

Master 1 Strategy

Introduction to Management :

Management is not a hard science. Unlike chemistry or algebra where a right answer (often) exists, management is fluid, and subjective, and there are divergent perspectives on how to employ its principles. But what exactly is management? Most scholars have variations of the same definition that include a utilization of resources to achieve a goal. Lussier (2021) defines a manager as “the individual responsible for achieving organizational objectives through efficient and effective utilization of resources” (p. 3). The problem with this definition is that it implies that a manager has to be both efficient and effective, which eliminates the possibility of having a bad manager. Each of us can probably contradict this definition by providing an example from our personal past. However, this definition contains the basic elements of using resources to pursue goals.

An early management scholar, Mary P. Follett characterized management as “the art of getting things done through the efforts of other people” (Graham, 1995). This definition implies both pursuing goals (getting things done) and utilizing resources (predominantly through people). However, this too is missing an element, that of the organizational context. An important consideration for understanding management is that the term organization simply refers to “a collection of people working together to achieve a common purpose” (Shermerhorn, 2013, p. 11). This means an organization could be anything from your high school volleyball team to church or a corporation).

Including the term “organization” in the definition leaves open the possibility that management can be practiced in each of these settings, and broadens our use of the term management. A comprehensive definition for management then, would be the pursuit of organizational goals through the use of organizational resources (Bateman & Snell, 2013). Pursuit implies a chance of failure and organizational gives us a context. This begs the question – how can we become effective at the pursuit of goals, or become more efficient in our use of organizational resources? Being good at management requires an immense focus on both of these ends, and we can achieve this through the process of the planning, organizing, leading, and controlling functions of management. These functions serve as the basis for the rest of the textbook because they are the essential tools we use to manage organizations. Most of the context and examples for this book focus on the corporate use of management. However, you should meet the concepts where you are in your professional or academic career – apply the principles to the context of your life, master the four functions for what you are doing now so that you can scale them to much bigger managerial endeavors later.

Management is not New :

A broad understanding of management as resource utilization focused on a goal gives us a wide scope of situations and contexts in which to practice it. For example, the Crow Indians employed a complex strategy to harvest an entire herd of buffalo by driving them off a cliff. To funnel the herd to the lane leading up to the cliff they used a decoy (a hunter donned in a buffalo calf robe imitating a lost calf), incense to smoke them towards the lane, or rock piles to guide them to the lane (Nathan, 2018). If we apply the basic principles of management in this context we can see these hunters used resources (rocks, incense, knowledge and tradition) to pursue a goal (procurement of food, tools, and clothing the bison afforded them).

The Spanish Empire constructed the first global supply chain the world had ever seen once they discovered the surfeit of precious elements such as gold, silver, and mercury in North and South America (Aho & Lloyd, 2019). Mule trains transported these treasures across mountain passes and jungles wherein war galleons then filled their holds. These fleets returned to Spain traversing the natural elements (tempests and shoals) while defending against state enemies (pirates).

At its core, this imperial supply chain used the same approach to achieve success that a teenager might use in playing video games. If he rallies his friends after school in a game of *Call of Duty* to defeat their online opponents, he might also be considered a manager. He uses his experience and knowledge of gameplay as well as weaponry within the game to pursue his goal of competitive domination.

These examples demonstrate that management is multifarious, and not at all a recent phenomenon. Yet, when we hear the term *management*, most of us probably conjure an image something like that of a corporate vice president implementing a marketing strategy to meet quarterly sales goals. The irony is that the corporate manager is utilizing the same tools as those of the native hunter, Spanish fleet admiral, and sophomore gamer. Management is both universal and ubiquitous in that we all use variations of its elements.

The Four Functions of Management

The management process by which we pursue goals includes planning, organizing, leading, and controlling. These are “*the how*” a manager pursues organizational goals, and are universally known as the four functions of management. They stem from the work of a French mining administrator, Henri Fayol, who first identified management as a practice that could be improved through the use of five functions – planning, organizing, commanding, coordinating, and controlling. Since he published his work in 1916, we have decided that leading people through motivation and incentivization works much better than telling them what to do (e.g. commanding and coordinating). We use the term leading instead of these practices. Chapter 2 on the history of management will provide some insights regarding this change. Nonetheless, he gave us a place from which to start. Even if you have never stepped foot in a corporate office, or held the title of manager at your local Dairy Queen, you have no less used the functions of management in your personal pursuits. A relevant example would be the process by which you manage your personal budget.

If you answered yes to question #1, then you are already engaged in the management function of planning. You know where your money is being spent. The same holds true for your financial goals. If you want to leave college debt free, save for a down payment on a house, or go on an unforgettable spring break trip, you have defined your organizational objective! Where you put your money is a function of how you manage your resources. This organizing function is presumably in line with your financial goals.

For example, if you want to save for a down payment, you need to actually allocate your resources (income) to a savings account. Moreover, where your money comes from is also the source of your organizational resources. A budget shortfall might require you to employ the leading function of management. The essence of leading is motivating other people to align with your plan. What do you do if you need to pay bills, but don't have the money? Perhaps you ask your parents for a loan (need to sell this idea to them), or you might need to negotiate with a co-worker to let you take on extra shifts (show them what's in it for them in return), or it might be the reality that you need to sell something to make ends meet by selling something (in which case selling requires you to inspire someone else to see value in what you are selling). Leading might also entail convincing someone else in your circle to get on board with your gameplan (like a spouse, or sibling). Finally, keeping track of your expenses to ensure solvency and pace with your goals is the core of the controlling function. Do you keep receipts and check them against your online account expenses? Do you update your spreadsheet after your bill automatically debits from your account? Do you get an email notifying you have a low balance and are in risk of overdraft charges? Each of these methods are ways to monitor your progress and decide if you need to make a change (short term or long term).

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If you reflect on this example of your personal budget, or you worked to achieve a personal or team goal, you will likely conclude that you are already a manager. This wide application of managerial thinking means that if you can master its principles on your personal scale, you can then amplify its use when you need to use it on a large scale. Get good at leading your class project, organizing your club fundraiser, or helping your team win a conference championship, and you will later be able to magnify the scale to lead a marketing department, or corporate merger, and even diplomatic negotiations as a prime minister.

Mastering the four functions will allow you to apply the function of planning on a more complex stage such as evaluating the internal and external environments of your organization. Using this analysis you can create an effective game plan to formulate a sustainable competitive advantage. Developing an organizing skillset will allow you to propose a structure for your team that incorporates cross functional members and ways of thinking. It will allow you to identify and recommend resources needed to pursue your plan. Honing your leading skillset will afford you the capability to motivate your organizational stakeholders to partake in your strategy, and force you to consider the ethical implications of your actions. Finally, implementing effective controlling allows you to check progress towards your goals and to recommend changes if you need to get on track

Homework : 1

Read the lesson carefully then Extract all Terminologies that is related to Management and translated From English into Arabic .

بالدرس و قم بترجمتها من الإنجليزية الي Management استخراج من الدرس كل المصطلحات المتعلقة العربية

Homework :2

Extract a Brief definition of Management from the lesson .

Homework :3

Extract from the lesson (**the four Functions of Management**)

Send all your Homeworks before next Thursday night

يجب ارسال الواجبات قبل يوم الخميس الي الايميل المذكور في الدرس

To The following Email ; gestion23000@gmail.com