



The Course & package of Handouts are based on the BOOKS:

- GML – *Global Management Lectures* (2016 – Joe Santangelo)
- EXPORT MANAGEMENT & Corporate Strategy (2016 – Joe Santangelo)
- CONTEMPORARY MANAGEMENT (2016 – Jennifer George)
- DEFINITIONS taken from: WEB-FINANCE INC. - Business Dictionary



INTERNATIONAL ACADEMY OF ROME

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COURSE: ENGINEERING MANAGEMENT (CERTIFICATE) INE4009

SESSION: 1) MANAGER & MANAGING ORGANIZATIONS

Introduction



PRELIMINARY DEFINITIONS (1 / 2)

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COMPANY:

Economic Definition

A voluntary association formed and organized to carry on a business.

Types of companies include sole proprietorship, partnership, limited liability, corporation, and public limited company.

Juridical Definition

WITH the CONTRACT of (in)CORPORATION (AoA), two or more SHAREHOLDERS share TANGIBLE/UNTANGIBLE ASSETS for leading an ECONOMIC ENTREPRENEURSHIP, finalized to PROFIT.

PRELIMINARY DEFINITIONs (2/2)

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#	CONTENT	AREA
1	CONTRACT	GIURIDICAL
2	SHAREHOLDERs	PSYCHOLOGICAL/BEHAVIOURAL
3	MONEY-HR-ASSETs	FINANCIAL/HR
4	MANAGEMENT	STRATEGY/MANAGEMENT
5	ENTREPRENEURSHIP	ENGINEERING/TECHNICAL/COMMERCIAL
6	PROFIT	COMMERCIAL

MANAGEMENT ↔ LEADERSHIP

9 Differences Between Managers and Leaders - by Mark Sanborn		
1 Managers have employees.	W H I L E	Leaders win followers. 1
2 Managers react to change.		Leaders create change. 2
3 Managers have good ideas.		Leaders implement them. 3
4 Managers communicate.		Leaders persuade . 4
5 Managers direct groups.		Leaders create teams. 5
6 Managers try to be heroes.		Leaders make heroes of everyone around them. 6
7 Managers take credit.		Leaders take responsibility . 7
8 Managers are focused.		Leaders create shared focus. 8
9 Managers exercise power over people.		Leaders develop power with people. 9

DEFINITIONS (1 / 3)

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LEADER:

A person who holds a dominant or superior position within its field, and is able to exercise a high degree of control or influence, over others.

**LEADERSHIP:
A matter of QUALITY**

DEFINITIONs (2/3)

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MANAGER:

An individual who is in charge of a specific group of tasks, or a certain subset of a company.

A manager often has a staff of people who report to him or her.

MANUS-AGERE → to HANDLE → MANAGEMENT
(Ancient Latin)

→ MANAGEMENT ↔ RESOURCEs

MANAGEMENT:
A matter of
QUANTITY &
TECHNICALITIEs

DEFINITIONS (3/3)

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BASICS: main Roles & Tasks of a Manager

Management operates through five basic functions: planning, organizing, coordinating, commanding, and controlling.

- **Planning**: Deciding what needs to happen in the future and generating plans for action (deciding in advance → **DMP**).
- **Organizing**: Making sure the human and nonhuman resources are put into place.
- **Coordinating** (or staffing): Creating a structure through which an organization's goal can be accomplished.
- **Commanding** (or leading): Determining what must be done in a situation and getting people to do it.
- **Controlling**: Checking progress against plans.

DEFINITIONS: EFC ≠ ECN

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EFFICIENCY:

The comparison of what is actually produced or performed with what can be achieved with the same consumption of resources

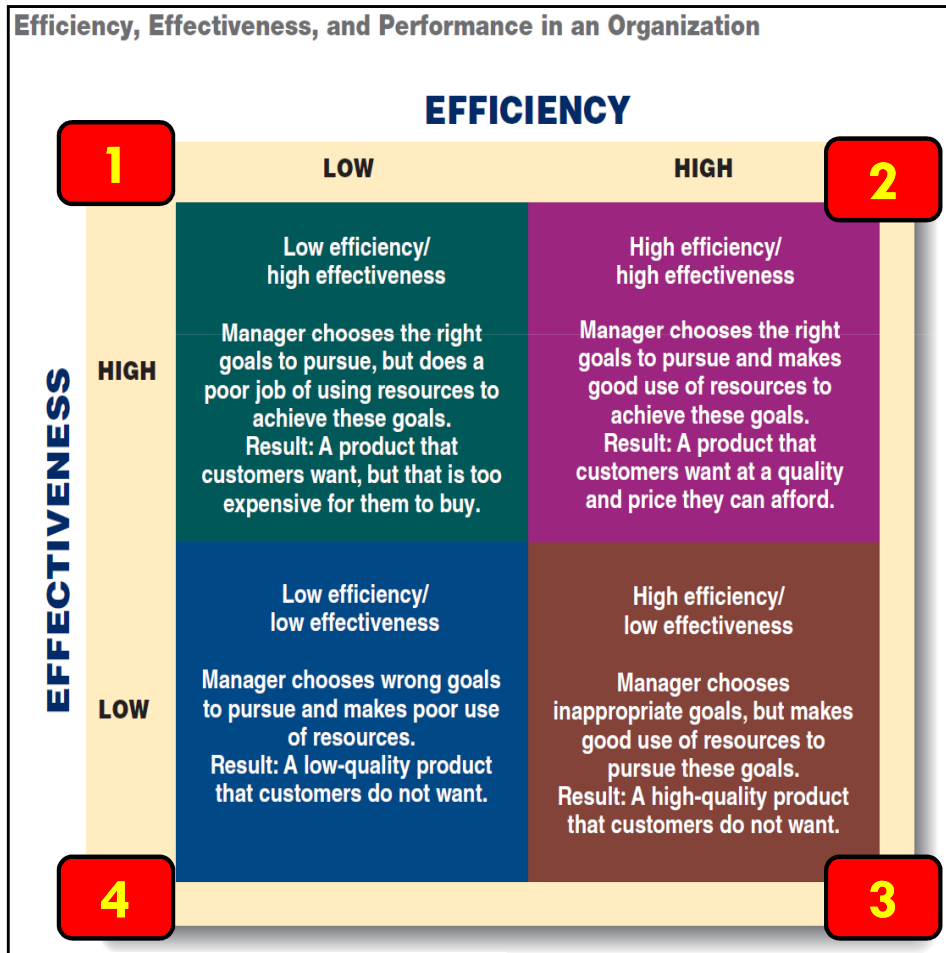
EFFECTIVENESS:

The degree to which objectives are achieved and the extent to which targeted problems are solved.

→ Effectiveness DOES NOT NEED any reference to COSTs – RESOURCEs – MONEY – TIME – INVESTMENT – ROI/ROE/ROA

PERFORMANCE – EFC \leftrightarrow EFN

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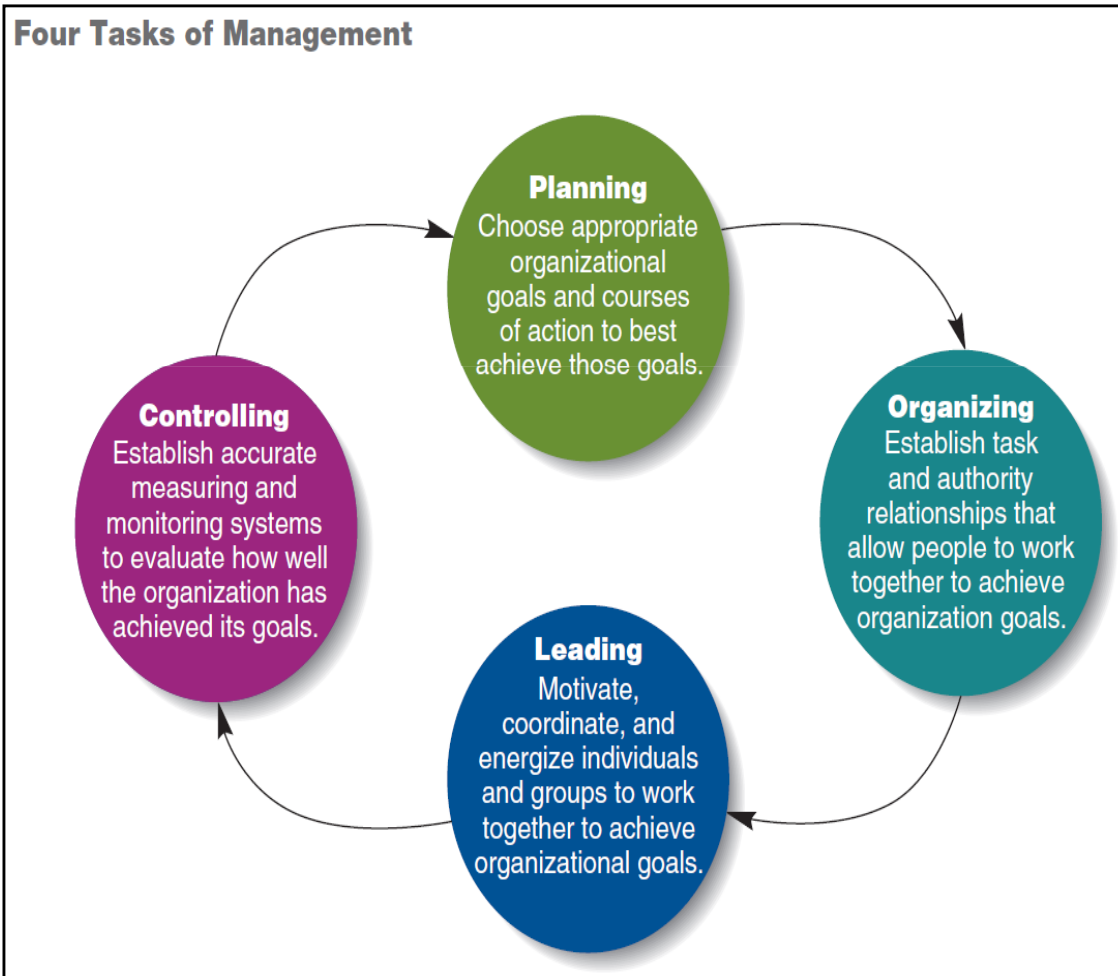


FEATURES:

- 1) INNOVATORS
- 2) HUMPTY-DUMPTY
- 3) BUGGY-WHIP
- 4) LUDDIES

Main 4 TASKs of a MANAGER

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COORDINATION:

Managing and Matching Together:

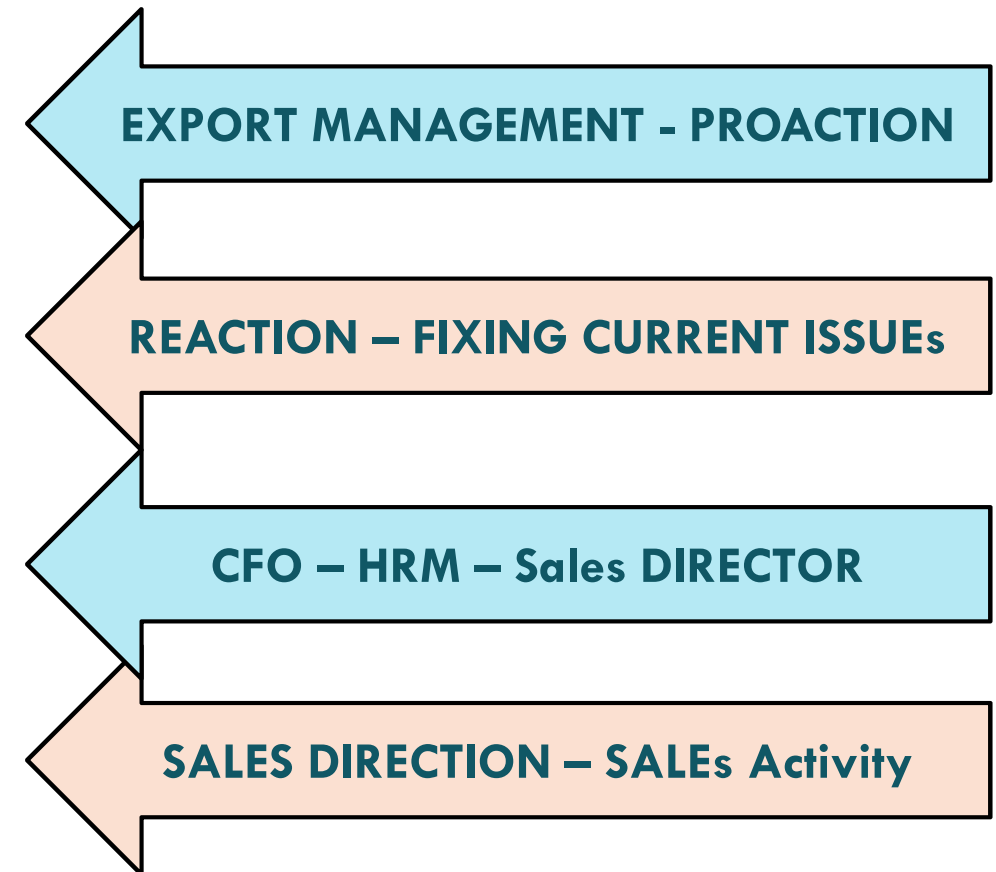
1. **Resources**
2. **Timelines & Chronoplans**
3. **Implementation of**
 - **Strategic Plans**
 - **Operational Programs**
 - **Financial Plans**
4. **Accomplishment of Company Objectives**
5. **Compliance to any kind of Internal POLICY**

Mintzberg Taxonomy (1 / 2)

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Managerial Roles Identified by Mintzberg		
Type of Role	Specific Role	Examples of Role Activities
Decisional	Entrepreneur	Commit organizational resources to develop innovative goods and services; decide to expand internationally to obtain new customers for the organization's products.
	Disturbance handler	Move quickly to take corrective action to deal with unexpected problems facing the organization from the external environment, such as a crisis like an oil spill, or from the internal environment, such as producing faulty goods or services.
	Resource allocator	Allocate organizational resources among different tasks and departments of the organization; set budgets and salaries of middle and first-level managers.
	Negotiator	Work with suppliers, distributors, and labor unions to reach agreements about the quality and price of input, technical, and human resources; work with other organizations to establish agreements to pool resources to work on joint projects.

MATCHES



Managerial Roles Identified by Mintzberg

Type of Role	Specific Role	Examples of Role Activities
Interpersonal	Figurehead	Outline future organizational goals to employees at company meetings; open a new corporate headquarters building; state the organization's ethical guidelines and the principles of behavior employees are to follow in their dealings with customers and suppliers.
	Leader	Provide an example for employees to follow; give direct commands and orders to subordinates; make decisions concerning the use of human and technical resources; mobilize employee support for specific organizational goals.
	Liaison	Coordinate the work of managers in different departments; establish alliances between different organizations to share resources to produce new goods and services.
Informational	Monitor	Evaluate the performance of managers in different tasks and take corrective action to improve their performance; watch for changes occurring in the external and internal environments that may affect the organization in the future.
	Disseminator	Inform employees about changes taking place in the external and internal environments that will affect them and the organization; communicate to employees the organization's vision and purpose.
	Spokesperson	Launch a national advertising campaign to promote new goods and services; give a speech to inform the local community about the organization's future intentions.

VISIONARY VENTURER – POLICY MKR

LEADING BY EXAMPLE

INTRA COMPANY BUSINESS SALE

CONTROLLER

WONDERING MANAGEMENT

COUNTRY MANAGEMENT/SPEAKER

SKILLS & COMPETENCES

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(TOP) MANAGER's "MUST-HAVE" SKILLS and Abilities

1. Budget management
2. Personnel management
3. Time management
4. Leadership abilities
5. Decision making
6. Communication skills
7. Leading by example
8. Forecasting abilities
9. Experience and knowledge
10. Be a good team player

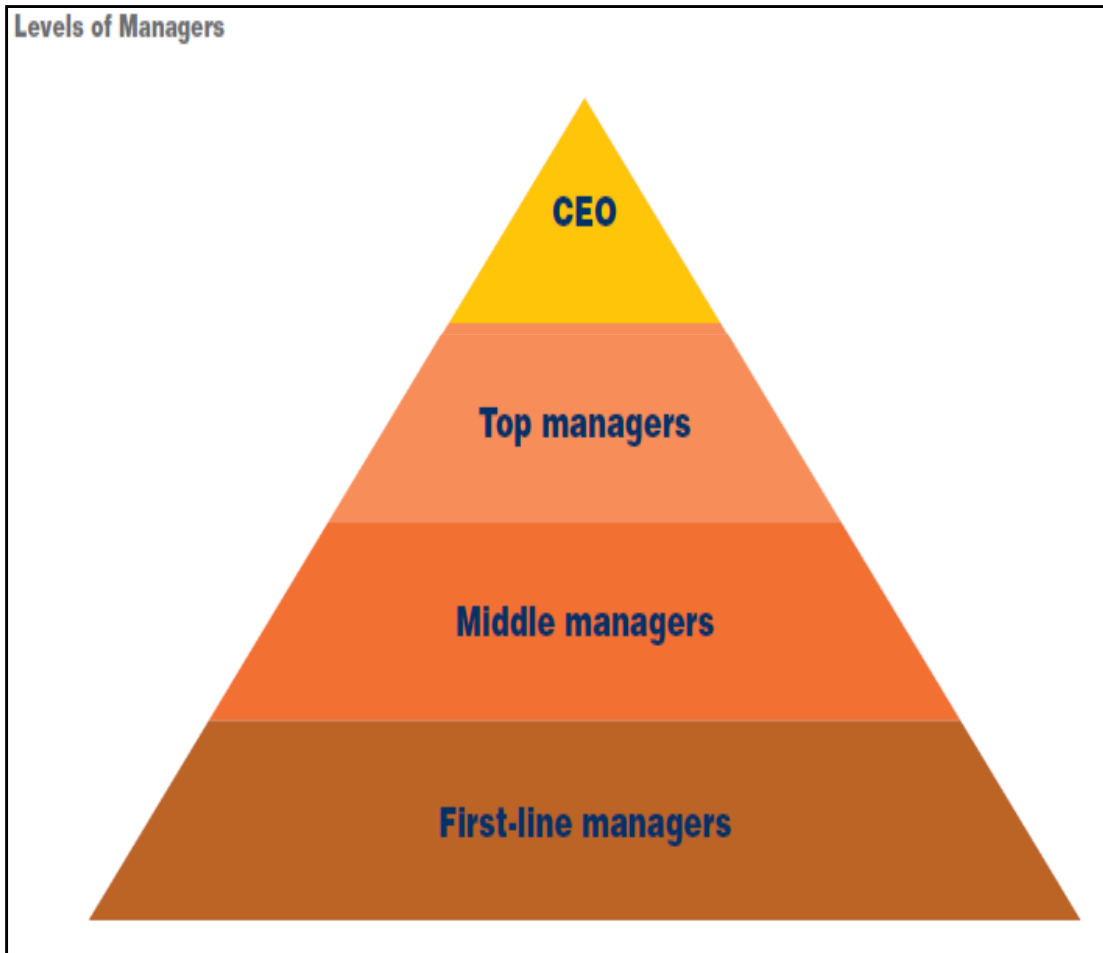
<i>a</i>	ABILITIES
<i>b</i>	SKILLS
<i>c</i>	COMPETENCES
<i>d</i>	VIRTUES
<i>e</i>	TALENTS
<i>f</i>	INSTINCTS

Differences in the possible Enhancement:

- **Education**
- **INTRINSIC Attitudes**
- **TRAINING**
- **Learning by Doing**
- **Learning on the Job**
- **THINGs as DONE**

Management levels/Tresholds

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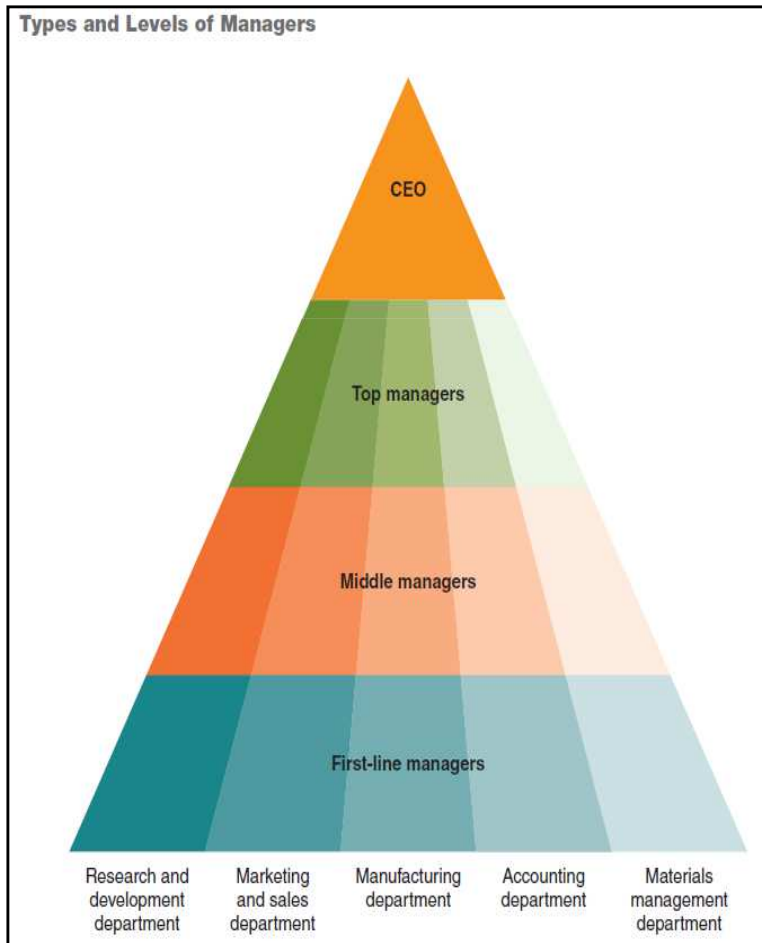
RELATIONSHIPs:

**Functional
Hierarchical
Economy of Scope**

**(the philosophy descends from
the Organizational Chart of the
Company)**

MANAGERs' Typology

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ALLOCATION OF TIME:

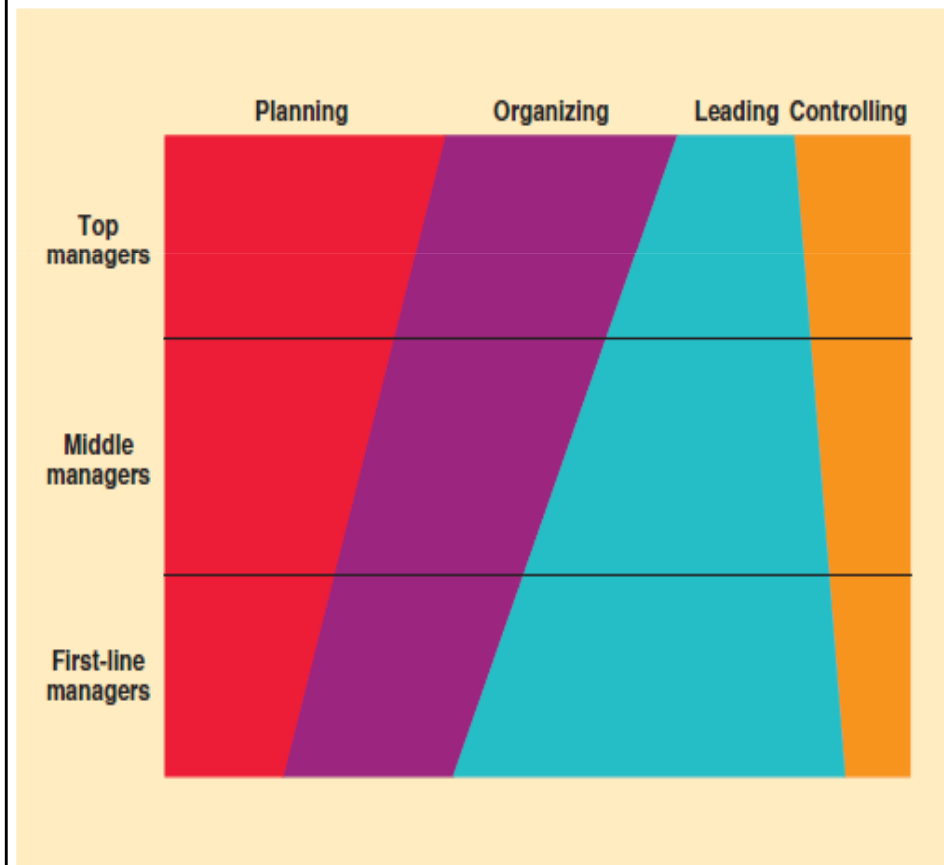
- SAME TASKS
- DIFFERENT PERSPECTIVES

- **CEO: GRAND STRATEGY**
- **TOPs: STRATEGY**
- **MIDDLE: TACTIQUEs**
- **PROGRAMs/Operational Planning**

Manager's TIME/TASKs allocation

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Relative Amount of Time That Managers Spend on the Four Managerial Tasks



IN SHORT:

1. **FEEDBACKs**
2. **REPORTING**
3. **CONTROLLING**
4. **CORRECTING**

Bottom-Up:

LEADING (MANAGING/Supporting)

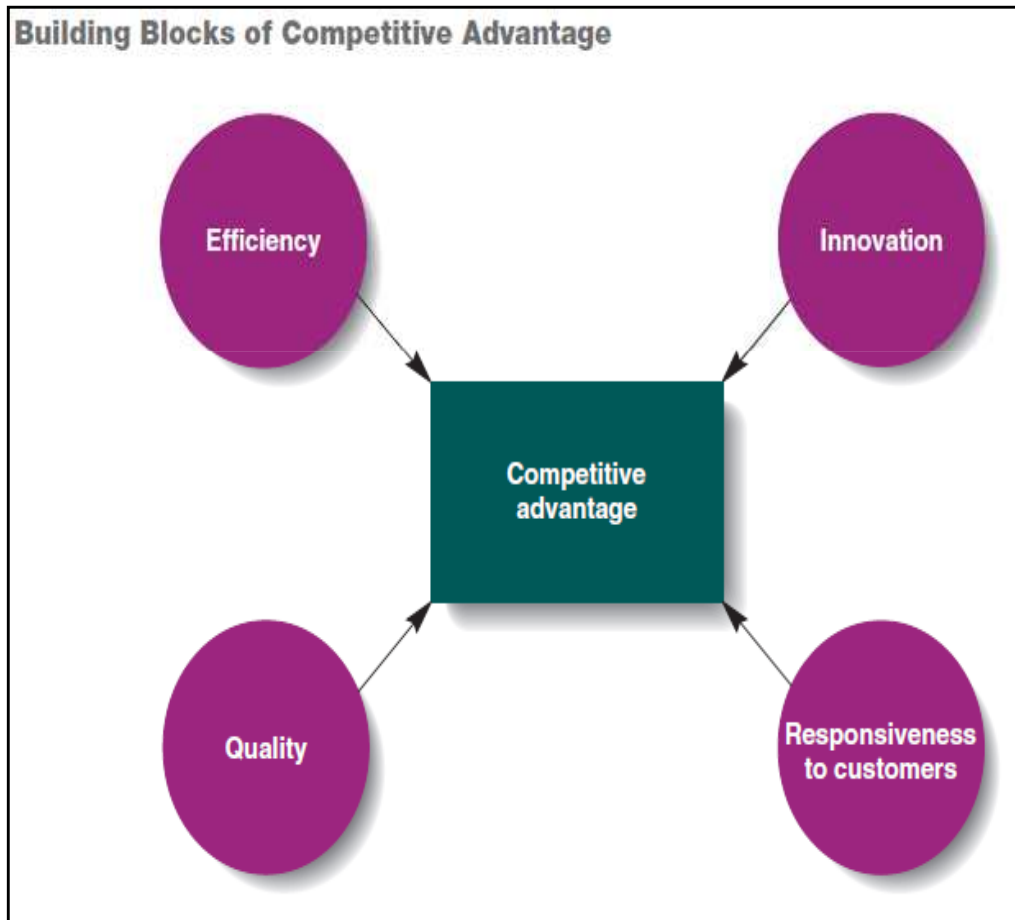
ORGANIZING

PLANNING

(→ CEO: STRATEGIC PLANNING)

Company's Main Objective

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VALUE CHAIN MANAGEMENT:

PORTER's Taxonomy:

1. **Cost Supremacy**
2. **Unique Selling Proposition**
3. **Niche's FOCUS**
4. *Monopoly*
5. *Monopsony*

SUMMARY (1 / 2)

Summary and Review

WHAT IS MANAGEMENT? A manager is a person responsible for supervising the use of an organization's resources to meet its goals. An organization is a collection of people who work together and coordinate their actions to achieve a wide variety of goals. Management is the process of using organizational resources to achieve organizational goals effectively and efficiently through planning, organizing, leading, and controlling. An efficient organization makes the most productive use of its resources. An effective organization pursues appropriate goals and achieves these goals by using its resources to create goods or services that customers want.

MANAGERIAL TASKS The four principal managerial tasks are planning, organizing, leading, and controlling. Managers at all levels of the organization and in all departments perform these tasks. Effective management means managing these activities successfully.

SUMMARY (2/2)

Summary and Review

LEVELS AND SKILLS OF MANAGERS Organizations typically have three levels of management. First-line managers are responsible for the day-to-day supervision of non-managerial employees. Middle managers are responsible for developing and utilizing organizational resources efficiently and effectively. Top managers have cross-departmental responsibility. Three main kinds of managerial skills are conceptual, human, and technical. The need to develop and build technical skills leads organizations to divide managers into departments according to their job-specific responsibilities. Top managers must establish appropriate goals for the entire organization and verify that department managers are using resources to achieve those goals.

RECENT CHANGES IN MANAGEMENT PRACTICES To increase efficiency and effectiveness, many organizations have altered how they operate. Managers have restructured and downsized operations and outsourced activities to reduce costs. Companies are also empowering their workforces and using self-managed teams to increase efficiency and effectiveness. Managers are increasingly using IT to achieve these objectives.

CHALLENGES FOR MANAGEMENT IN A GLOBAL ENVIRONMENT Today's competitive global environment presents many interesting challenges to managers. One of the main challenges is building a competitive advantage by increasing efficiency; quality; speed, flexibility, and innovation; and customer responsiveness. Other challenges include behaving in an ethical and socially responsible way toward people inside and outside the organization, managing a diverse workforce, utilizing new IT, and practicing global crisis management.

MANAGEMENT BAD-STYLES

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Common Saying:

1. Organization's **STYLE**
2. Management's **STILE**
3. **Company Culture**

**THANK YOU
FOR YOUR
ATTENTION**



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OPEN DEBATE – *Questions & Answers*



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