

MANAGING



REITZ & JEWELL

MANAGING

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PREFACE

Why is this book entitled *Managing*, rather than the more traditional *Management*? Because *management* is a concept, while *managing* is an action. Although this book covers the concept and processes of management, it emphasizes what managers *do* to help their organizations, and themselves, succeed.

Our preference for the term managing stems from the fact that, at various times in our careers, we have worked as full-time managers. Not just studied management, but made our living by managing. And our managerial experiences, in industry, small business, and the military have taught us that managers are action-oriented. Surviving, improving, and achieving are the dominant managerial drives. Being a manager is exciting, challenging, varied, and stimulating. Similarly, our teaching experiences have demonstrated that students of management are action-oriented. No great surprise: the principles of self-selection suggest that people who *want to be* managers will be like people who *are* managers in their preferences for doing rather than contemplating.

Out of this background, we have developed a book that differs somewhat from most introductory management texts, although it covers all the topics typically found in such books. Rather than being organized around the traditional management functions, *Managing* is organized around the questions introductory management students most frequently want answered: What's it really like to be a manager? What do managers do? What does it take to be a good manager? What kind of world do managers work in? What opportunities does managing offer? For example, planning and controlling are part of what managers do; behavioral skills and quantitative techniques are needed to be successful; organizational structure and budgets affect the manager's world; entrepreneurial and international careers are some of the opportunities the field offers.

Part 1 responds to the question "Who are managers and what is managing?" It begins with a description of a day in the life of a successful manager, discusses the ways managers typically spend their time, and concludes by showing how contemporary approaches to managing developed.

Part 2 answers the question "What do managers do?" In particular, it explains the functions that managers perform: planning, organizing, directing, and controlling. It shows how these functions affect the decisions that a manager must make on a day-to-day basis.

Part 3 examines what it takes to be a successful manager. Chapters 8 through 13 describe skills necessary to deal with individual and group behavior, communications and decision-making situations, creativity and innovation, and the use of power, influence, and leadership, as well as important tools such as management information systems and quantitative management techniques.

Part 4 describes the world within which managers operate—a world defined by the organization's structure and design, policies, and budgets. We have been careful to describe this world from the perspective of the student and beginning manager, focusing on ways to understand, work with, and use structure, policy, and budgets, rather than how to design organizations and create corporate strategy. This part also discusses the role of staffing and human-resource management in contemporary organizations, and the external forces, including unions, government, and society itself, that all managers face. It concludes with a frank discussion of the problems created by the stress inherent in managing today, as well as the importance of time management.

Part 5 describes in detail two special managerial worlds—those of the entrepreneur and the international manager. Finally it examines management as a career, and the opportunities and challenges it provides.

We use several distinctive features to convey the world of managing and management. Each chapter begins with an original vignette that describes someone in a managerial situation and illustrates a particular managerial activity or principle. Most chapters contain a "Management in Action" that depicts contemporary management problems and experiences. Every chapter ends with "The Bottom Line," which suggests practical applications of the material in that chapter. End-of-chapter cases demonstrate ways to apply the material to managerial problems.

In addition, occasional "Reports from the Field" provide insights into the perspectives of practicing managers who not so long ago were students of management themselves. These reports are drawn from exclusive interviews with successful managers between the ages of 29 and 45. Throughout the book, up-to-date examples from contemporary organizations are used to explain, illustrate, and highlight material. Care has been taken to include examples of managers working in a variety of organizations, from small businesses to multinational corporations, service industries as well as manufacturing, government, education, military, health care, arts, and entertainment.

Our thanks go to all those who reviewed this book in one form or another, especially Joe McGuire and Lyman Porter, who read every word of three drafts, and all those managers and students whose inputs helped shape the content and context of this material.

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1 / What Is Managing?

Part 1 introduces you to the world of managers and management—the people and their jobs—and to the origins of current approaches to managing.

1 / Who Managers Are and What They Do describes managers as people of action and explains what makes them unique. The manager's environment is shown as both exciting and varied. This chapter discloses some skills and techniques modern managers use to function successfully.

2 / Management Thinking: Its Origins and Development takes us from the beginnings of management thinking through its evolution into current management techniques and approaches. The chapter introduces the managerial concepts of several influential men and women and explains how these principles helped shape current management practices.

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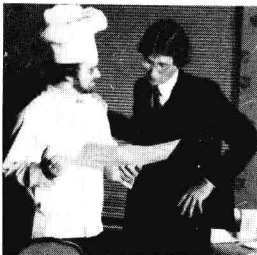
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1 / Who Managers Are and What They Do

The sky was grey and heavy, with just a few streaks of red, as Pat Fischer pulled into the parking lot. It was just before 7:00 A.M., and it looked like snow, which meant potential problems for the plant's sales and delivery forces making their rounds. Maybe we'll get lucky and get them on the road early today, thought Pat. I'll talk to Chris about keeping the sales staff-meeting brief this morning. Twenty minutes saved might help some people beat the traffic snarls that are sure to come at the evening rush hour.

Pat walked into the office and flipped on the lights. Getting in on Mondays before everyone else was a habit born from experience; everything that could happen usually happened on Mondays. As plant manager Pat had learned that failing to get an early start made it virtually impossible to get through the day's routine without staying late. And tonight there'd be little time to work late—Pat and the company president were taking an important customer to dinner and a basketball game.

Pat sat on the edge of the desk and picked up the "List of Things to do Today" memo pad. There were still three items left from last Friday: Check delivery dates for cartons. Talk to inspector. Pick up tickets. Pat copied these items under

Monday, where "Viking demo" and "See Mel about Ziggy" had already been written. "Viking demo" referred to an in-plant demonstration of an industrial robot by an engineering team from Viking Corporation. Pat had seen a demonstration at a industry convention some weeks earlier and was curious about its potential application in the plant. Having persuaded the company president to attend the demonstration, Pat hoped the Viking people would put on a good show. The reminder to "see Mel about Ziggy" concerned the impending retirement of one of the plant's most skilled workers, Sigmund Wagner, who would have to be replaced.

Before Pat could add to the list, the door opened and Jay, the office manager, came hustling in.

"Morning, Jay. You're in early today," said Pat.

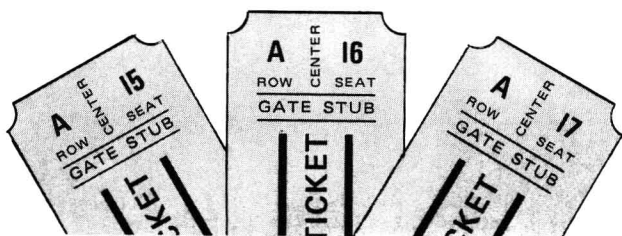
"Hi, Pat. Problem time," replied Jay. "Ann called me at six and said she had the flu and wouldn't be in today. I figured if I got in early I could get to work on her billing, so we can still get invoices out by the afternoon mail."

"OK, Jay, but why don't you call an agency at 8:00 and see if they can't get a temporary replacement over here for the day. We don't want to get too far behind."

"Yeah, OK, Pat," replied Jay, "I'll see what they can do for us."

Pat picked up a clipboard, slipped on a white coat and hard hat, and stepped out into the production area, where work had already begun.

"Morning, Doc," Pat said to the government inspector, who was sipping a cup of coffee from the vending machine. "What's up today?"



"Morning, Pat," smiled the inspector. "Everything's humming so far, but I noticed some problems getting steam up again today. It seems like it takes longer each week to get that water up to temperature on the production line. You know, I can't let the line run unless we're getting 150 degrees."

"Yeah, I know, Doc. Thanks for the warning. I meant to talk to you about that last week. We'll be closed down for President's Day. If it'll hold out 'til then, I've got the boiler repair-people coming out to do a full day's maintenance. That should take care of it."

"It should, Pat, but that's two weeks yet. You're taking a chance waiting that long."

"What else can I do, Doc? With one holiday a month as it is, I can't afford to shut down any other time. Keep your fingers crossed!"

Just then Chris, the sales manager, came up, obviously agitated. "Pat, I need to talk to you. I've got Green Mills on the phone. Their regular supplier had a fire over the weekend and they want to give us a big order if we can guarantee delivery today. I've been after that account for over a year. If we can help them out today, we just might get some regular business out of them."

Why is it that chances like this come only when it's toughest to take advantage of them, wondered Pat. The plant was already operating near capacity, and inventories were low because of a big sales drive that had just ended.

"Have you talked to Mel yet?" Pat inquired.

"No," Chris replied, "I couldn't find him, and I didn't want to wait on this. I don't want to lose this sale!"

"OK, Chris, tell them we'll make delivery this afternoon, but make sure you let them know we'll have to extend ourselves to do it."

"Right, Pat, I'll see that they get the message. Thanks!"

"Oh, and Chris," Pat called out as



Chris hurried away, "when you get through guaranteeing delivery, then find Mel and me and let's see if we can figure out how to do it."

"Will do," winked Chris, hustling back to the phone.

Thank God for a production manager like Mel, reflected Pat. Mel generally reacted to special demands and crises with a great deal of bluster but inevitably delivered the goods, and he seemed to enjoy doing the impossible most of the time.

Pat turned and headed for the loading dock to see how the loading of salesmen's trucks had progressed, remembering too late to encourage Chris to cut the sales meeting short. But Chris was already back on the phone to Green Mills, so Pat continued to the dock.

The eleven trucks were all in various stages of being loaded. As drivers and helpers moved about, shouting and laughing, Pat spoke to each in turn, checking their loading sheets and encouraging them to get on the road early. The drivers shared Pat's concern about the weather and paused only briefly to talk. As Pat reached the last