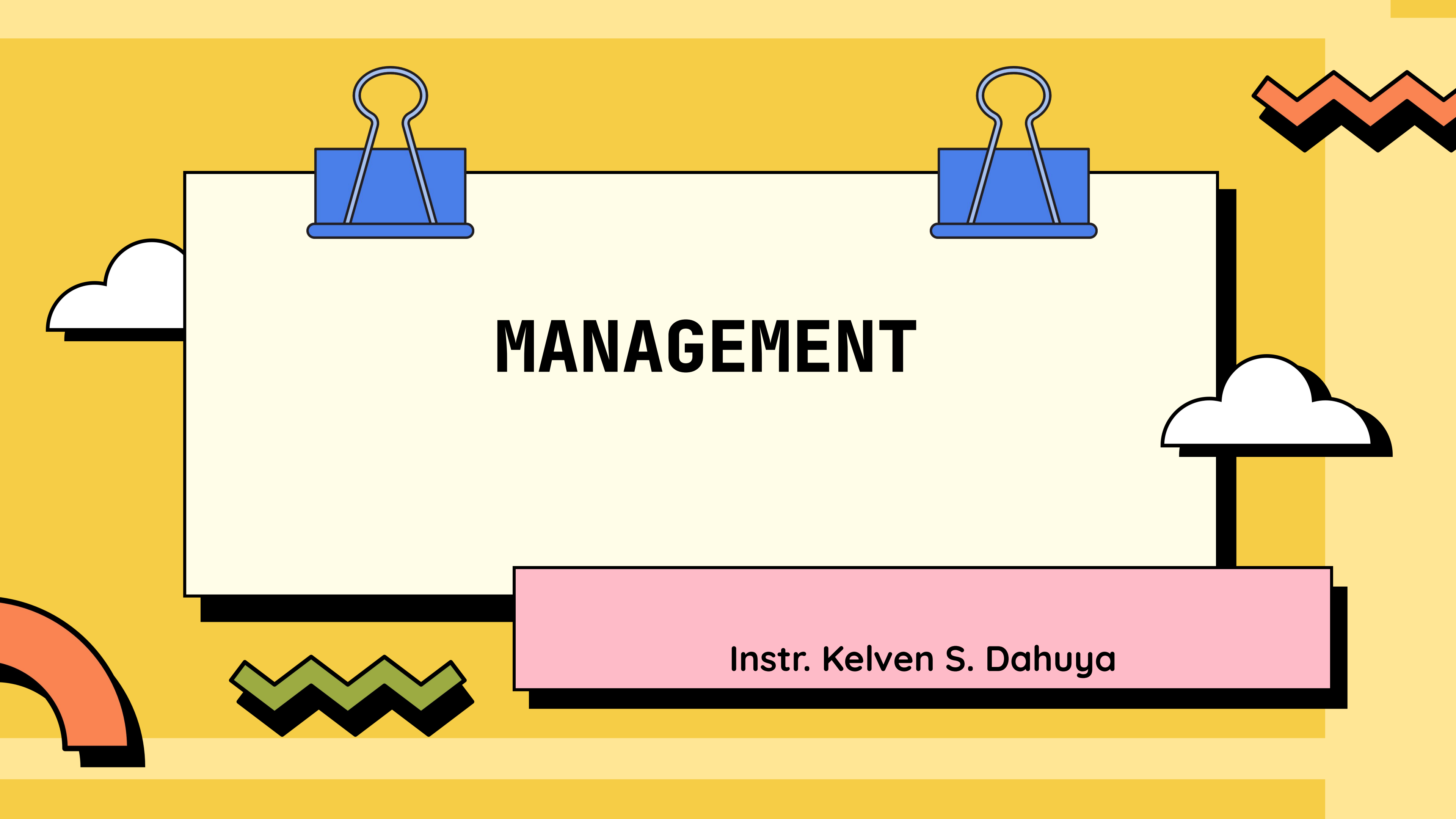
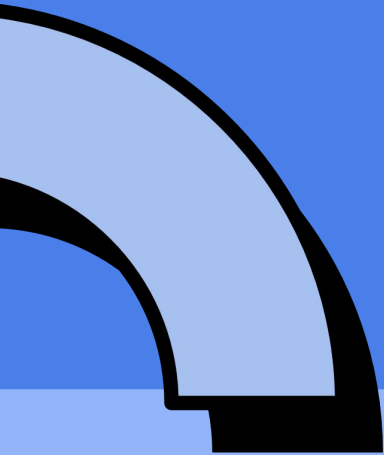
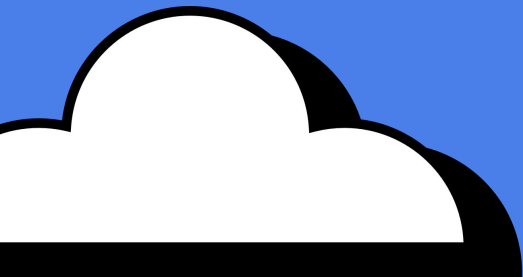




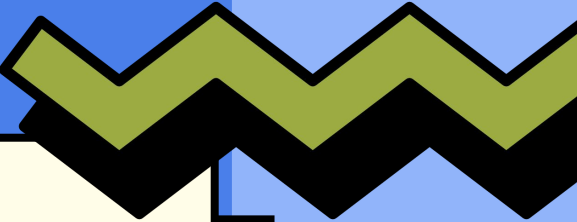
MANAGEMENT



Instr. Kelven S. Dahuya



Lesson Objective

- 
- 
- Define Management
 - Understand the history of management and its application in the current business systems
 - Describe the functions of Management
 - Identify traits, skills, and functions that a manager should have.



Productivity Oriented Definition

Management is the art of knowing what you want to do and then seeing that it is done in the best and the cheapest manner"- *F.W. Taylor*





Goal-Oriented Definitions

Management is the art of getting things done through and with people in formally organized groups - Harold Koontz

Management as the "art of getting things done through people"- Mary Parker Follett





Process-Oriented Definitions

Management is the forecast, to plan, to organize, to command, to coordinate and control activities of others - Henri Fayol





Other Definitions

Management is a multipurpose organ that manages a business and manage managers and manager workers and work- **PETER DRUCKER**



Meaning of Management

A noun - Management points to the personnel performing managerial tasks.
(People - Supervisory and Executory in Nature)



Meaning of Management

A process - Management refers to the scope of functions carried out by the managers (Planning, Organizing, Leading Controlling)





Meaning of Management

**A discipline - Management is a branch
of academic and practical knowledge.**

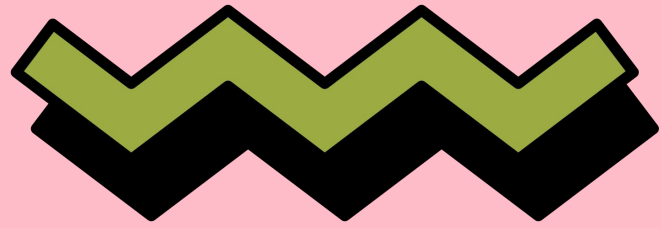


Meaning of Management

An economic resource - Management acts as a catalyst that transform various resource inputs such as materials and labor. Managing land, labor and capital.



PRINCIPLES OF MANAGEMENT by Henri Fayol (1841-1925)

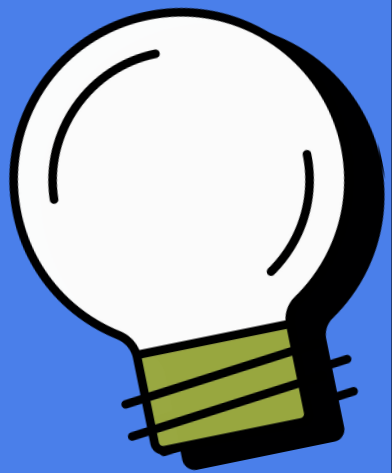


1. Division of Work
2. Authority
3. Discipline
4. Unity of Command
5. Unity of Direction
6. Subordination of Individual to the General Interest
7. Remuneration
8. Centralization
9. Scalar Chain
10. Order
11. Equity
12. Stability of Tenure of Personnel



Discussion Questions

In your terms, how do you define management?



In the fourteen principles of management by Fayol, which do you think is the most useful and relevant in the current business organizations?



History of Management

Management is an economic practice observed by historian and managing expert Peter Drucker

Birth of the corporate giant also changed the world in which business decisions were made. Sherman Antitrust Act was passed in 1890, check corporate practices.

Evolution of Management Theories

A. SCIENTIFIC MANAGEMENT THEORY - Taylor System

(Analyzes and Synthesizes workflows - improving labor productivity (Frederick Winslow Taylor - 1880 & 1890

Father of Scientific Management

Taylorism - variation on the theme of efficiency

Approach of Scientific Management

- a. Scientific study of work processes
- b. Cooperation between workers and management
- c. Training and Development
- d. Standardization of Work Methods
- e. Application of Scientific Principles

Elements of Scientific Management

- a. Time and motion studies
- b. Standardization
- c. Specialization and division
- d. Clear job descriptions
- e. Incentive systems

Criticisms of Scientific Management

- a. Dehumanization of workers
- b. Lack of employee empowerment
- c. Oversimplification of work
- d. Inadequate consideration of non-monetary incentives
- e. Limited applicability
- f. Lack of flexibility

Principles of Scientific Management

1. Replace rule of thumb work methods with methods based on a scientific study of the tasks.
2. Scientifically select and then train, teach, and develop the employee, whereas in the past the employee chose his own work and trained himself as best he could.
3. Provide thorough supervision and oversight of every worker in carrying out the discreet role of that worker
4. Divide work nearly equally between managers and workers, so that the managers apply scientific management principles to planning the work
and the workers actually perform the tasks

Drawbacks of Scientific Management

1. Oversimplificating of work
2. Lack of flexibility
3. Dehumanization of workers
4. Limited focus on non-quantifiable factors
5. Potential for exploitation

Evolution of Management Theories

B. BEHAVIORAL MANAGEMENT THEORY - Theory evolved in response to the need to compensate for the behavior and motivation of employees. (From production emphasis to a leadership style based on human need of the employees)

Hawthorne effect describes the phenomenon where individuals modify their behavior when they are aware of being observed or studied.

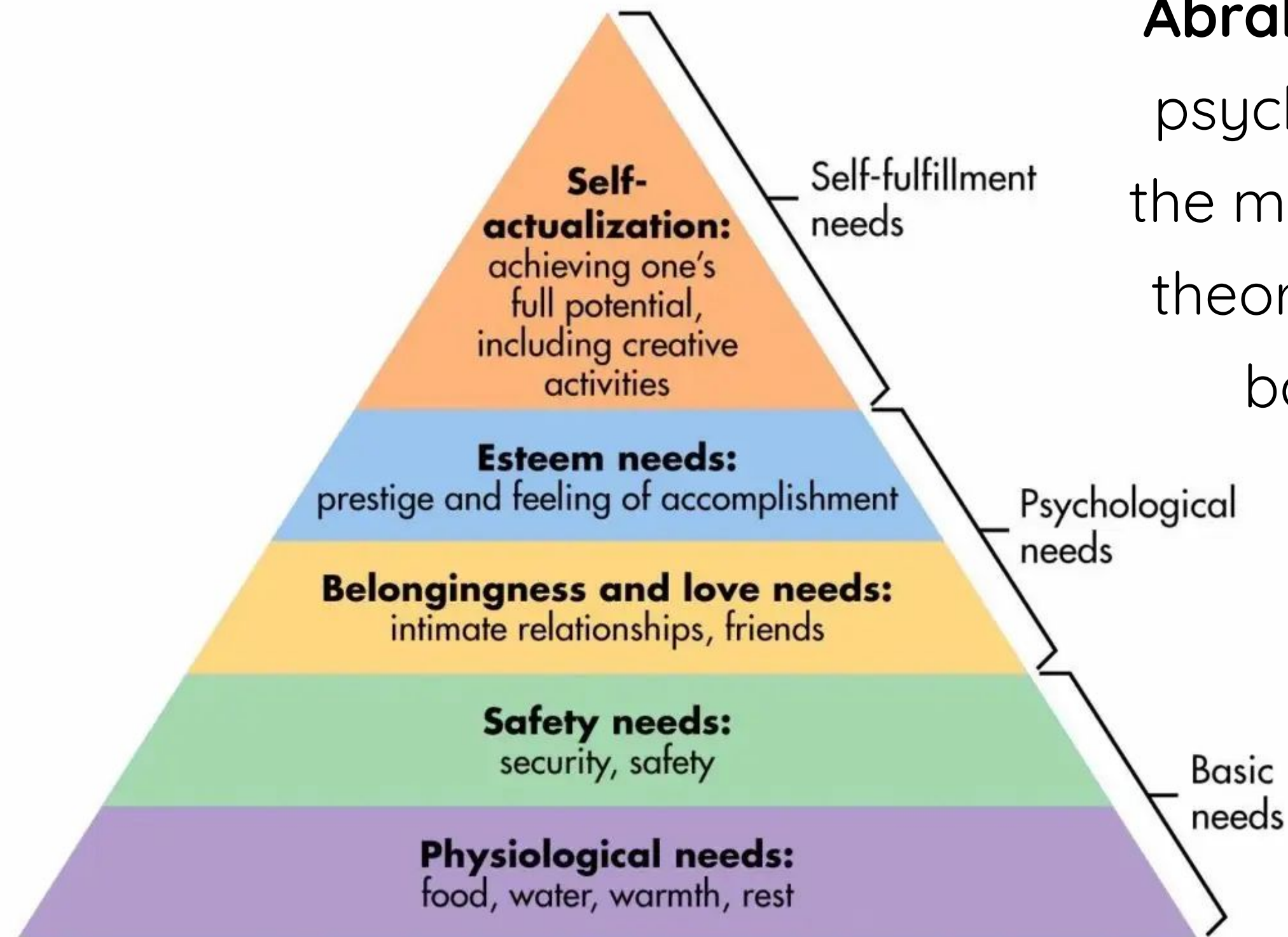
Mayo, and Roethlisberger, they found that social and psychological factors, such as employee relationships and management's attention, significantly impact worker productivity and satisfaction, more so than physical working conditions or financial incentives.

General Conclusion - human relations and the social needs of workers are

Evolution of Management Theories

- **Hugo Munsterberg** - pioneered in the field of industrial psychology. He identified the conditions that would promote an individual's best work and in finding ways to influence workers to act in accord with management interests.
- **Mary Follett** - focused on group dynamics in her works and writings. Her ideas on power sharing, conflict resolution, and the integration of organizational systems were far in advance for their time.
- **Douglas MacGregor** influenced how managers think about and deal with employees. He maintained that managers who expect the worst from their employees respond in ways that reinforce these assumptions.

Hierarchy of Needs



Abraham Maslow - a practicing psychologist, developed one of the most widely recognized need theories. A theory of Motivation based on Human Needs.

C. MANAGEMENT SCIENCE THEORY - modern management approach that emphasizes the application of precise quantitative techniques (Mathematical or Quantitative Approach).

Also known as “Organizational Environment Theory” - Organization's success is significantly influenced by its surrounding environment, which includes both internal and external factors.

Quantitative Management Theory. This focuses on the use of **mathematics, statistics, and information technology** to support managerial decision making and organizational effectiveness.

First element is Management Science, using sophisticated mathematical models for decision effectiveness. Second is Operations Management which primarily responsible for managing the production and delivery of an organization's products and services. Third element is **Management Information System** which

D. PRECLASSICAL CONTRIBUTORS THEORY- Pioneering ideas of Robert Owen, Charles Babbage, and Henry Towne.

Owen - advocated concern for the working and living conditions of workers.

Babbage - predicted the specialization of mental work, and suggested profit sharing.

Towne- outlined the importance of management as a science and called for the development of management principles.

E. CONTEMPORARY THEORIES

1. **Systems Theory** - an approach in which perceives organization as a system with set of interrelated parts, consisting of inputs, transformation processes, output and feedback.
2. **Contingency theory** - a viewpoint that argues in a condition that managerial action depends on the particular parameter of the situation.

MANAGER



MANAGERS JOB FUNCTIONS, ROLES AND SKILLS

MANAGER - individuals who oversee and direct the work of others within an organization, ensuring tasks are completed efficiently and goals are achieved.

Role - Preparation, Scheduling, Hiring, Leadership, and Power.

Main Responsibilities -

- Deliver projects and products using the appropriate agile project management methodology, learning, and iterating frequently.
 - Work with other managers to define roadmap
- Lead the Collaborative, dynamic planning, prioritizing the work that needs to be done
 - Matrix-managing a multidisciplinary team
- Ensure all product and services build in appropriate level of quality

Henry Mintzberg (Ten Managerial Roles)

CATEGORY	ROLE	ACTIVITY
Interpersonal Pertains to the relationship with others and are related to the human skills.	Figurehead	Performs ceremonial and symbolic duties such as receiving visitors, signing legal documents
	Leader	Directs and motivates subordinates; trains, counsels, and communicates with subordinates
	Liaison	Maintains information links both inside and outside organization; using internet access, mail, phone calls, meetings.

Informational This describes the activities used to maintain and develop an information network	Monitor	Seeks and receive information, scan periodicals and reports, maintain personal contacts.
	Disseminator	Forwards information to other organization members; send memoranda and reports, makes phone calls
	Spokesperson	Transmits information to outsiders through speeches, reports, memoranda
Decisional These roles involve the manager's decision-making responsibilities.	Entrepreneur	Initiates improvement projects; identifies new ideas, delegates responsibilities to others.
	Disturbance Handler	Takes corrective action during disputes or crises; resolves conflicts among subordinates; adapts to environmental crises.
	Resource Allocator	Distributes Resource; Schedules, Sets Budgets and Priorities.
	Negotiator	Represents department or company during negotiation contracts, sales purchases, budget determination

Skills and Experience

- Proven experience in delivering digital projects and products.
- Proven experience using a range of agile project management methods
 - Understanding of the digital landscape
 - Experience in matrix-managing multidisciplinary teams.

Functions of a Manager

- **Management functions** - manager performs in doing the work of management - **planning, controlling, organizing, staffing and leading.**

Management Skills

1. Decision-making skills
2. Planning Skills
3. Administrative Skills

Scholar's Thought

There is no single line of thought concerning the basic functions of managers.

**According to Henri Fayol : Forecasting and Planning; Organizing;
Commanding; Coordinating; and Controlling**

According to G.R. Terry: Planning; Organizing; Actuating; and Controlling

**According to Koontz and O'Donnell: Planning; Organizing; Staffing;
Directing; and Controlling**

**According to Brech: Planning; Organizing; Motivating; Coordinating; and
Controlling**

Theories of Motivation

1. **Traditional Theory** - money is a primary motivator
2. **Need Hierarchy Theory** - variety of needs
3. **Motivation-Maintenance Theory** - hygiene (Maintenance Factor),
motivators (recognition, achievement, growth potential)
4. **Preference-Expectancy Theory** - preferences and expectations of an
individual
5. **Achievement-Power- Affiliation Theory** - need to achieve, for power, for
affiliation. Level of intensity among individual.
6. **Reinforcement Theory** - behavior is shaped and maintained by its
consequences.

Motivation as Tools in Job Development Programs

combined with motivation-maintenance theory constructed by Herzberg, Mausner, and Snyderman

These programs have developed in an attempt to solve motivational problems by combination of the theories.

Job Development Programs are:

- 1. Job Enlargement** - giving an employee more similar operations or tasks to perform.
- 2. Job Rotation** - practice of periodically rotating job assignments.
- 3. Job Enrichment** - upgrading a job with factors like more-meaningful work, recognition, responsibility, and opportunities for advancement

Motivation as Tools in Job Development Programs

Difference Between Job Enlargement And Job Enrichment

Job Enlargement

1. It refers to increase the tasks and responsibilities to an existing role
2. It is quantitative in nature
3. It reduces monotony and boredom
4. Does not require additional skills
5. Results may be positive or negative
6. Requires more supervision

Job Enrichment

1. It refers to increase in the content and responsibilities to the job
2. It is qualitative in nature
3. It promotes growth and development
4. It may require additional skills
5. Results are always positive
6. Requires less supervision

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Activity

Visit the following websites.

Compare how roles of managers and leaders differ.

- <https://www.youtube.com/watch?v=t-XTtyiWhKg>
- <https://www.youtube.com/watch?v=8ubRzzirRKs>
- <https://www.youtube.com/watch?v=Lc53Gde2as8>