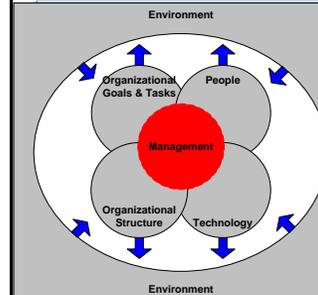


Management and Manager

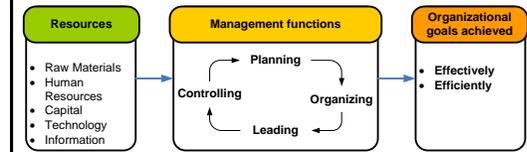
Who is the Manager?



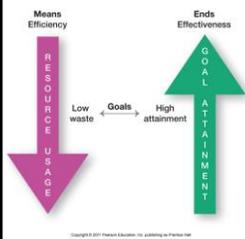
- **Manager** – someone whose primary responsibility is to carry out the management process.

What Do Managers Do?

Management - a set of activities (including planning and decision making, organizing, leading, and controlling) directed at an organization's resources (human, financial, physical, and information), with the aim of achieving organizational goals in an efficient and effective manner.



Efficiency vs. Effectiveness

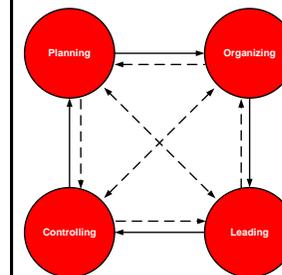


- **Effectiveness:** doing those tasks that help an organization reach its goals (= doing the right things)
- **Efficiency:** concerned with the means, efficient use of resources like people, money, and equipment (= doing the things right)

Organizational Resources

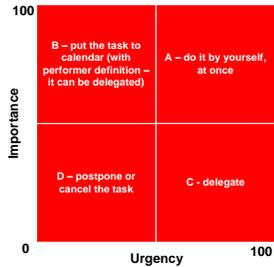
Organization	Human Resources	Financial Resources	Physical Resources	Information Resources
Shell Group	Drilling platform workers Corporate Executives	Profits Stockholder investments	Refineries Office buildings	Sales forecasts OPEC proclamations
Wroclaw University of Science and Technology	Faculty staff Administrative staff	Government funds Other grants	Computers Campus Facilities	Research reports Scientific publications
Wroclaw City	Police officers Municipal employees	Tax revenue Government funds	Sanitation equipment Municipal buildings	Economic forecasts Crime statistics

Management Process



- Management functions are interrelated and interdependent.
- **Planning** - Defining goals, establishing strategies to achieve goals, and developing plans to integrate and coordinate activities.
 - **Organizing** - Arranging and structuring work to accomplish organizational goals.
 - **Leading** - Working with and through people to accomplish goals.
 - **Controlling** - Monitoring, comparing, and correcting work.

Time management in managers' work



To achieve the highest efficiency in manager's work it is crucial to focus only on important and urgent-important tasks and delegate other tasks.

Time management – „Juggling the elephants”

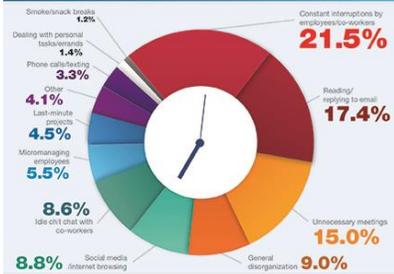
- Type – who are you
- Identifying time wasters
- Managing work/life balance
- Empower techniques

Type

- Make a test
- Stimulation and excitement sources
- Procrastination patterns
 - Negative S&E
 - Avoiding unpleasant tasks

Identifying time wasters

WHAT IS THE BIGGEST WASTE OF YOUR TIME ON A DAILY BASIS?

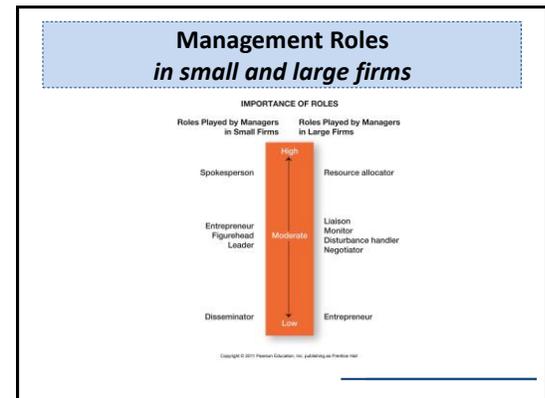
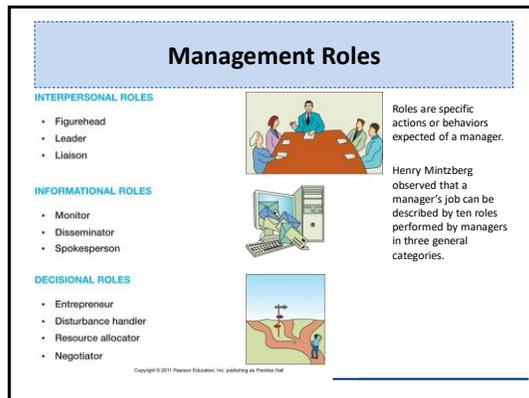
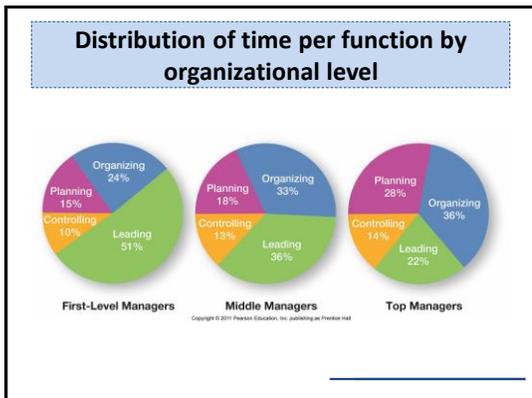
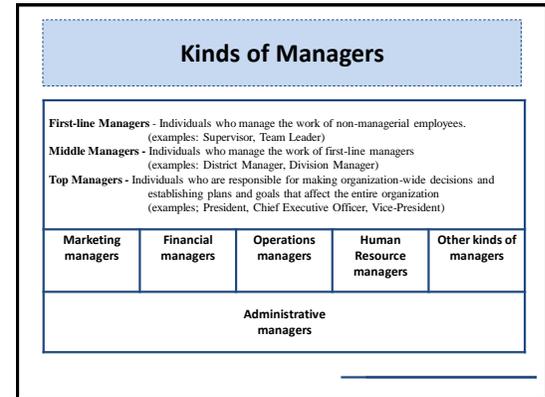
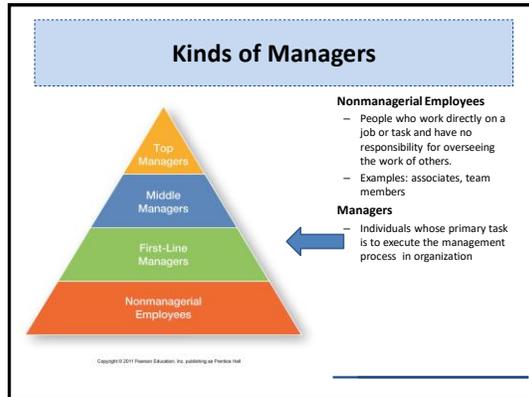
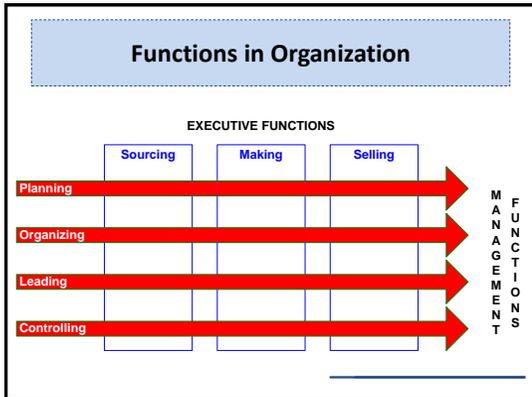


Source: Survey of 2,893 business leaders conducted in the first quarter of 2016 on Express Employment Professionals. ExpressPros.com/AmericaEmployed

Managing work/life balance

	Urgent	Not Urgent
Important	I (MANAGE) • Crisis • Medical emergencies • Pressing problems • Deadline-driven projects • Last-minute preparations for scheduled activities	II (FOCUS) • Preparation/planning • Prioritization • Values clarification • Exercise • Relationship building • True recreation/relaxation
	Quadrant of Necessity	Quadrant of Quality & Personal Leadership
Not Important	III (AVOID) • Interruptions, some calls • Some mail & reports • Some meetings • Many "pressing" matters • Many popular activities	IV (AVOID) • Trivia, busywork • Junk mail • Some phone messages/mail • Time wasters • Escape activities • Viewing mindless TV shows
	Quadrant of Deception	Quadrant of Waste

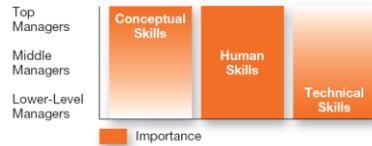
Empower your technique



Skills Managers Need

Robert Katz and others describe four critical skills in managing:

- **Technical skills** - knowledge and proficiency in a specific field
- **Human skills** - the ability to work well with other people
- **Conceptual skills** - the ability to think and conceptualize about abstract and complex situations concerning the organization



Is The Manager's Job Universal?

The previous discussion describe management as a generic activity. In reality, a manager's job varies with along several dimensions

- **Level in the Organization**
 - Top level managers do more planning than supervisors
- **Profit vs. Nonprofit**
 - Management performance is measured on different objectives
- **Size of the Organization**
 - Small businesses require an emphasis in the management role of spokesperson
- **National Borders**
 - These concepts work best in Europe, North America and Australia and may need to be modified in other global environments

Rewards and challenges of being a manager

Rewards	Challenges
<ul style="list-style-type: none"> • Create a work environment in which organizational members can work to the best of their ability • Have opportunities to think creatively and use imagination • Help others find meaning and fulfillment in work • Support, coach, and nurture others • Work with a variety of people • Receive recognition and status in organization and community • Play a role in influencing organizational outcomes • Receive appropriate compensation in the form of salaries, bonuses, and stock options • Good managers are needed by organizations 	<ul style="list-style-type: none"> • Do hard work • May have duties that are more clerical than managerial • Have to deal with a variety of personalities • Often have to make do with limited resources • Motivate workers in chaotic and uncertain situations • Blend knowledge, skills, ambitions, and experiences of a diverse work group • Success depends on others' work performance