

1 Perspectives on management

A What is managing?

重要業績評価指標	KPI : Key Performance Indicators
■顧客の要望を見極める	(I) customer's (n)
■目標を設定し、必要な*資源を割り当てる	(S) targets and putting the necessary (r) in place
■自己の仕事と管理しているチームのプランニングとスケジュールリング	Planning and scheduling their own work and the team they manage
■パフォーマンスと達成した実績の評価	(M) performance and the outcomes (a)
■結果報告	Reporting on (r)

*資源—物資 materials, 人的資源 human resources, 財源 financial resources

B Mintzberg

Manager's job in three categories:

- Interpersonal roles — a manager is the **figurehead**, providing **leadership** for the team, the department or the organization and **liaising** with other stakeholders.
- Information roles — a manager has to be an **effective communicator** as information constantly moves in, round and out for the organization.
- Decision roles — a manager has responsibility for **spotting opportunities**, **allocating resources** and **dealing with conflict** or the day-to-day differences that can arise in any team or organization.

C Management practice

John is speaking to some new recruits at a major firm of management consultants, where he is to be their mentor during the first six months:

“Welcome to AXAM! I have three pieces of advice as you make the move from studying management to the real-world environment in which we work:

First: you need to be a **team player**. Our success here comes from **collaborating with colleagues** to create feasible solutions when we are **interacting with clients**.

Second: all the solutions that you recommend to our clients have to be practical rather than academic. You have to **integrate** what you have been learning and constantly **challenge your own assumptions**. You need to be able to **develop creative thinking skills** and **discuss complex issues** in the workplace from a ‘people perspective’.

And finally: if you do not know something, or you are uncertain about how we do things here, please ask!

“We hope you enjoy your time here and we look forward to working with you.”

1 Perspectives on management exercise sheet

Exercise 1

Fill in the blanks in the KPI.



Exercise 2

Read B Mintzberg's definition and identify how these three categories can apply to your futures job. Discuss in a group for each category.

eg. I think it is important to...
“...” means to me that...
I need to practice “...” when...
I want to try...
I want to be...
I guess...



Henry Mintzberg

Exercise 3

Read C message and imagine your future job. Discuss in a group how you can effectively apply the message to your future job. Or some occasions that happened to you positively and negatively in the past.

