

28-07-2016

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(Rivan)

Industrial management -
IBM → going

Secure to contentment is
going after ~~being~~ what you need instd of want
Manager.

Management of Technology
Marketing.

who get things done

- # Focus on Human resource (optimize)
not much on money or efficiency
- # One company's decision ~~is~~ may not be good for another
- # No universal law. Each case is different.
- # Management: To get things by others.

lecture - 1

Managing and manager

29.02.2016

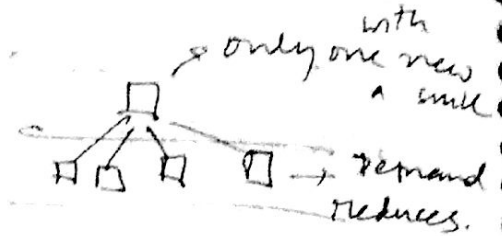
Delegation: responsibility $\frac{\text{mgr} - \text{or} \text{ mgr} - \text{mgr}}{\text{Subordinate assign mgr}}$

↳ strong directed esp 228 (report)
supervision

Boss & 2nd man are (over already) (2nd man) subordinate (2nd man) (2nd man)

Problem: work skill can be a security point.

work skill can be a security point. work skill can be a security point. work skill can be a security point.



Management:

getting things done effectively and efficiently.

four major functions:

- ① Plan (2nd definition)
- ② Organization
- ③ Leading
- ④ Controlling

role

Organization:

2+ people achieve goals

- ① distinct purpose
- ② people working together

- ③ A deliberate ? systematic structure

Mission: short term goal

Vision: long term goal

Goal:

Goal

06.03.2016

Cost leadership:

I can minimize production cost to
increase profit or reduce price.
Price lower, or customer aware.

eg: walton, symphony

Differentiation:

Just unique feature, or low price
or low price, or low price. eg: iPhone.

* R&D → cost leadership (or low price)

* Supply chain short for low price, or low price
or low price. Production cost.

* Emergency sale low red, yellow price
or low price. (or low price, or low price)

or low price. Survey for low price or low price

yellow price demand or low price.

Focus Group Strategy:

Harley-Davidson

(Niche strategy)

eg: Compaq → first
portable computer.

giant for (or target market)

Effectively and
efficiently

Effectively (completeness)

Doing the right thing

Efficiently (on any
resource using)

Doing things right

food delivery: wrong (wrong order) → Effective
the resource use up " " → Efficiently
↳ (cost, 1 hour more)

India

8 thumbs up
from

{ # Pepsi → 2/3 step - step buildup
Thumbs up 2000 2200 more
Coke, thumbs up to 2200 2400

07.03.2016

Manager: To get things done

- # NOT everyone can do everything. Manager assigns job to right people
- # We have to explore work elements
- # Salary same (2000 2200) work more (2200) same output more more or

POLE 6 Planning

command } + leading
+
coordinate }

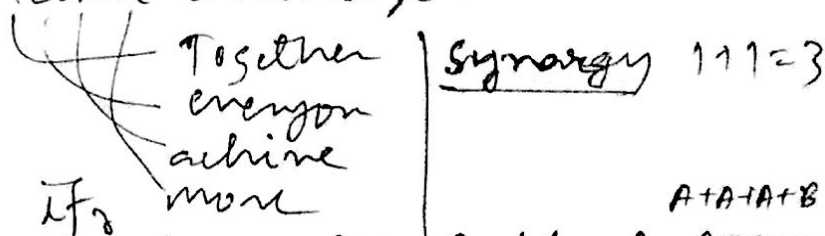
- # Plan work - important, over work strategy work work, work work plan execute work
- # Plan change work work past or future work future work work, work work work (work affect work or (plan flexible work work))
- # Goal → micro operation (mission - short term vision - long -)

Organizing:

- # Asset same work same level & operation work work or, important work asset work utilize work work

Leading:

- # Group discourage, Team encourage



4 of 5 work assign → judgement individual = group
→ individual confidence work

or, → overall progress = Team all A.

70%
work work work work depend work

Accountant → Past

Manager → Present (Near future)

leader → Future (10 yrs or 20-25 yrs (2000 under))

Controlling:

★ Monitoring, Feedback (each week)
progress report

★ Initial planning phase

★ Describe four Management functions.

★ Uncertainty vs, creativity vs → Rigid

R&D → opposite

Major Bridling → Big project, no pausing space.
↳ lack of vision

13.03.2016

What roles do managers play? { workforce, manpower
figurehead: { go current, failure
approximation, planning
rewriting

Impersonal roles (3):

① figurehead → Manpower hire/fire

③ Liaison → communication maintain

② leader

Informational role (3):

① Monitor → controlling.

② Disseminator → spreading of info
inside the company

Liaison spokesperson → outside company

Decisional role (4): → ① Entrepreneur
② Disturbance handler
Disturbance handle → local state.

③ Resource Allocator: Assigning money, human agents, minor situation

④ Negotiator: Solve a problem and keep the working environment good, trying role of manager

Type of manager

Top → decision making power (of organization)

Middle → Liaison, Manage other managers

First line → Directly Non-managerial Employees.

manager | Monitor / Guide workers

function manager.

Job function (top-focused): responsible for only one functional area or organizational activity.
General Manager: (coordinate everything)
Overall in department & manager
All activities monitor & control

what skills do managers need:

Conceptual: (top manager) (top & most important skills)

Interpersonal/Human skills: " " middle mgr

Technical skills: " " first line.

* Manager Management: top level 3 (most important)

top level 1 (most skill) top level (most important)
(slide 34)

Challenge of Management:

Need for vision: (slide 37)

Company expand & (most) planning place
expand & (most) →

14.03.2016

Challenges of Management-

Need for vision.

Kodak camera → suddenly lost. They had strong R&D : lack of vision
So, no technology even for the
camera for the

Need of Ethics:

Communication is a ~~problem~~ vast. Not
concerned with the environment
way to the company's interests.

Company waste product → environment

'ETO plant' → pollution refinery.

No outcome, very costly,
but

Response in cultural diversity:

- Companies are educating the workers
so that they don't have mis understanding
among each other. Because when it
happens, they create riot and vandalizes
property.

Industry → Automobile industry (sit of company)
Company → Harley Davidson company
Firm → Not same as company
Service oriented company (20 company)

Organization →

Corporation → power of shareholder
Management is just a shareholder

chapter-13:

Power, Authority, Delegation

Power: Influence of mind on other people

Australia: plain packaging law → Bad package
Cigarette consumption 18% (1980)

Philip Morris →

Australia - Hongkong Philippine

↳ Treaty: 1988 (1988) company. 3
30% 10% 10% 10%

Cig. company: headquarter Philippine

1988 - 1988 1988 1988 company

country (to influence 1988)

21.03.2016

Power: does not depend on hierarchy

Power: control someone, influence someone

- By rewarding
- Punish for not doing
- Legitimate power (Command can use 20 from president)
- Expert power (work exp or opinion)
- Referent power (Imitating popular figure)

Authority: (legitimate power)

Classical ^{view} power:

Constitution →
(Manager orders worker)

Formal Authority view:

- Requires ^{use}
- ① Understandable terms, avoid jargon
 - ② Consistent
 - ③ Compatible with his interest
 - ④ Physically able

Functional Authority:

Common interest 2nd order of
work (not help work - work - or under
work work

Delegation:

Advantages: i) Managers have more free time
learn the capacities of boss.

ii) Accountability

iii) self confidence

iv) Decision making

v) speeds up decision making

Disadvantages: unique job may not be done
as well as

Prerequisites:

1) The manager should be able to