CHAPTER ONE

**Managing and Performing**

* 1. What do managers do to help organizations achieve top performance?

Managers perform a variety of functions in organizations, but amongst one of the most important functions they perform is communicating with direct reports to help their organizations achieve and exceed goals.

* What does it mean to be a manager?
* What do managers do?
* **John Kotter** is a professor at Harvard Business School, a hub of research on management and business.
  + Check out his Wikipedia page here: <https://en.wikipedia.org/wiki/John_Kotter>.
  + His faculty page is at this link: <https://www.hbs.edu/faculty/Pages/profile.aspx?facId=6495>.
  + **What does Kotter's research say about the role of a manager?**
* **Part of a manager's job is to separate the important from the unimportant. How would you do this?**
* “Managers, in fact, spend very little time by themselves…Instead, they spend most of their time interacting with others—both inside and outside the organization.”
  + **With this in mind, what types of skills do managers need to develop?**
* 2. What are the roles that managers play in organizations?

Managers perform a variety of roles in organizations, but amongst one of the most important functions they perform is communicating with direct reports to help their organizations achieve and exceed goals. Managers perform three major types of roles within organizations, interpersonal roles, informational roles, and decisional roles. The extent of each of these roles depends on the manager’s position within the organizational hierarchy.

* ***Note***: Much of the information from this chapter comes from **Henry Mintzberg's** research.
  + His Wikipedia page is here: <https://en.wikipedia.org/wiki/Henry_Mintzberg>
  + You can also see his faculty profile here: <https://www.mcgill.ca/desautels/henry-mintzberg>
  + **Ask yourself: What does Mintzberg's research say about the role of a manager?**
* Interpersonal roles:
  + What are the three main interpersonal roles a manager plays?
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  + Think about the types of organizations of which you are a part. With which groups people do the managers need to interact?
* Informational roles
  + What are the three main informational roles a manager plays?
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* Decisional roles
  + What are the four main informational roles a manager plays?
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* **In your mind, what is the most important role of a manager? What role do you like the most? The least?**

1.3 What are the characteristics that effective managers display?

Management is the process of planning, organizing, directing, and controlling the activities of employees in combination with other resources to accomplish organizational goals. Managerial responsibilities include long-range planning, controlling, environmental scanning, supervision, coordination, customer relations, community relations, internal consulting, and monitoring of products and services. These responsibilities differ by level in the organizational hierarchy and by department or function. Managers today need to be a global strategist, a master of technology, a good politician, and a premier leader-motivator.

* “Values compete and the various managerial roles are in tension.”
  + **How does a manager balance these competing values? Who or what organizations hold the most importance?**
  + ***Note***: Keep this in mind when you learn about stakeholder analysis, covered in Chapter 5.
* What varies in the manager’s job?
  + **What are some internal and external influences on a specific manager’s job?**
  + **How might the market landscape influence a manager’s job?**
* Managerial Responsibilities

1. Long-range planning

2. Controlling

3. Environmental scanning

4. Supervision

5. Coordinating

6. Customer relations and marketing

7. Community relations

8. Internal consulting

9. Monitoring products and services

* Variations in Managerial Work
  + Management by level:
  + **What are the three main levels of management?**
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    - **Exhibit 1.6 is likely the most important graphic in this whole chapter for your future career. Why?**
    - **What categories (conceptual, human, technical) increase or decrease as you move up in the management hierarchy?**
  + Management by department or function
    - **How does the nature of management change according to one’s level and function in the organization?**