

# Management Principles

CORPORATE LEARNING COURSE

“TEAM BUILDING” BLOCK

SEMINAR 3.4

## SCOPE

*This seminar discusses the basic principles of management. This lesson will help you comprehend how to use these principles in a team environment. This lesson also covers some of the leading theories and approaches to management that has been widely accepted over the years. Finally, there is a brief discussion about leadership versus management followed by an exercise. Hopefully, the exercise will help you apply some of the information you learned from this lesson.*

## OBJECTIVES

- 1. Describe basic management principles*
- 2. Describe the concepts of span of control and unity of command*
- 3. Describe characteristics of some of the leading management theories*
- 4. Compare and contrast leadership and management*

## DURATION

*50 minutes*

## SPECIAL NOTES

*Some of the information pertaining to the principles of management was taken from Principles of Modern Management by Samuel Certo.*

## INTRODUCTION

*State your topic and introduce yourself.*

## ATTENTION

*What does it mean to be a good manager? What is involved? Are there certain principles that managers should follow to be successful? These are the kind of questions we will answer during this lesson. Are managers and leaders the same? We'll discuss that too. We probably all have an idea of what it takes to be a good manager, and everyone will get a chance to discuss their ideas.*

## MOTIVATION

*Why do we care about being a good manager? We are all managers of something. Whether it is managing our individual budget or managing a large corporation, we all manage. Being a good manager can save you lots of time, energy and money, as well as bring you the satisfaction of handling situations effectively. Good managers impact others in positive ways. Good managers are a valuable resource in our personal and professional lives.*

## OVERVIEW

*Let's begin our discussion by listing some of the main principles of management, principles that are accepted by the majority of people in the field as being necessary and helpful to being a successful manager. We'll discuss those for a few minutes and then move on to a couple of concepts that will be particularly applicable to you as a CAP member; span of control and unity of command. Then, let's talk about some of the latest management theories that are popular today. Finally, let's spend a few minutes comparing and contrasting leadership and management. At the end of the lesson, we will participate in a group exercise that will reinforce some of the principles we discussed today.*

## **MANAGEMENT DEFINED**

*Define management – (ask students for a definition) Lots of answers will work, but a good one is the process of reaching organizational goals by working with people and other resources. Another definition could be – knowing what you want people to do, and then getting them to do it the best way. Managers must concentrate on reaching organizational goals, and they should use their resources to accomplish those goals.*

*For many years the management process has been divided into principles, sometimes called functions. Some sources will state that there are five principles and others will say there are four. For this lesson, we will use four: planning, organizing, influencing, and controlling. Some people use decision making as a fifth principle, but we will use decision making as part of the planning process. Also, some use leading instead of influencing, but we like the term influencing better. Certainly, leading is a part of influencing, but we will discuss the differences between leadership and management later in this lesson.*

*Management is a continuing process, and managers are always involved in some way with these principles. These principles are designed to help managers accomplish organizational objectives, and good managers will use them. These principles are not isolated but are interwoven throughout the manager's thoughts and actions. Managers must combine and coordinate these principles and must maximize their value to achieve their goals. Managers strive to be effective and efficient and these principles help them. These management principles are universal and applicable to all types of businesses and organizations.*

## **FOUR PRINCIPLES (OR FUNCTIONS)**

*Each of these principles could be studied in depth for hours; however, for our purposes we will take a look at some of the basic ideas behind each of them.*

**Planning** – *determining the organization's goals and deciding how best to achieve them. Planning involves choosing tasks that must be performed and how and when they will be performed. Planning outlines how to be successful. It takes time, coordination, expertise, and objectivity. Effective planning takes much effort and the ability to take a broad objective view. Decision making is also included with planning because it involves selecting the best course of action to achieve success.*

## **DISCUSSION QUESTION**

*What are some examples of planning in your CAP squadron? (Anticipated response: a Cadet Programs Officer deciding how to spend the two hours allotted for that evening; or, an Aerospace Education Officer deciding when to take the cadets on a field trip and how to make it work.) It should be fairly obvious that success can not be achieved without careful planning.*

Successful planning is a process. It is the first management principle that must be developed and all the others are interrelated to it. It is the foundation for success. Samuel Certo, in the *Principles of Modern Management*, suggests there are six steps in the planning process: 1) Stating organizational objectives – the objectives must be clear for proper planning; 2) Listing alternative ways of reaching objectives – a manager should list several available alternatives; 3) Develop premises upon which each alternative is based – these premises are assumptions and these assumptions will help you work through the alternatives; 4) Choosing the best alternative for reaching objectives – evaluate the alternatives based on your assumptions and choose; 5) Develop plans to pursue the chosen alternative – a manager should develop strategic and tactical plans; and 6) Putting the plans into action – organization can not benefit until the plans are put into action; both short plans and long range plans.

## DISCUSSION QUESTION

What are some examples from your personal experience of good, successful planning? They can come from CAP or from your professional lives. Ask your students if they went through any of the above steps in finalizing their plans?

When you are putting these six steps above into action you are making many decisions. A decision is basically making a choice between many variables. After careful thought decisions must be made. A manager can't get away from making decisions and in fact makes many every day. Using a process like the above steps will help a manager make good decisions and good decisions are very important for the organization.

**Organizing** - assigning tasks to various individuals or groups; puts plan into action. People are given work assignments that contribute to achieving the goals. Organizing involves using your resources appropriately to reach the organization's goals. Organizing is the primary way managers activate their plans. Organizing involves knowing your organization and your people. According to Certo, there should be five steps in the organizing process: 1) reflect on plans and objectives; you must keep these plans and objectives in mind at all times. They guide you through the entire management process; 2) establish major tasks; determine what are the major responsibilities or tasks; 3) divide major tasks into subtasks; this is a critical step to help you get to the details; 4) allocate resources; determine how many people and other resources must be devoted to each area; you may have to form work groups, committees, or teams to accomplish the tasks; make sure they have the proper resources to be successful; and 5) evaluate the results of your strategy; take a critical and objective look at the results.

Organizing involves coordination. Coordinating activities and efforts is crucial to your efficiency and effectiveness as a manager. This helps you organize and manage your resources better. Encourage initiative and responsibility, while maintaining discipline and defining duties are important aspects of organizing.

## DISCUSSION QUESTION

Again, look for feedback from your students. Ask how they have approached accomplishing tasks before. Tie that into the above mentioned steps.

**Influencing** – guiding the activities of the organization’s members. Over the years, influencing has been referred to as motivating, directing, or leading. Leading seems to be the term used most frequently these days, but we don’t want to confuse that with the concept of leadership; so, we’ll stay with influencing. Regardless of the term you use, they all mean the same as applied to the management process. The ultimate goal for influencing people is to achieve the organization’s goals. Whether those goals are to increase productivity, or to make more money, or to save lives, a manager must influence employees to accomplish the goals and missions of the organization.

One way to influence people is through effective communication. Your skill as an effective communicator is a great tool for accomplishing your organization’s goals. If you agree that communicating is the sharing of information then you realize that both verbal and written communications are vital to influencing your employees. Good managers realize that employees need information to do their jobs and good managers aren’t afraid to share that information. Good managers also realize that everything they do communicates, whether it is verbal or non-verbal. Communication can be a lesson all on its own, but that is not our intent here. So, just one other comment needs to be made and that is that good managers know the value of feedback. Be sure to keep your door open and allow for feedback from your employees.

## DISCUSSION QUESTION

*Motivating your employees is vital to the achievement of the organization’s goals. (What are some ways to motivate CAP members?) In CAP, we have promotions, awards, and recognition to motivate members. We also have more altruistic ways, such as, serving others and helping others. Motivation is another topic that could be a lesson by itself, but for our purposes motivation is what urges our members to become and stay involved with our organization. Organizational members must want to do something, must be motivated, in order for success to be achieved.*

**Controlling** – in the context of management, controlling is making things happen as planned. Controlling is the continuing process of monitoring the progress being made by your workers. Managers must make sure that the organization is performing as planned and will accomplish its goals. Controlling involves gathering information and measuring performance. The performance must be measured against some standard and then managers must be willing and ready to take corrective action as necessary to get back on track. When thinking about controlling managers must realize that there are many, many different activities within their responsibility. A manager not only has employees, but also a physical plant or building, inventory, and finances to consider. There are many variables involved with controlling. And, of course controlling is certainly a continuing process.

*In today’s world, controlling is a vital part of being an effective manager. Circumstances seem to change more frequently than ever before. Today’s world is more complex and turbulent and that impacts on organizations. Good managers will have planned and be ready when changes occur. However, sometimes circumstances are beyond a manager’s control and the manager must still be ready to make quick, good decisions.*

If a manager has established standards and has measured performance then that manager is ready to evaluate and act. One area where managers must have strength of conviction is in the area of taking corrective action. These changing circumstances are going to happen and a manager must control what must be done. Indecision can ruin an organization. Flexibility and objectivity are important here. A manager must look at his or her resources objectively and then realize that the control system must be flexible enough to handle the changes.

## DISCUSSION QUESTION

How have you controlled things in your lives before? You can use CAP examples or any others that come to mind?

## SPAN OF CONTROL AND UNITY OF COMMAND

These two principles are singled out because of their relevance to Civil Air Patrol. These are important concepts in any organization, but especially in an organization like ours. **Span of Control** has been a concern of organizations for many years. It refers to the number of individuals a manager supervises. It also implies how many a manager can supervise effectively. If manager have too many people working for them they can lose their effectiveness and this definitely hurts the organization. Productivity would be decreased as well as interpersonal relationships. There is no magic number for the exact amount of people one manager can supervise, but years ago six was a number mentioned by many textbooks. Now, I've seen 3-9 used, but again that depends on both the workers and the manager. The importance of this concept is that it is a crucial factor in structuring an organization and has hug impact on the organization. By the way, span of control is the term used in military texts, but span of management is more often used in industry texts. They both mean the same.

## DISCUSSION QUESTION

How many people do you think a manager can effectively manage? Why?

**Unity of Command** means that an individual should only have one boss. Unity of Command can keep responsibilities from overlapping and thus hold down confusion. Additionally, too many bosses giving orders can be very frustrating and confusing for a worker. This would certainly cause inefficiencies and ineffectiveness.

## DISCUSSION QUESTION

Why is unity of command important? What can happen if it is not followed? Can you give examples from your personal experiences?

## MANAGEMENT THEORIES

We are referring to this section as *Management Theories*, but many texts and other sources refer to these theories as *management approaches* or *management concepts*. Regardless of what you call them, we are talking about some of the historical and leading concepts in the field of management. For many of us, it would certainly be worth our time to read over many of these ideas in more detail. Here are just a few general ideas about some of these theories.

**The Classical Approach:** this was the first significant effort to develop a body of management thought. This approach is actually broken down into two categories, *Scientific Management* and *Classical Organization Theory*. History records the approach as the first concentrated effort to study management. *Scientific Management* was concerned with the management of work and with the workers. It also was looking for the one best way to perform a task. The leading proponent was *Frederick Taylor*, and he would observe and time each element of a worker's job trying to find more efficient ways of doing the task. *Classical Organization Theory* focused more on managing the total organization. *Henry Fayol* was the leader in this field, and he was the first to identify *planning, organizing, leading, and controlling* as important managerial concepts. He also expressed many other principles such as: *division of labor, authority, discipline, unity of command* and many others.

**The Behavioral Approach:** this strives to increase production by understanding the people. This approach believed that understanding the people and adapting the organization to them would result in increased production. The approach was concerned with individual attributes and behaviors in a group process. The primary catalyst for this movement was the *Hawthorne Studies*. This well documented study manipulated the illumination of workers in a plant. The results indicated that no matter what happened to the lights the production increased because attention was being paid to the workers.

**Theory X and Theory Y:** is part of the overall **Human Relations Movement** that impacted management for many years. *Abraham Maslow* was a leader in this area, but his famous "hierarchy of needs" is more of a motivational theory than a management theory. However, *Theory X*, *Theory Y* was very popular and tremendously influenced managers for a long time. This theory involved the assumptions a manager would make about people. If a manager used *Theory X* he felt that his workers were lazy, lacked initiative and disliked work. They needed to be closely supervised. *Theory Y* referred to workers that were full of initiative, self-directed and committed to the organization.

**Management by Objectives:** was a widely popular approach several years ago. *Peter Drucker* is credited with developing this approach. This approach emphasized that a manager and a subordinate would get together and set goals for the subordinate, with the understanding that achieving these goals would be a major factor in evaluating the subordinate's job performance. This approach was supposed to begin at the top of the organization and all the way through it. Therefore, it was the achievement of these objectives that would determine the success or failure of an organization. Obviously, the better these objectives and goals were stated and then subsequently accomplished the more likely the organization would succeed.

## DISCUSSION QUESTION

*Which of these theories has the most merit for you? Have you used any of these before?*

## LEADERSHIP VS. MANAGEMENT

*Many people like to debate the differences between leadership and management, and which they think is most important. Both are very important concepts when dealing with organizations and people. Leadership is guiding the behavior of others. A leader is trying to get people to do what he or she wants them to do. Leadership directs people to accomplish objectives. Leadership involves the leader and who is being lead, so, leadership is about people. The central theme about leadership is accomplishing something through people. The common thread is people.*

*Management is concerned with more than just people. Managers are concerned with all the other resources available to them, as well as people. Managers must bring all of their resources together to accomplish their goals. Managing is a broader scope than leading. In fact, leading is usually thought of as one of the four or five functions of management. Not all leaders are managers, and not all managers are leaders; although most effective managers are probably good leaders too.*

## SUMMARY

*Review the main points of the lesson by naming the four principles of management and defining them, as well as defining span of control and unity of command, and naming some of the important management theories. Give a distinction between leadership and management.*

**Exercise: Baseball Team Exercise**

**Time: 20 minutes**

Divide your group into 2 to 4 teams so that each team will have somewhere between 3-6 members. You can use any number that works for you, but you don't want too many on the same team because the interaction between the members will cause the exercise to be very long. The exercise is designed to use some of the principles of management that we discussed in this lesson.

Select a group leader for each group. The problem is called the Baseball Team Exercise and involves each group trying to determine who plays each position on a baseball team based on the clues below. Solving the problem is part of the exercise and analyzing the group leader and the interaction between the team members are the other important considerations. When time expires go over the correct answers and discuss each group's answers and processes. Here is the information:

- a. Andy dislikes the catcher.
- b. Ed's sister is engaged to the second baseman.
- c. The center fielder is taller than the right fielder.
- d. Harry and the third baseman live in the same building.
- e. Paul and Allen each won \$20 from the pitcher at pinochle.
- f. Ed and the outfielders play poker during their free time.
- g. The pitcher's wife is the third baseman's sister.
- h. All the battery (pitcher and catcher) and the infield, except Allen, Harry, and Andy, are shorter than Sam.
- i. Paul, Andy, and the shortstop lost \$150 each at the racetrack.
- j. Paul, Harry, Bill, and the catcher took a trouncing from the second baseman at pool.
- k. Sam is undergoing a divorce.
- l. The catcher and the third baseman each have two children.
- m. Ed, Paul, Jerry, the right fielder, and the center fielder are bachelors; the others are married.
- n. The shortstop, the third baseman, and Bill each won \$100 betting on the fights.

Here is the solution:

Catcher: Allen

Pitcher: Harry

First baseman: Paul

Second baseman: Jerry

Third baseman: Andy

Shortstop: Ed

Left field: Sam

Center field: Bill

Right field: Mike

**CONCLUSION**

Thank your group for their participation and take a break.