

公共管理案例分析

PUBLIC MANAGEMENT
CASE ANALYSIS

刘奕 著

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刘 奕 著

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Chapter 1 Public Management Foundation

第一章 公共管理基础

1. Learning Outcomes

1.1 Who Are Managers?

- Explain how managers differ from non-managerial employees.
- Describe how to classify managers in organizations.

1.2 What Is Management?

- Define management.
- Explain why efficiency and effectiveness are important to management.

1.3 What Do Managers Do?

- Describe the four functions of management.
- Explain Mintzberg's managerial roles.
- Describe Katz's three essential managerial skills and how the importance of these skills changes depending on managerial level.
- Discuss the changes that are impacting manager's jobs.
- Explain why customer service and innovation are important to the manager's job.

1.4 What Is An Organization?

- Explain the characteristics of an organization.

- Describe how today's organizations are structured.

1.5 Why Study Management?

- Discuss why it's important to understand management.
- Explain the universality of management concept.
- Describe the rewards and challenges of being a manager.

1.6 Historical Background of Management

- Explain why studying management history is important.
- Describe some early evidences of management practice.
- Describe two important historical events that are significant to the study of management.

1.7 Classical Approach

- Describe the important contributions made by Frederick W. Taylor and Frank and Lillian Gilbreth.
- Discuss Fayol's and Weber's contributions to management theory.
- Explain how today's managers use scientific management and general administrative theory.

1.8 Quantitative Approach

- Explain what the quantitative approach has contributed to the field of management.
- Describe total quality management.
- Discuss how today's managers use the quantitative approach.

1.9 Behavioral Approach

- Describe the contributions of the early advocates of OB.
- Explain the contributions of the Hawthorne Studies to the field of management.
- Discuss how today's managers use the behavioral approach.

1.10 Contemporary Approach

- Describe an organization using the systems approach.
- Discuss how the systems approach helps us understand management.
- Explain how the contingency approach is appropriate for studying management.

1. 学习目标

1.1 谁是管理者?

- 解释管理人员和非管理人员的差别。
- 描述组织中管理人员的等级。

1.2 什么是管理?

- 定义管理。
- 解释效率和效果对于管理的重要性。

1.3 管理者做什么?

- 描述管理的四个职能。
- 解释明茨伯格的管理角色理论。
- 描述卡茨的三种管理技能以及不同层次下这些技能重要度的变化。
- 论述影响管理者工作的变革。
- 解释顾客服务和创新对于管理者工作的重要性。

1.4 什么是组织?

- 描述组织的特征。
- 解释组织概念的变迁。

1.5 为什么要学习管理?

- 解释管理普遍性的概念。
- 论述理解管理的重要性。
- 描述成为一名管理者的挑战和回报。

1.6 管理的历史背景

- 解释为什么学习管理史很重要。
- 描述一些管理实践的早期证据。
- 描述对管理学研究有重要意义的两个重要历史事件。

1.7 经典方法

- 描述弗雷德里克·W.泰勒、弗兰克和莉莲·吉尔布雷斯作出的重要贡献。
- 讨论法约尔和韦伯对管理理论的贡献。
- 解释当今管理者如何运用科学管理和一般行政理论。

1.8 定量方法

- 解释定量方法对管理领域的贡献。
- 描述全面质量管理。
- 讨论今天的管理者如何使用定量方法。

1.9 行为方法

- 描述组织行为(OB)早期倡导者的贡献。
- 阐述霍桑研究对管理领域的贡献。
- 讨论今天的管理者如何使用行为方法。

1.10 现代方法

- 描述一个使用系统方法的组织。
- 讨论系统方法如何帮助我们理解管理。
- 解释权变方法如何适用于管理学习。

2. Theoretical Summary

2.1 Who Are Managers?

2.1.1 Manager: Someone who coordinates and oversees the work of other

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people so that organizational goals can be accomplished.

2.1.2 Classifying Managers

(1) First-line Managers: Individuals who manage the work of non-managerial employees.

(2) Middle Managers: Individuals who manage the work of first-line managers.

(3) Top Managers: Individuals who are responsible for making organization-wide decisions and establishing plans and goals that affect the entire organization.



Exhibit 1-1 Managerial Levels

2.2 What Is Management?

2.2.1 Management involves coordinating and overseeing the work activities of others so that their activities are completed efficiently and effectively.

2.2.2 Managerial Concerns

(1) Efficiency: "Doing things right"—Getting the most output for the least inputs.

(2) Effectiveness: "Doing the right things"—Attaining organizational goals.

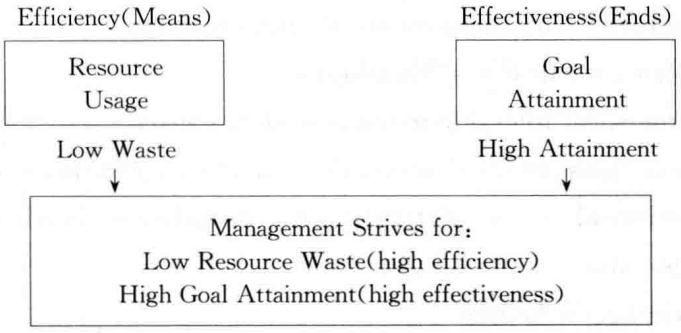

Exhibit 1-2 Effectiveness and Efficiency in Management

2.3 What Managers Do?

2.3.1 Three Approaches to Defining What Managers Do.

(1) Functions they perform.

(2) Roles they play.

(3) Skills they need.

2.3.2 Functions Manager's Perform

(1) Planning: Defining goals, establishing strategies to achieve goals, developing plans to integrate and coordinate activities.

(2) Organizing: Arranging and structuring work to accomplish organizational goals.

(3) Leading: Working with and through people to accomplish goals.

(4) Controlling: Monitoring, comparing, and correcting work.

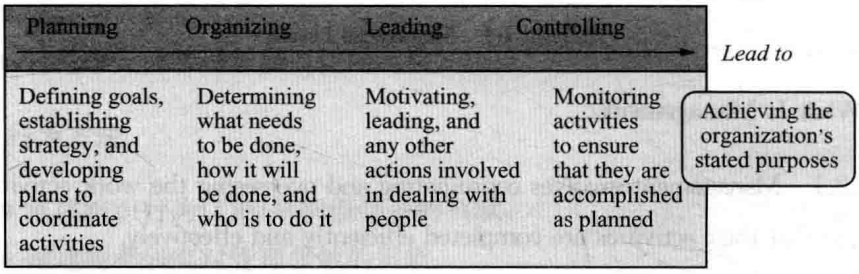

Exhibit 1-3 Management Functions

2.3.3 Roles Manager's Play

(1) Roles are specific actions or behaviors expected of a manager.

(2) Mintzberg identified 10 roles grouped around interpersonal relationships, the transfer of information, and decision making.

2.3.4 Management Roles(Mintzberg)

(1) Interpersonal roles:Figurehead, leader, liaison.

(2) Informational roles:Monitor, disseminator, spokesperson.

(3) Decisional roles: Entrepreneur, disturbance handler, resource allocator, negotiator.

2.3.5 Manager's Actions

(1) Thoughtful thinking.

(2) Practical doing.

2.3.6 Skills Managers Need

(1) Technical skills: Knowledge and proficiency in a specific field.

(2) Human skills: The ability to work well with other people.

(3) Conceptual skills: The ability to think and conceptualize about abstract and complex situations concerning the organization.

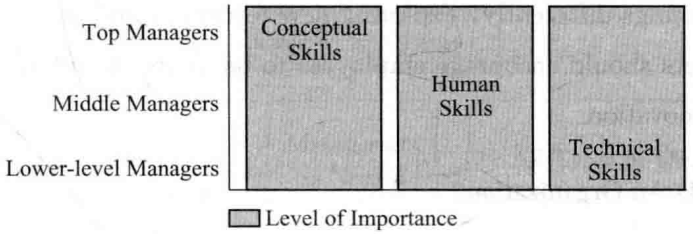

Exhibit 1-4 Skills Needed at Different Management Levels

2.3.7 How The Manager's Job Is Changing

Change	Impact of Change
Changing Technology(Digitization) →	Shifting organizational boundaries Virtual workplaces More mobile workforce Flexible work arrangements Empowered employees Work life-personal life balance
Changing Security Threats →	Risk management Restructured workplace Discrimination concerns Globalization concerns Employee assistance Uncertainty over future energy sources/prices
Increased Emphasis on Organizational and Managerial Ethics →	Redefined values Rebuilding trust Increased accountability
Increased Competitiveness →	Customer service Innovation Globalization Efficiency/productivity

Exhibit 1-5 Changes Affecting a Manager's Job

(1) The Increasing Importance of Customers

Customers: the reason that organizations exist.

Managing customer relationships is the responsibility of all managers and employees.

Consistent high quality customer service is essential for survival.

(2) Innovation

Doing things differently, exploring new territory, and taking risks.

Managers should encourage employees to be aware of and act on opportunities for innovation.

2.4 What Is An Organization?

2.4.1 An Organization Defined

A deliberate arrangement of people to accomplish some specific purpose (that individuals independently could not accomplish alone).

2.4.2 Common Characteristics of Organizations

(1) Have a distinct purpose(goal).

(2) Composed of people.

(3) Have a deliberate structure.

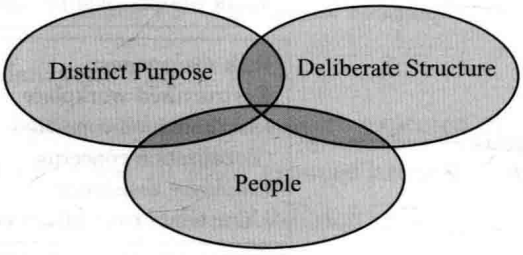

Exhibit 1-6 Characteristics of Organizations

2.5 Why Study Management?

The Value of Studying Management:

(1) The universality of management: Good management is needed in all organizations.

(2) The reality of work: Employees either manage or are managed.

(3) Rewards and challenges of being a manager.

Management offers challenging, exciting and creative opportunities for meaningful and fulfilling work.

Successful managers receive significant monetary rewards for their efforts.

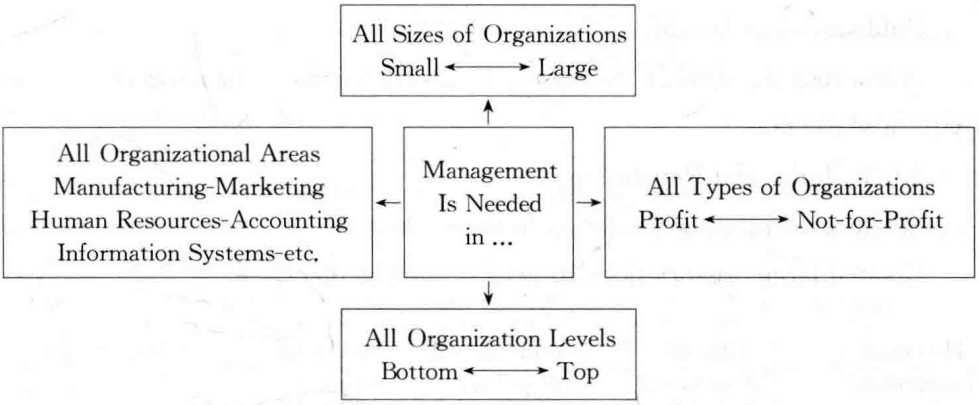

Exhibit 1-7 Universal Need for Management

Rewards	Challenges
● 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 form of salaries, bonuses, and stock options ● Good managers are needed by organizations	● 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 ● Successfully blend knowledge, skills, ambitions, and experiences of a diverse work group ● Success depends on others' work performance

Exhibit 1-8 Rewards and Challenges of Being A Manager

2.6 Historical Background of Management

2.6.1 Ancient Management

Egypt(pyramids) and China(Great Wall).

Venetians(floating warship assembly lines).

2.6.2 Adam Smith

Published The Wealth of Nations in 1776.

Advocated the division of labor(job specialization) to increase the productivity of workers.

2.6.3 Industrial Revolution

Substituted machine power for human labor.

Created large organizations in need of management.

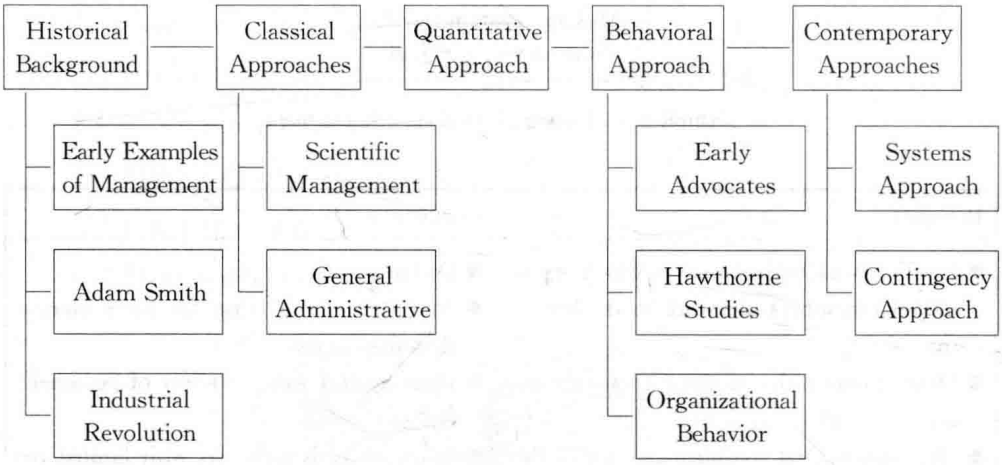

Exhibit 1-9 Major Approaches to Management

2.6.4 Approaches to Management

(1) Classical (2) Quantitative

(3) Behavioral (4) Contemporary

2.7 Classical method

2.7.1 Scientific Management

Fredrick Winslow Taylor

(1) The "father" of scientific management.

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