

SM 220-01 MANAGEMENT SKILL DEVELOPMENT
MW 1200-1330
MR. FRED TUPAZ
ROOM C-25

[REDACTED]

Monday 22Oct22

Room C-25

FOUR FUNCTIONS OF MANAGEMENT

WHO CAME UP WITH "POLC"

HENRI FAYOL

WHEN: EARLY 1900'S

HOW: PERSONAL EXPERIENCE - HE WAS A
FRENCH MINING ENGINEER AND A MINING EXECUTIVE
WHO DEVELOPED A GENERAL THEORY OF BUSINESS
ADMINISTRATION

PLANNING:

DEFINING GOALS
ESTABLISHING STRATEGY
DEVELOPING PLANS

ORGANIZING:

DETERMINE WHAT TASKS ARE TO BE DONE
WHO IS TO DO THEM
HOW IT WILL BE DONE
WHO WILL MAKE DECISIONS

LEADING:

MOTIVATING EMPLOYEES

DIRECTING ACTIVITIES

SELECT THE MOST EFFECTIVE COMMUNICATION CHANNEL
RESOLVING CONFLICTS

CONTROLLING:

MONITORING PERFORMANCE

COMPARING IT WITH GOALS

CORRECTING ANY SIGNIFICANT DEVIATIONS

OVERALL:

ACHIEVING THE ORGANIZATION'S STATED PURPOSE

- ▶ The terms management and manager are actually centuries old.
- ▶ One source says that the word manager originated in 1588 to describe one who manages.
- ▶ The word “management” was first popularized by Frederick Winslow Taylor. Taylor is a biggie in management history.
- ▶ Mr. Taylor observed workers and was continually shocked by how inefficient they were.
- ▶ Employees used vastly different techniques to do the same job and often took it easy on the job
- ▶ Few, if any, work standards existed
- ▶ Workers were placed in jobs with little or no concern for matching their abilities and aptitudes with the tasks they were required to do

Taylor's remedy?

- ▶ Apply scientific management to these manual shop-floor jobs.
- ▶ The results were phenomenal increases in worker output and efficiency
- ▶ Because of his work, Taylor is known as the "father" of scientific management

Mintzberg's Managerial Roles



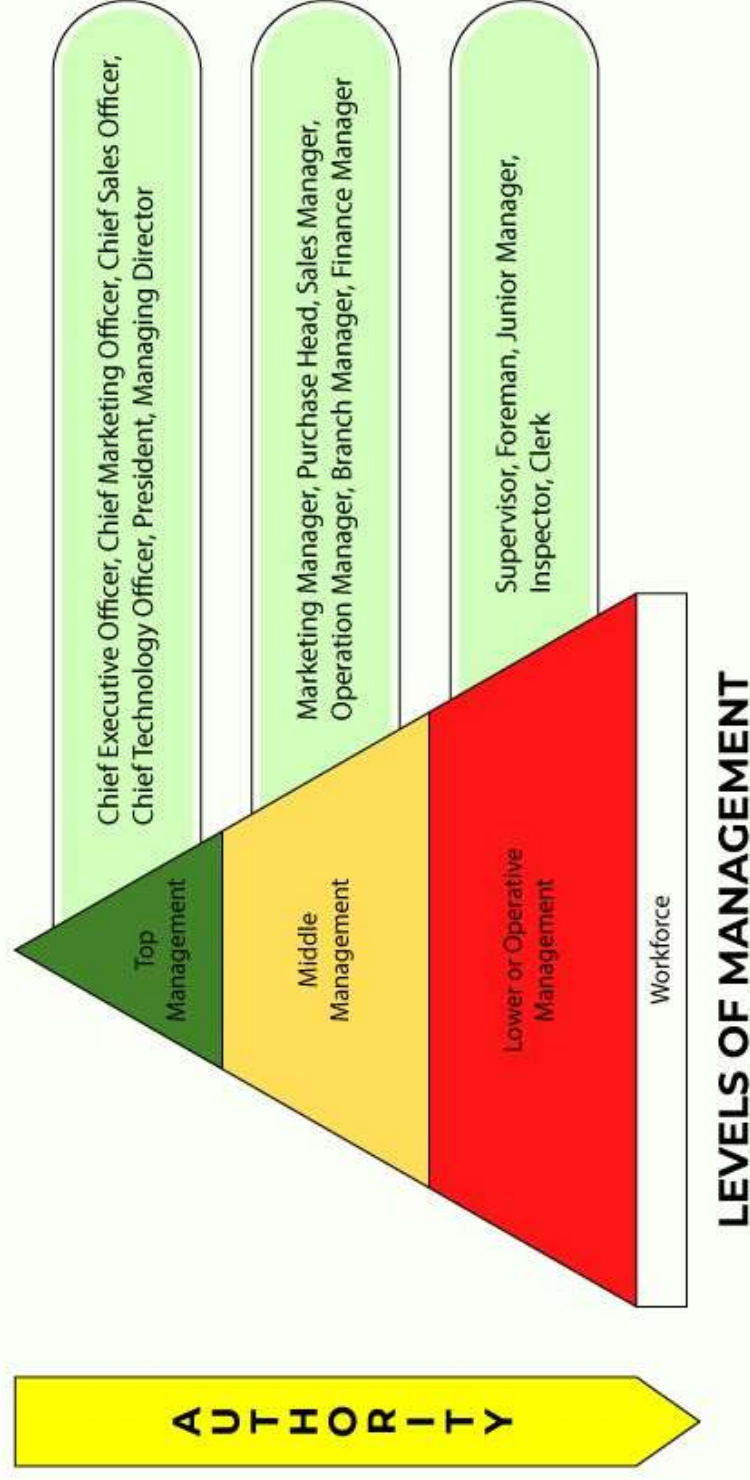
Developed by Henry Mintzberg in the late 1960's

With the Four Functions of Management, you will need Skills and Competencies:

- ▶ Conceptual Skills: Analyzing and diagnosing complex situations
- ▶ Interpersonal Skills: Working well with other people both individually and in groups
- ▶ Technical Skills: Job-specific knowledge, expertise, and techniques needed to perform work tasks
- ▶ Political Skills: Building a power base and establishing the right connections to get needed resources for their groups

Developed by Robert Katz and others from 1970's and is still used up to the present

MANAGEMENT ACTIVITIES BY ORGANIZATIONAL LEVEL



QUESTIONS?

