

The University of Bristol

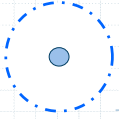
Engineering Management Group

PS1: Business Management

Introduction to Management

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10 Oct 2003



Introduction to Management

Effective Teams

Communications

Decision making

What is a manager?

Managing projects

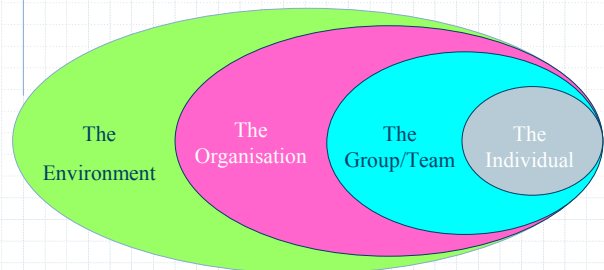
Finance

Introduction to Management (1)

Effective Teams

What is a manager?

Effective Team Working:



Effective Team Working:

Types of Intelligence:

- Linguistic
- Logical-mathematical
- Spatial
- Musical
- Inter-personal
- Intra-personal

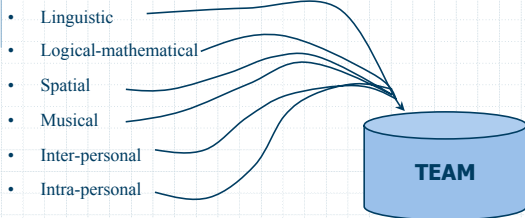
Effective Team Working:

Types of Intelligence:

- Linguistic: the intelligence of words
- Logical-mathematical : the intelligence of numbers and reasoning
- Spatial: the intelligence of pictures and images
- Musical: the intelligence of tone, rhythm
- Inter-personal: the intelligence of social understanding
- Intra-personal: the intelligence of self-knowledge

Effective Team Working:

Types of Intelligence:



Effective Team Working:

A variety of skills and intelligences are brought together

An effective team

The achievements of the team can be much greater than the sum of the individual contributions

What is a manager?

Leadership questionnaire:

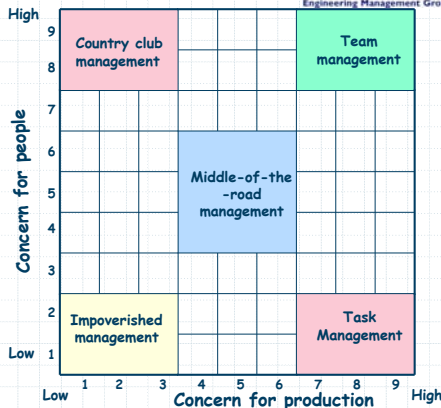
A: You are a shift manager of a manufacturing plant, responsible for meeting production targets. Machine reliability is not very good, but you suspect that bored workers sometimes interfere with the machines

What is a manager?

Leadership questionnaire:

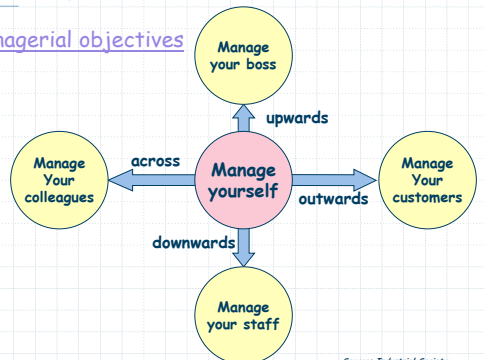
B: You are responsible for the distribution of food within an area of a drought-stricken third world country, in charge of a team of voluntary workers. Conditions are very difficult.

The Managerial Grid



What is a manager?

Five managerial objectives







What is a manager?

1. Good management skills can be learned and adopted.
2. Very few excellent managers have an all-round instinctive aptitude.
3. Management is a lot more than "common sense".
4. You can learn how to be Team Managers

What is a manager? True or False?

Managerial objectives:

-  1- The first concern of a good manager should be to manage himself/herself.
-  2- It is neither sensible nor realistic to try to manage your boss.
-  3- Generally, good managers are the result of good training.
-  4- The first concern of a good manager should be to ensure that all staff are always closely controlled.

Introduction to Management (1)

Effective Teams

- 1- A variety of skills and intelligences are brought together to form an effective team.
- 2- The achievements of a team can be much greater than the sum of the individual contributions

Introduction to Management (1)

What is a manager?

- 1- Good management skills can be learned and adopted.
- 2- Very few excellent managers have an all-round instinctive aptitude.
- 3- Management is a lot more than "common sense".
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Let us have a short break for 3 min



Introduction to Management (2)

Communications

Decision making

Managing projects

Finance

Decision making

Many executives approach decision-making in a way that:

- 1- Neither puts enough options on the table
- 2- Nor permits sufficient evaluation

Recent research strongly suggests that most leaders get the decision making all **WRONG**

Why??:

Most businesspeople manage decision making as a discrete choice that takes place at a single point in time.

In fact decision-making is a **PROCESS NOT AN EVENT**

Decision making

Good decision-makers

Recognise that all decisions are processes and design and manage them as such.



Bad decision-maker

Persevere in the fantasy that decisions are events they alone control.



Decision making

You are a department manager in an engineering company. A department doing similar work to that done by your department has been caught short-handed, and your boss has requested that you send three of your twelve staff to help out for two to three days to meet this emergency.

The work is relatively straightforward and requires only skills which your group already has. Any of your employees can be chosen, since they will merely be working in a different department of the company and will not do any more or less work than they are presently doing.

You know your people well and can easily select three who can do the job. Your own department's work can be arranged to allow three workers to be absent for a few days.

What would you do?

Decision making

Advice

Talk to the receiving department to find out what they really need: is it the easy option, is there a better way forward, is 2 or 3 days likely to be 2 or 3 weeks?

Consult your staff: actual status of your work programme, wider experience, career opportunity; overtime, other commitments?

You decide; consultation is not the same as negotiation. Your staff should be clear that the decision is yours and you should explain how you reached it.

Confirm with your boss that your solution will meet his requirements; he/she may not really have understood the implications.





Find a way to catch up with your work: your boss will forget that you were short handed!

Decision making Learning point

Look at all the options in order to minimise the risk, but make your decision at the right time.

Decision making

True or False?

- 1- A manager is employed to take risks 
- 2- A good manager will never seek to minimise risks 
- 3- To defer a decision is itself a decision 
- 4- There is always enough time to obtain all the information needed when making a decision 

Managing Projects

- Projects: a discrete set of activities with defined starting and finishing points.
- Plan forwards.
- Check feasibility by planning backwards.
- You will never have enough time, money or people.
- You should plan your studies now.

Managing Projects **Learning point**

Always look ahead, assess priorities and plan your work.
 (For instance, how are you going to complete your studies, revise and pass all the assessments, whilst leading a full social life, supporting university activities and earning money?)

Communications **Report Writing**

- 1) Title etc
- 2) Summary
- 3) Contents
- 4) Introduction
- 5) Work done
- 6) Findings
- 7) Discussion
- 8) Conclusions
- 9) Recommendations
- 10) References
- 11) Appendices

Communications **Accuracy**

Patient has left white blood cells at another hospital

Patient has chest pain if she lies on her left side for over a year.

Communications Word processing accuracy

- Eye halve a spelling chequer
- It came with my pea sea
- It plainly marques four my revue
- Miss steaks eye kin knot sea.

Communications Grammar

Suitable protective equipment was available, most of the operatives were not wearing it.

Mother to be attacked on waste land.

Never mind people who dislike cats are in a minority.

Communications

I would like to announce that the following candidates will not participate in the next Iraq General Election.



Communications A bad slide (1)

Charles Handy has written about the nature of intelligence. He has suggested that they may be seven different forms, not necessarily connected. We all have some of each form but each develops at a different rate, according to our environment, opportunities and interests – in other words they are strongly influenced by our education system.

Analytical intelligence – the sort we measure in IQ tests and in most examinations.

Pattern intelligence – the ability to see patterns in things and to create patterns. Mathematicians, artists, computer programmers often have this intelligence to a high degree. (It is important to realise that the talents are not connected or correlated. It is possible to be very intelligent in a pattern sense and to fail all conventional examinations.)

Musical intelligence – some musicians, pop stars, for example, are analytically clever but many are not. Musically intelligent they undoubtedly are.

Physical intelligence – swimmers, footballers, sports stars of all sorts have this talent in abundance – it is no guarantee of other talents.

Practical intelligence – the sort of intelligence that can take a television to bits, put it together again without instructions, but might not be able to spell the name of the parts.

Intra-personal intelligence – (intra means “within”) - the person, often the quiet one, who is in tune with the feelings, their own and others, the poets and the counsellors.

Inter-personal intelligence – (inter means “between”) - the ability to get on with other people, to get things done with and through others. It is the skill that managers have to have, in addition to one or other of the first two types.

All these intelligences we can recognise as having their place in life. When you look around in middle age at the people who are happy and successful we see it is because they have found what they are good at and are doing it. By that stage, the first of the intelligences is by no means the most important.

Communications

A bad slide (2)

Nov-96	Average daily sale	Change since Nov-95	Change	Nov-96	Average Sunday sale	Change since Nov-95	Change
THE SUN	3,939,697	-136,205	-3.34%	NEWS OF THE WORLD	4,506,779	-114,069	-2.47%
DAILY MIRROR	2,361,640	-130,645	-5.24%	THE PEOPLE	2,003,688	-32,974	-1.62%
DAILY EXPRESS	1,177,578	-75,233	-6.01%	SUNDAY MIRROR	2,371,209	-106,939	-4.32%
DAILY MAIL	2,086,675	192,433	10.16%	SUNDAY EXPRESS	1,156,854	-176,050	-13.21%
DAILY STAR	658,783	-8,111	-1.22%	MAIL ON SUNDAY	2,119,631	99,148	4.91%
DAILY RECORD	711,882	-42,570	-5.64%	SUNDAY SPORT	260,328	-22,259	-7.88%
TOTAL POPULAR	10,936,235	-200,331	-1.80%	TOTAL POPULAR	12,418,489	-353,143	-2.77%
THE TIMES	861,931	189,410	28.16%	SUNDAY TIMES	1,413,084	132,039	10.31%
DAILY TELEGRAPH*	1,100,000	-1,052,340	-48.89%	OBSERVER	467,548	-15,951	-3.30%
THE GUARDIAN	402,844	-1,606	-0.40%	SUNDAY TELEGRAPH*	839,000	-677,114	-44.66%
THE INDEPENDENT	261,050	-32,727	-11.14%	INDEPENDENT ON SUNDAY	279,850	-47,676	-14.56%
FINANCIAL TIMES	297,696	-8,112	-2.65%	TOTAL QUALITY	2,999,482	-608,702	-16.87%
TOTAL QUALITY	2,923,831	-905,375	-23.65%	GRAND TOTAL	15,417,971	-961,845	-5.87%
GRAND TOTAL	13,859,866	-1,105,706	-7.39%	GRAND TOTAL	15,417,971	-961,845	-5.87%

Overall sale of The Times has increased by 500,000 since the price was reduced three years ago. It is moving towards break even after many loss making years.

Communications

Learning point

You must always design your communication from the point of view of the recipients:

1. What knowledge do they have already?
2. How much explanation do they need?

Communications

True or False?

When writing a report:

- 1- I should ensure that my full knowledge of the subject is expounded
- 2- I should find out how much the readers already know
- 3- I can expect readers to find out how to interpret technical jargon
- 4- I need not worry about the standard of English

Finance

- How to compile and analyse simple financial statements

	£million
Purchases	1,190
Opening stock	345
Closing stock	220
Sales	1,590
Interest charges	18
Overheads	46
Taxation	72
Dividends	47

- Utilise basic financial management techniques

Finance

Learning point

Start with a budget, then compile a profit and loss account regularly in order to monitor your performance. Take action if deviations are discovered.

Introduction to Management Summary

- 1 In an effective team, a variety of skills and intelligences are brought together.
- 2 Good management skills can be learned and adopted.
- 3 Always look ahead, assess priorities and plan your work.
- 4 You must always design your communication from the point of view of the recipients
- 5 Look at all the options in order to minimise the risk, but make your decision at the right time.
- 6 Start with a budget, then compile a profit and loss account regularly in order to monitor your performance.

Next Friday we will be looking at:

The Profit Motive

By Dr Peter Strachan
 Head of the Engineering Management Group



An outline of the principles of accounting and the methods of measuring the financial performance of a company