

Chapter

7

**Management,
Leadership,
and
Employee
Empowerment**

Opening Questions

- What is Management?
- What is the difference between today's management style and "yesterday's"?
- What are some characteristics of today's managers?
- What is Empowering?

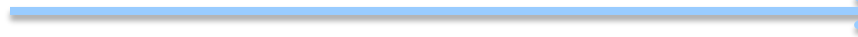
What is Management?

- **MANAGEMENT** is the process used to accomplish organizational goals through:

- Planning



- Organizing



- Leading



- Controlling



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Management Functions

- **Planning:** Anticipating business trends and determining the best tactics to achieve the goals and objectives of the organization.
 - The trend today is to monitor the environment and your competitors.
- Planning is a **KEY MANAGEMENT FUNCTION**

McDonald's Offers Free Coffee in Breakfast Battles

THE FISCAL TIMES

By Maureen Mackey
March 29, 2014 11:15 PM



A day after Taco Bell rolled out its new breakfast marketing campaign, McDonald's (NYSE: MCD) fired back with a tried-and-true loss leader: something for nothing.

In this case, the freebie is a 12-ounce cup of coffee, which not only takes a shot at Taco Bell but also at Dunkin' Donuts and Starbucks, both of which have been gaining market share.

The free coffee announcement by the world's biggest restaurant chain comes on the heels of another major development designed to lure more customers to its breakfast table. [McDonald's](#) is finally considering serving breakfast past 10:30 a.m.

Related: [Taco Bell's Clever Campaign to Eat McDonald's Breakfast](#)

The company reported flat quarterly earnings in January, with a profit of \$1.397 billion, up from \$1.396 billion a year earlier. Per-share earnings grew to \$1.40 from \$1.38 in the same period. In an improving but still uncertain economy, investors are watching closely after McDonald's streamlined its operations and repurchased shares.



Management Functions

- **Organizing:** Assigning tasks and allocating resources for workers to achieve the organization's goals and objectives.
 - Many organizations today must remain flexible
 - And are being designed around the customer's changing needs.

Management Functions

- **Leading:** The process of guiding, training, and motivating employees to achieve the organization's goals and objectives.
 1. The trend is to **EMPOWER** employees, giving them as much freedom as possible.
 2. In larger modern firms **KNOWLEDGE WORKERS** know their jobs better than managers do. (**Engineers, Researchers**)
 3. Leadership is still necessary to keep employees focused

Management Functions

- **Controlling:**
 1. The process of establishing standards.
 2. Determining progress and taking corrective action.
 3. Comparing the progress of the organization against previously set goals and objectives.

MANAGERS' ROLES ARE EVOLVING.

Do organizations remain the same year after year?

- At one time, managers were called **BOSSES**, and their job was to tell people what to do.
- Today, managers are called Leaders. They:
 - **GUIDE**, **TRAIN**, **SUPPORT**, **MOTIVATE**, and **COACH** EMPLOYEES rather than **TELLING** them what to do.

MANAGERS' ROLES ARE EVOLVING.

- Most modern managers emphasize **Teamwork** and **cooperation** rather than **discipline** and order giving.
- Today's leaders are younger, and they tend to move from one company to another more than ever.
- The new manager needs to be a skilled communicator and a team player.

BEWARE OF BAD BOSSES

- **The weak manager**
- **The political manager**
- **The obsessive micro-manager**
- **The invisible manager**
- **The nasty manager**
- **The task master**

Leadership Styles



Autocratic:



Participative:



Free-rein:



Autocratic Leadership

When is this type of leadership style appropriate?

With whom is this type of leadership style appropriate?

- Making managerial decisions without consulting others



Participative Leadership

With whom is this type of leadership style appropriate?

- Managers and employees working together to make decisions



Free-rein Leadership

With whom is this type of leadership style appropriate?

- Managers set objectives
- Employees are relatively free to do whatever it takes to accomplish those objectives

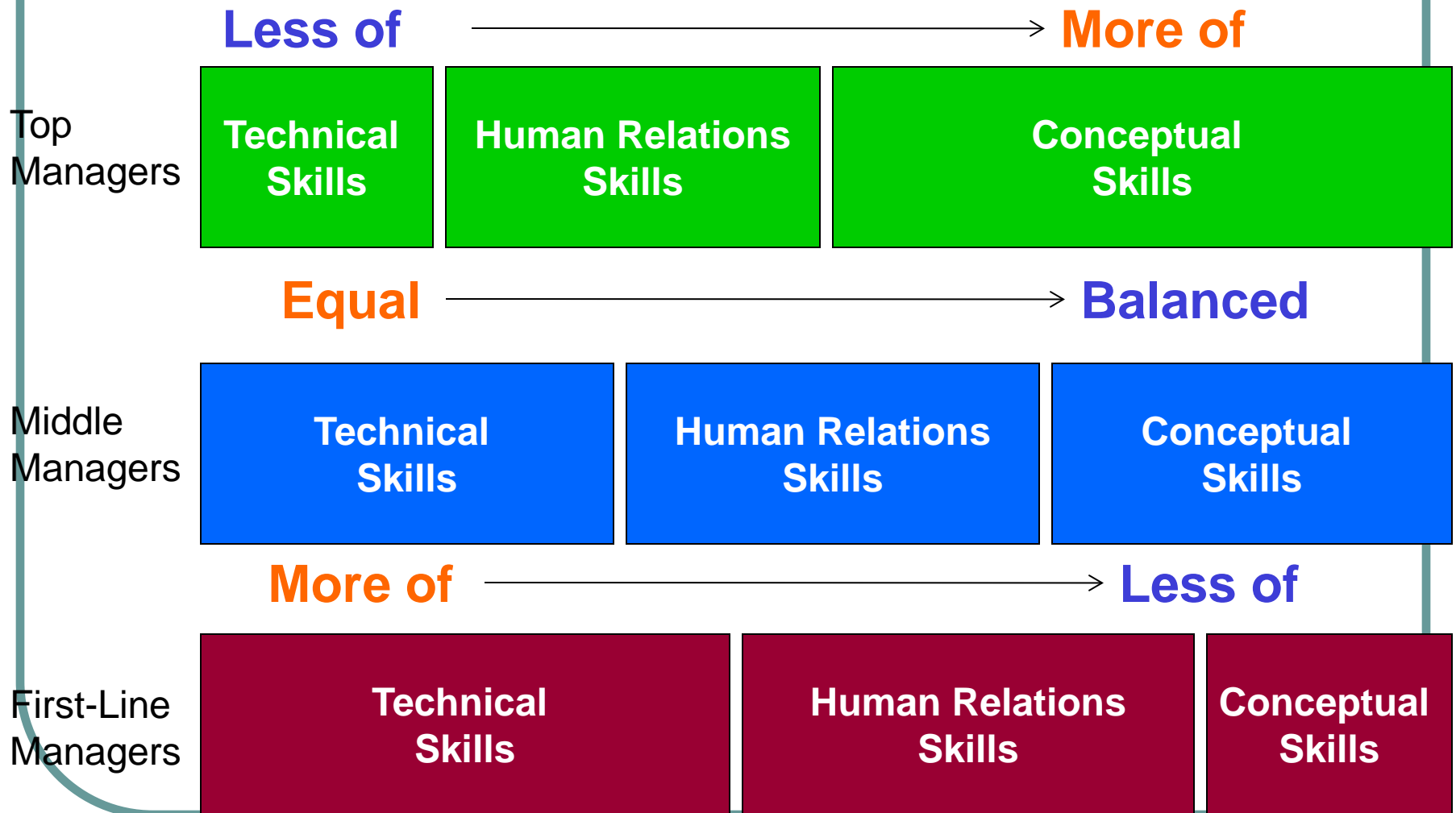
Exercise

- Give 1 or 2 examples of how a specific firm uses **Planning**.
- Using the example above, how can the firm use **Organizing** to achieve G&O's?
- What can the firm(**above**) do in terms of **Leading** to guide and motivate employees to achieve G&O's?
- What type of **Control** and standards can the firm use to determine if progress was achieved?

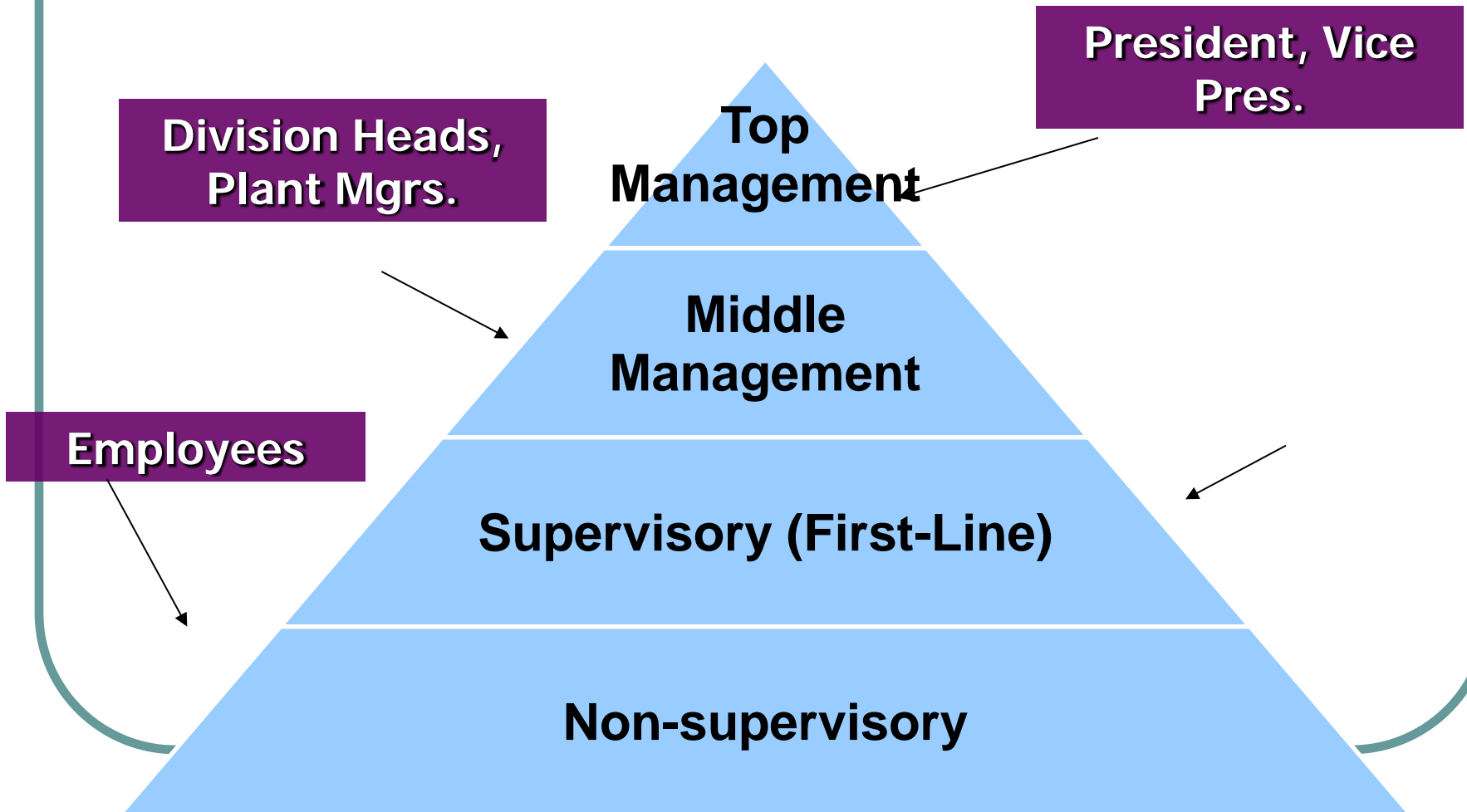
Types of Managerial Skills.

- A. **TECHNICAL SKILLS** involve the ability to perform tasks in a specific discipline (such as selling a product) or department (such as marketing.) (Supervisor)
- B. **HUMAN RELATIONS SKILLS** involve communication and motivation; they enable managers to work with people. (Managers)
- C. **CONCEPTUAL SKILLS** involve the ability to picture the organization as a whole and the relationships among its various parts. (CEO)

Managerial Skills



Management Pyramid



Liberty Union Management Pyramid

Eric Volta
(Superintendent)

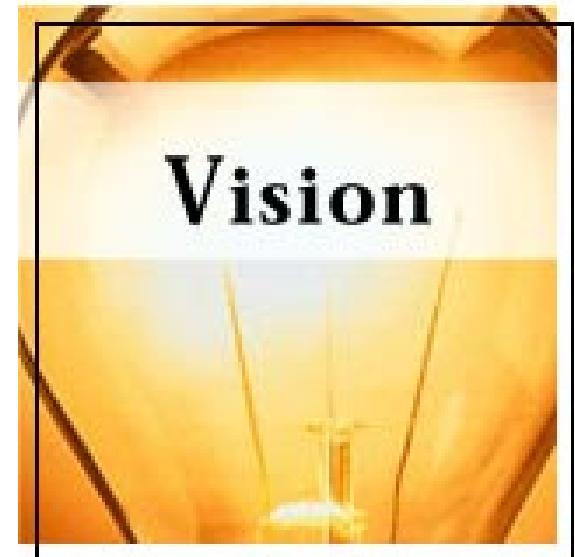
School Principals
(Erik Faulkner, etc)

Assistant Principals
(Chris Holland, etc)

Teachers and Staff (Mr. Lalami, etc)

Successful Leaders

- Communicate a Vision
- Establish Corporate Values
- Promote Corporate Ethics
- Embrace Change



What is the differences between leaders and managers?

Vision and Mission

- ❖ **Vision:** Why the organization exists. What the organization intends to become at some point in the future .
- ❖ **Mission Statement:** An outline of the organization's fundamental purpose.
 - ❖ **Goals (long-term accomplishments)**
 - ❖ **Objectives (short-term statements)** how the company will achieve its goals.

Corporate Vision/Mission Statement May Contain Commitment to:

- **Developing a great product or service**
- **Ensuring quality of customer services.**
- **Providing an enjoyable work environment for employees.**
- **Ensuring financial strength and sustainable growth of the company.**

On November 18, 2010, the General Motors team, along with our United Auto Workers partners, experienced something special as we stood together on the balcony of the storied New York Stock Exchange. As we rang the opening bell to the unmistakable sound of a Chevy Camaro engine at full throttle, we knew we were doing much more than just starting a new trading day. We were revving up Wall Street, and setting the pace for our company—the new General Motors.

We truly are building a new GM, from the inside out. Our vision is clear: to design, build and sell the world's best vehicles, and we have a new business model to bring that vision to life. We have a lower cost structure, a stronger balance sheet and a dramatically lower risk profile. We have a new leadership team—a strong mix of executive talent from outside the industry and automotive veterans—and a passionate, rejuvenated workforce.

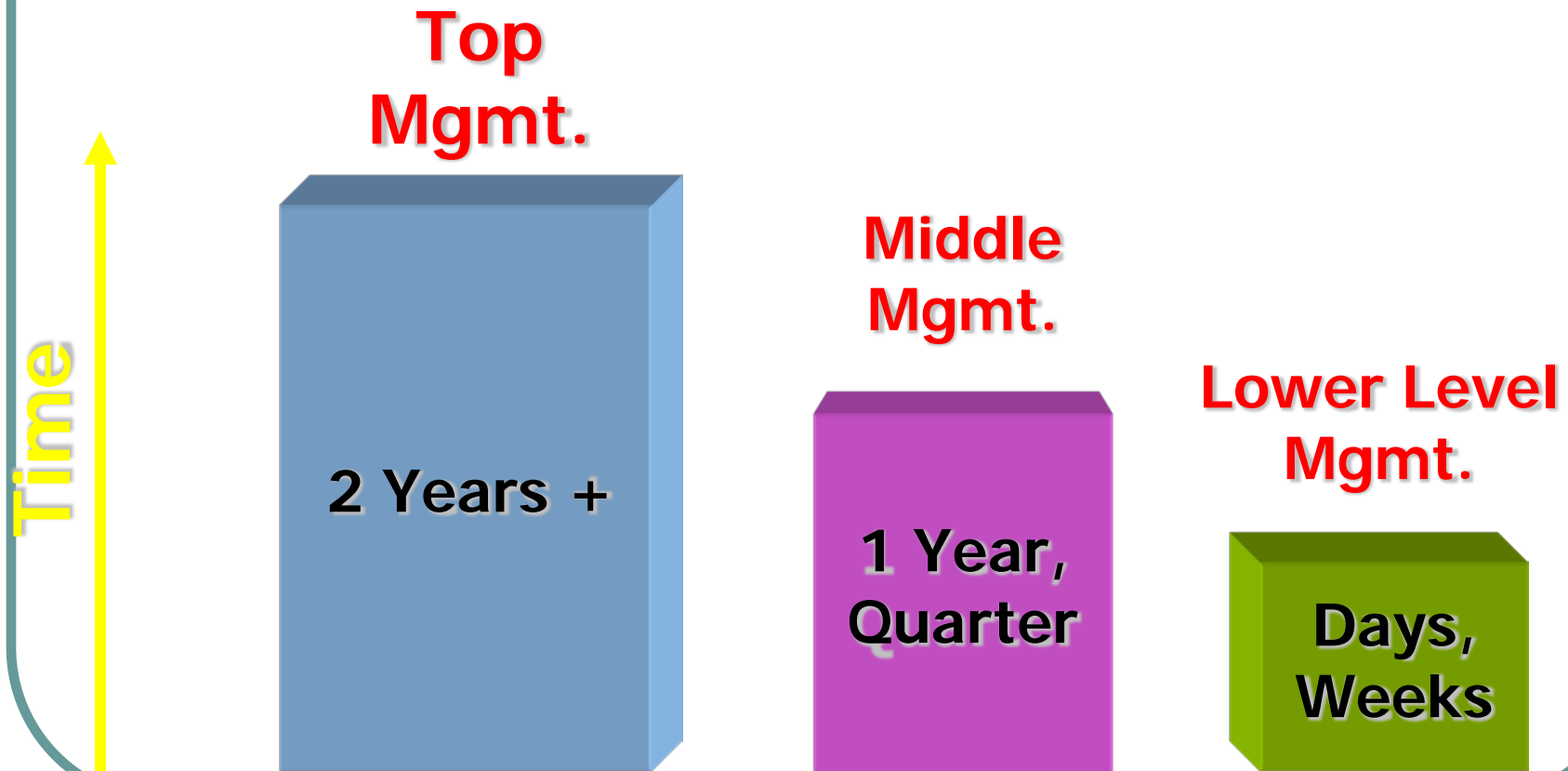
Entering the public equity market capped a year of historic

India and China (the BRIC countries) during the year a particularly strong performance in China, where our partners delivered 2.4 million cars and trucks. While, we continued the aggressive implementation of a restructuring plan in Europe to position our business to operate at a lower break-even level.

“Our plan is to steadily invest in creating world-class vehicles, which will continuously drive our cycle of growth through great design, high quality and higher profitability.”

In the United States, GM saw robust sales across all our brands—Cadillac, Chevrolet, Buick and GMC—to an exciting lineup of vehicles that have captured the imagination of customers and critics alike. editor

Management Planning Levels & Time Spans



SWOT Analysis





Our Mission

At Microsoft, our mission and values are to help people and businesses throughout the world realize their full potential.



About Microsoft

Explore this About Microsoft Web site to find out how we are living our mission and values. For specific, product-related information, please go to <http://www.microsoft.com>.



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Corporate Citizenship

Every successful corporation has a responsibility to use its resources and influence to make a positive impact on the world and its people. Microsoft's [Global Citizenship Initiative](#) is focused on mobilizing our resources across the company and around the



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