

Another Week

Management

Introduction and Evolution
14th September 2020; 11:30AM



Managing Your Time

Instructions: Think about how you normally handle tasks during a typical day at work or school. Read each item and check whether it is Mostly True or Mostly False for you.

	Mostly True	Mostly False
1. I frequently take on too many tasks.	<hr/> <hr/>	<hr/> <hr/>
2. I spend too much time on enjoyable but unimportant activities.	<hr/> <hr/>	<hr/> <hr/>
3. I feel that I am in excellent control of my time.	<hr/> <hr/>	<hr/> <hr/>
4. Frequently during the day, I am not sure what to do next.	<hr/> <hr/>	<hr/> <hr/>
5. There is little room for improvement in the way I manage my time.	<hr/> <hr/>	<hr/> <hr/>
6. I keep a schedule for events, meetings, and deadlines.	<hr/> <hr/>	<hr/> <hr/>

7. My workspace and paperwork are well organized. _____
8. I am good at record keeping. _____
9. I make good use of waiting time. _____
10. I am always looking for ways to increase task efficiency. _____

Scoring and Interpretation: For questions 3 and 5–10, give yourself one point for each Mostly True answer. For questions 1, 2, and 4, give yourself one point for each Mostly False answer. Your total score pertains to the overall way that you use time. Items 1–5 relate to taking mental control over how you spend your time. Items 6–10 pertain to some mechanics of good time management. Good mental and physical habits make effective time management much easier. Busy managers have to learn to control their time. If you scored 8 or higher, your time-management ability is good. If your score is 4 or lower, you may want to reevaluate your time-management practices if you aspire to be a manager. How important is good time management to you? Read the Manager's Shoptalk box on page 24 for ideas to improve your time management skills.

Try this now

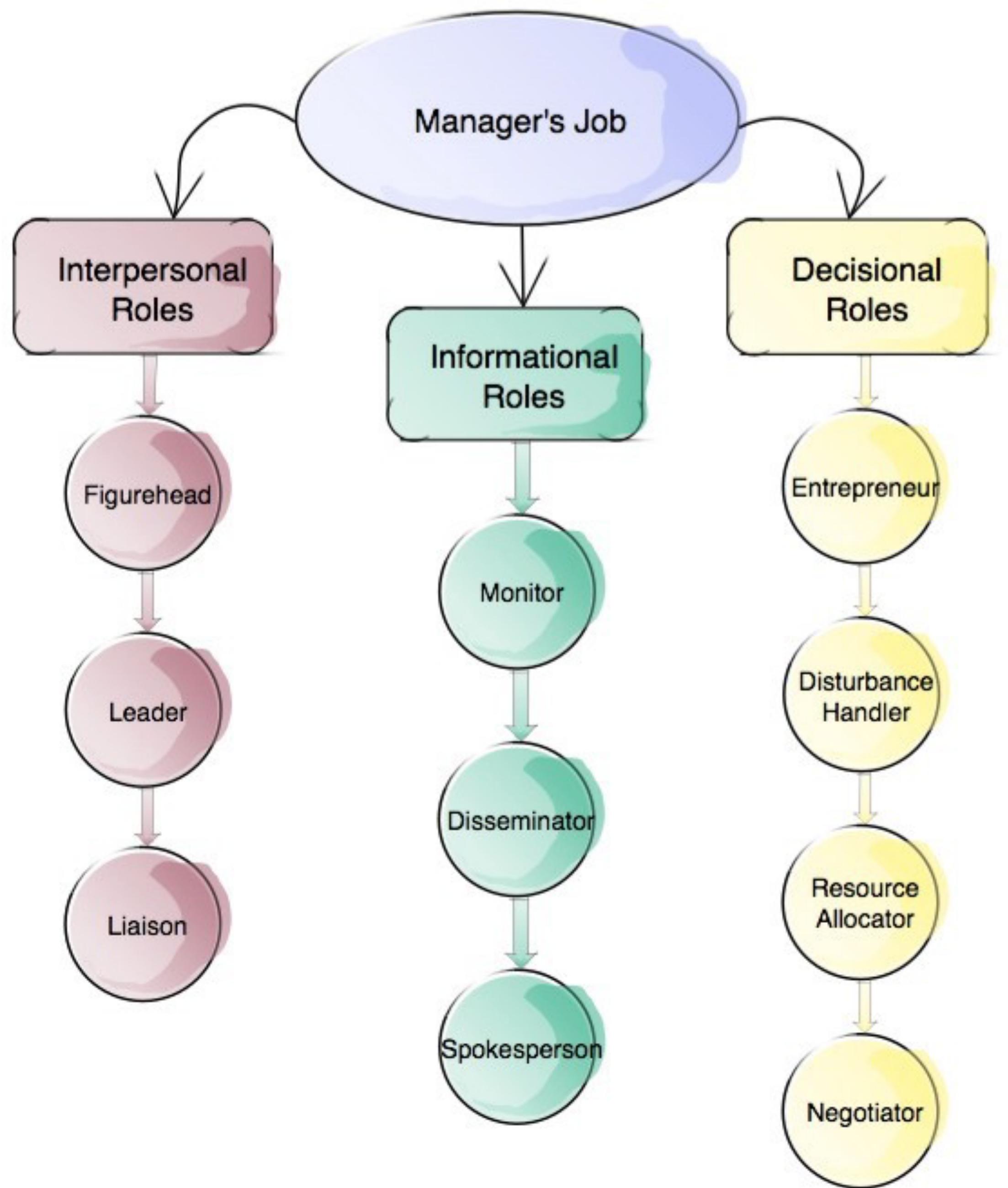
Time Management Tips for New Managers

Becoming a manager is considered by most people to be a positive, forward-looking career move, and indeed, life as a manager offers appealing aspects. However, it also holds many challenges, not the least of which is the increased workload and the difficulty of finding the time to accomplish everything on one's expanded list of duties and responsibilities. The following classic time management techniques can help you eliminate major time-wasters in your daily routines.

- **Keep a To-Do List.** If you don't use any other system for keeping track of your responsibilities and commitments, at the very least you should maintain a to-do list that identifies all the things that you need to do during the day. Although the nature of management means that new responsibilities and shifting priorities occur frequently, it's a fact that people accomplish more with a list than without one.
- **Remember Your ABCs.** This is a highly effective system for prioritizing tasks or activities on your to-do list:
 - An "A" item is something highly important. It *must* be done, or you'll face serious consequences.
 - A "B" item is a *should do*, but consequences will be minor if you don't get it done.
 - "C" items are things that would be nice to get done, but there are no consequences at all if you don't accomplish them.
- "D" items are tasks that you can delegate to someone else.
- **Schedule Your Workday.** Some experts propose that every minute spent in planning saves 10 minutes in execution. Take your to-do list a step further and plan how you will accomplish each task or project you need to handle. Planning to tackle the big tasks first is a good idea because most people are at peak performance early in the day. Save the e-mails and phone calls for less productive times.
- **Do One Thing at a Time.** Multitasking has become the motto of the early twenty-first century, but too much multitasking is a time-waster. Research has shown that multitasking *reduces* rather than enhances productivity. The authors of one study suggest that an inability to focus on one thing at a time could reduce efficiency by 20 to 40 percent. Even for those whose job requires numerous brief activities, the ability to concentrate fully on each one (sometimes called *spotlighting*) saves time. Give each task your full attention, and you'll get more done and get it done better, too.

Sources: Based on information in Pamela Dodd and Doug Sundheim, *The 25 Best Time Management Tools & Techniques* (Ann Arbor, MI: Peak Performance Press, Inc., 2005); Brian Tracy, *Eat That Frog: 21 Great Ways to Stop Procrastinating and Get More Done in Less Time* (San Francisco: Berrett-Koehler, 2002); Joshua S. Rubinstein, David E. Meyer, and Jeffrey E. Evans, "Executive Control of Cognitive Processes in Task Switching," *Journal of Experimental Psychology: Human Perception and Performance* 27, no. 4 (August 2001): 763–797; Sue Shellenbarger, "Multitasking Makes You Stupid: Studies Show Pitfalls of Doing Too Much at Once," *The Wall Street Journal* (February 27, 2003): D1; and Ilya Pozin, "Quit Working Late: 8 Tips," *Inc.* (June 26, 2013), <http://www.inc.com/ilya-pozin/8-ways-to-leave-work-at-work.html> (accessed August 19, 2013).

Things to do to manage time



Evolution

1. Replacing the rule of thumb by Scientific methods.
2. Selecting, training, teaching and develop the workman.
3. Division of work and responsibility.
4. Cooperation between Management and workers.

Scientific Management

General Approach

- Developed standard method for performing each job
- Selected workers with appropriate abilities for each job
- Trained workers in standard methods
- Supported workers by planning their work and eliminating interruptions
- Provided wage incentives to workers for increased output

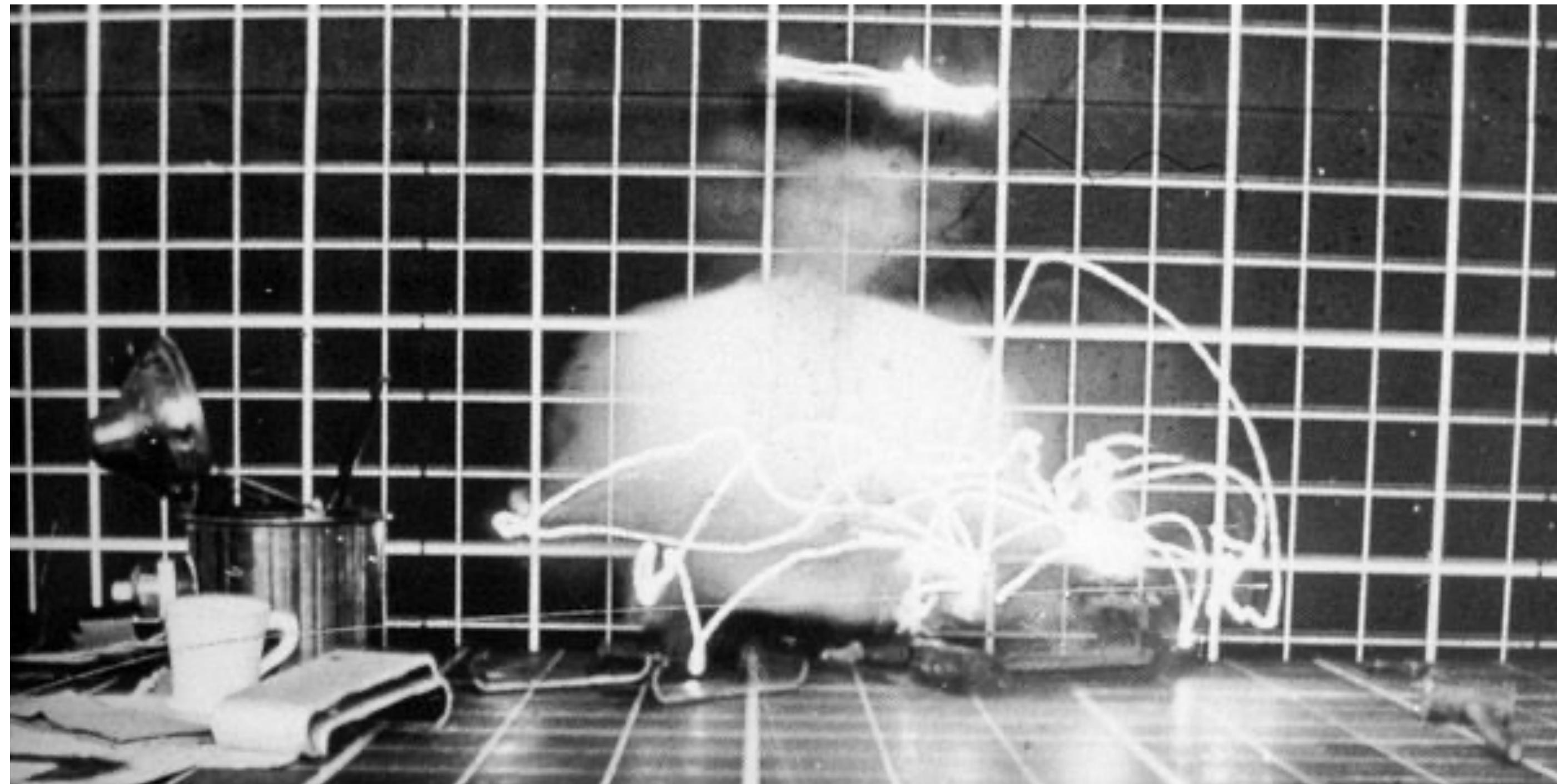
Contributions

- Demonstrated the importance of compensation for performance
- Initiated the careful study of tasks and jobs
- Demonstrated the importance of personnel selection and training

Criticisms

- Did not appreciate the social context of work and higher needs of workers
- Did not acknowledge variance among individuals
- Tended to regard workers as uninformed and ignored their ideas and suggestions

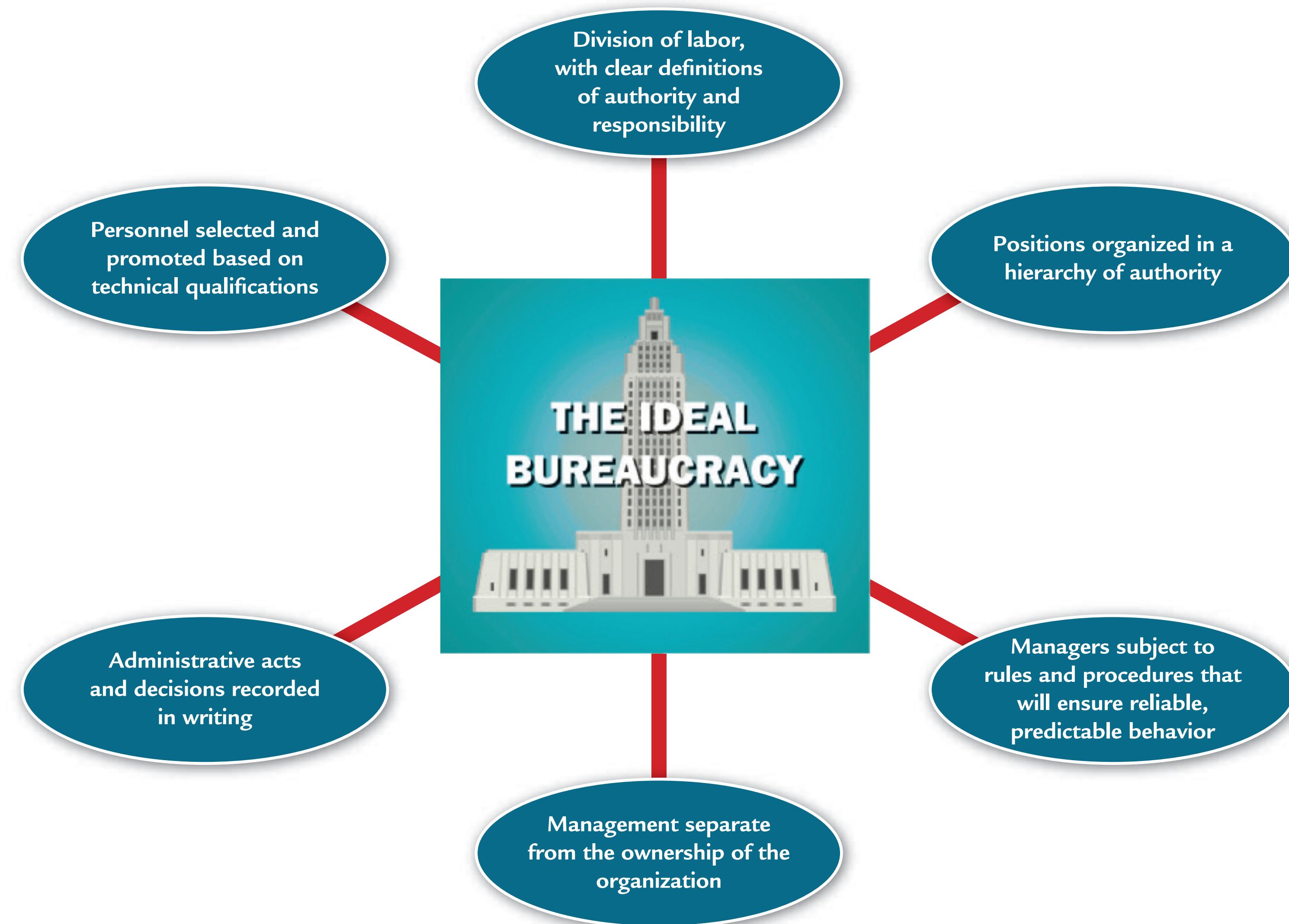
Time and Motion Studies



Task Name	Q1 2019			Q2 2019		Q3 2019	
	Jan 19	Feb 19	Mar 19	Apr 19	Jun 19	Jul 19	
Planning		■					
Research		■					
Design			■				
Implementation				■			
Follow up					■		



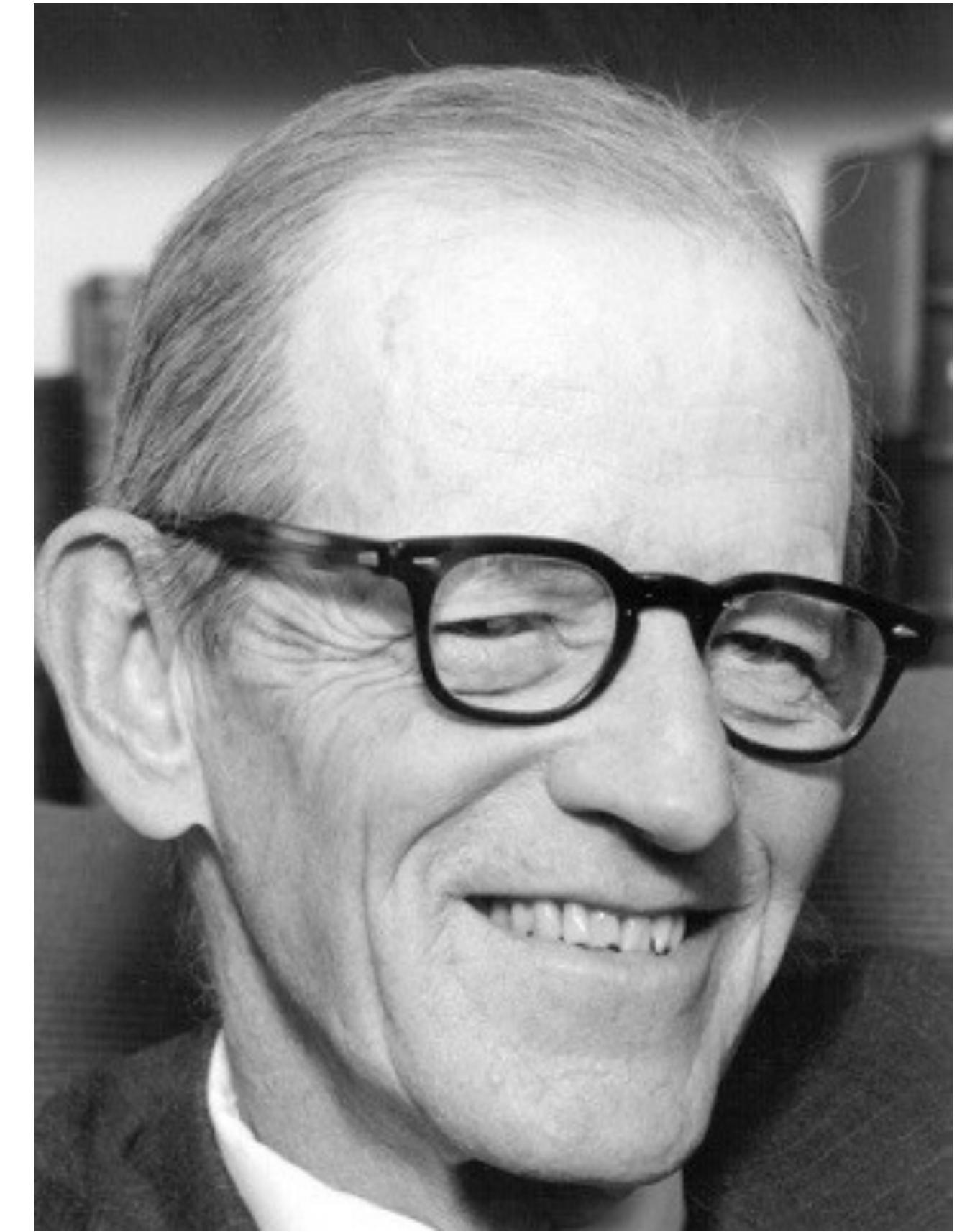
Bureaucratic Management



Henri Fayol's 14 Principles of Management



Hawthorne Studies



Contemporary

Concept	Awareness (%)	Tool or Technique	Percentage Saying They Plan to Use in 2013
E-business	99.41	CRM	83
Decentralization	99.12	Strategic planning	81
Customer relationship management (CRM)	97.50	Benchmarking	80
Virtual organization	91.19	Mission and vision statement	79
Empowerment	83.41	Core competencies	78
Reengineering	76.65	Change management programs	77
		Supply chain management	74
		Employee engagement surveys	73
		Balanced scorecard	73
		Outsourcing	71

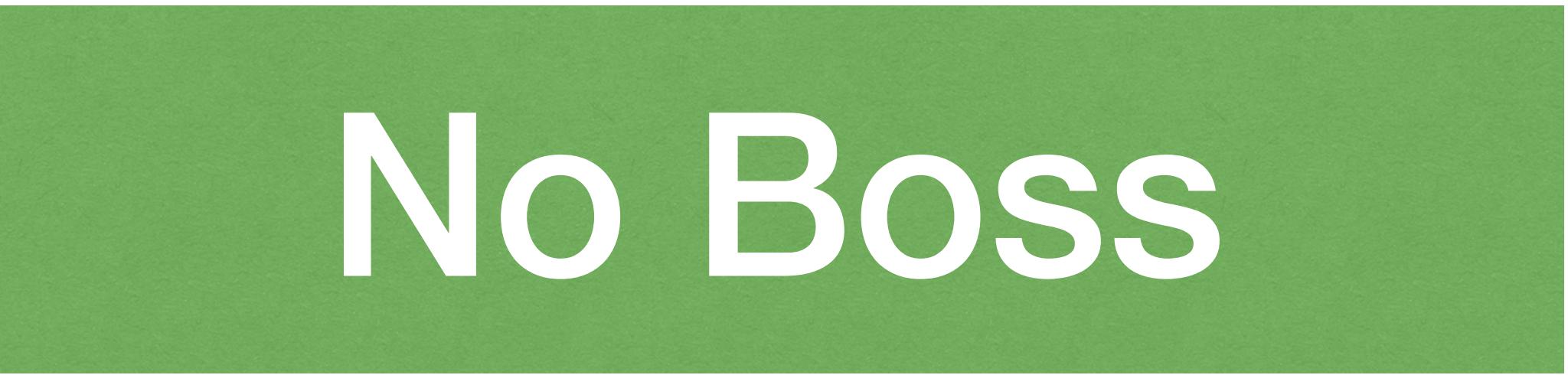
http://www.bain.com/Images/MANAGEMENT_TOOLS_2013_An_Executives_guide.pdf.

Chris Rufer, founder of Morning Star, the world's largest tomato processor, with three factories that produce products for companies such as Heinz and Campbell Soup Company, believes that if people can manage the complexities of their own lives without a boss, there is no reason they can't manage themselves in the workplace. Rufer organized Morning Star, where 400 or so employees produce over \$700 million a year in revenue, based on the following principles of self-management:

- No one has a boss.
- Employees negotiate responsibilities with their peers.
- Everyone can spend the company's money.
- There are no titles or promotions.
- Compensation is decided by peers.

How does such a system work? As the company grew from the original 24 colleagues (as employees are called) to around 400, problems occurred. Some people had trouble working in an environment with no bosses and no hierarchy. Thus, Rufer created the Morning Star Self-Management Institute to provide training for people in the principles and systems of self-management. Every colleague now goes through training, in small groups of 10–15 people, to learn how to work effectively as part of a team, how to handle the responsibilities of “planning, organizing, leading, and controlling” that are typically carried out by managers, how to balance freedom and accountability, how to understand and effectively communicate with others, and how to manage conflicts.

Today, every associate writes a personal mission statement and is responsible for accomplishing it, including obtaining whatever tools and resources are needed. That means that anyone can order supplies and equipment, and colleagues are responsible for initiating the hiring process when they need more help. Every year, each person negotiates a Colleague Letter of Understanding (CLOU) with the associates most affected by his or her work. Every CLOU has a clearly defined set of metrics that enable people to track their progress in achieving their goals and meeting the needs of their colleagues. “Around here,” one associate said, “nobody’s your boss and everybody’s your boss.”⁸¹



No Boss

Your Thought

Big data analytics programs (analyzing massive data sets to make decisions) use gigantic computing power to quantify trends that would be beyond the grasp of human observers. As the use of this quantitative analysis increases, do you think it may decrease the “humanity of production” in organizations? Why?

Thank you

