



MANAJEMEN BISNIS

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MANAGERS' ROLES ARE EVOLVING



Managers must practice the art of getting things done through organizational resources, which include workers, financial resources, information, and equipment. At one time, managers were called “bosses” and their job consisted of telling people what to do, watching over them to be sure they did it, and reprimanding those who didn’t. Many managers still behave that way. Perhaps you’ve witnessed such behavior; some coaches use this style.

THE FOUR FUNCTIONS OF MANAGEMENT

Planning

- Setting organizational goals.
- Developing strategies to reach those goals.
- Determining resources needed.
- Setting precise standards.

Leading

- Guiding and motivating employees to work effectively to accomplish organizational goals and objectives.
- Giving assignments.
- Explaining routines.
- Clarifying policies.
- Providing feedback on performance.

Organizing

- Allocating resources, assigning tasks, and establishing procedures for accomplishing goals.
- Preparing a structure (organization chart) showing lines of authority and responsibility.
- Recruiting, selecting, training, and developing employees.
- Placing employees where they'll be most effective.

Controlling

- Measuring results against corporate objectives.
- Monitoring performance relative to standards.
- Rewarding outstanding performance.
- Taking corrective action when necessary.

PLANNING AND DECISION MAKING



Top management usually sets the vision for the organization and then often works with others in the firm to establish a mission statement. A **mission statement** outlines the organization's fundamental purposes. It should address:

- The organization's self-concept.
- Its philosophy.
- Long-term survival needs.
- Customer needs.
- Social responsibility.
- Nature of the product or service.

FIGURE 7.2 SWOT MATRIX

This matrix identifies potential strengths, weaknesses, opportunities, and threats organizations may consider in a SWOT analysis.

Potential Internal STRENGTHS

- Core competencies in key areas
- An acknowledged market leader
- Well-conceived functional area strategies
- Proven management
- Cost advantages
- Better advertising campaigns

Potential Internal WEAKNESSES

- No clear strategic direction
- Obsolete facilities
- Subpar profitability
- Lack of managerial depth and talent
- Weak market image
- Too narrow a product line

Potential External OPPORTUNITIES

- Ability to serve additional customer groups
- Expand product lines
- Ability to transfer skills/technology to new products
- Falling trade barriers in attractive foreign markets
- Complacency among rival firms
- Ability to grow due to increases in market demand

Potential External THREATS

- Entry of lower-cost foreign competitors
- Rising sales of substitute products
- Slower market growth
- Costly regulatory requirements
- Vulnerability to recession and business cycles
- Changing buyer needs and tastes

FORMS OF PLANNING



FIGURE 7.3 PLANNING FUNCTIONS

Very few firms bother to make contingency plans. If something changes the market, such companies may be slow to respond. Most organizations do strategic, tactical, and operational planning.

Decision Making: Finding the Best Alternative



Planning and all the other management functions require decision making. **Decision making** is choosing among two or more alternatives, which sounds easier than it is. In fact, decision making is the heart of all the management functions.

The *rational decision-making model* is a series of steps managers often follow to make logical, intelligent, and well-founded decisions. Think of the steps as the six Ds of decision making:

1. Define the situation.
2. Describe and collect needed information.
3. Develop alternatives.
4. Decide which alternative is best.
5. Do what is indicated (begin implementation).
6. Determine whether the decision was a good one, and follow up.

ORGANIZING: CREATING A UNIFIED SYSTEM

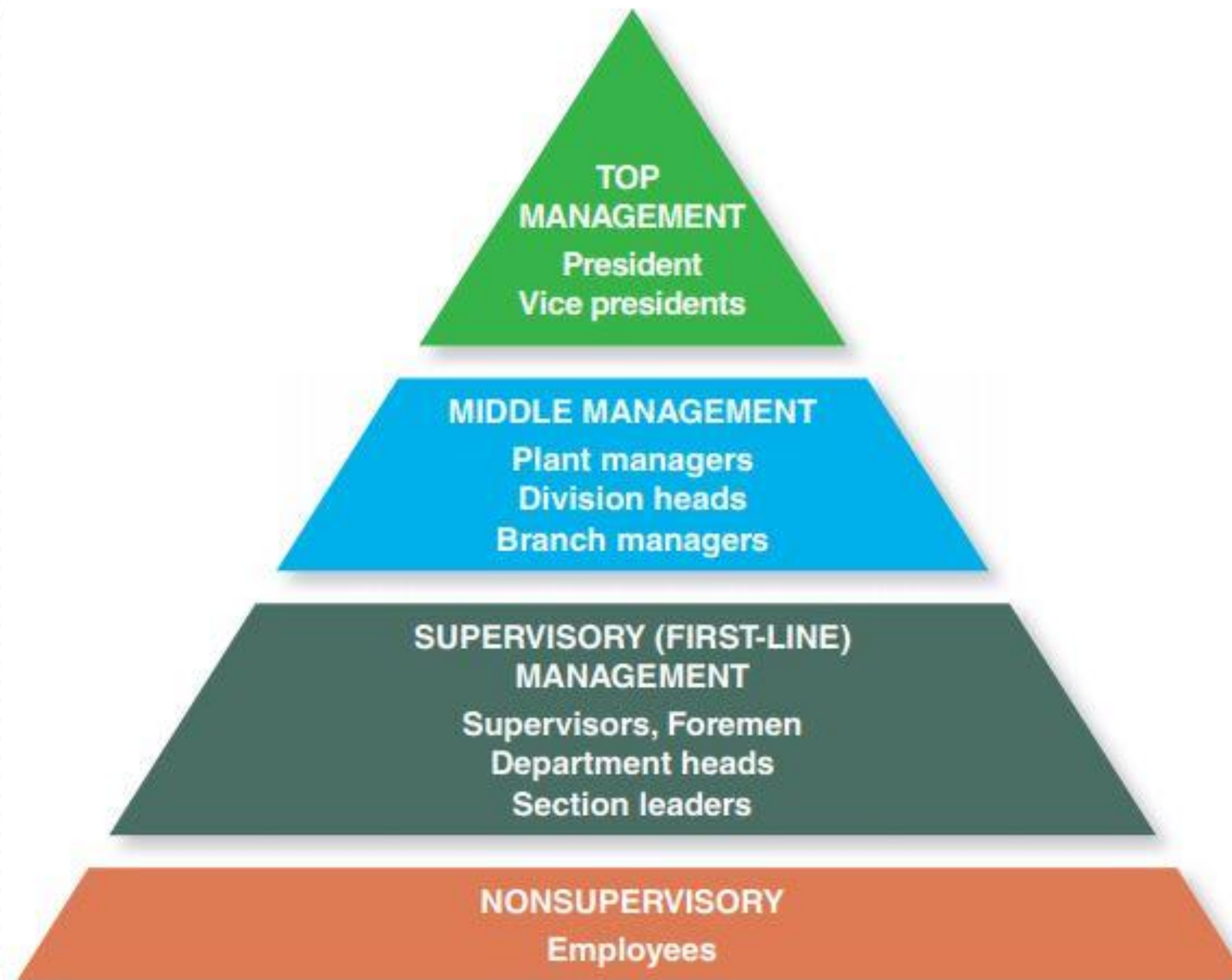


FIGURE 7.4 LEVELS OF MANAGEMENT

This figure shows the three levels of management. In many firms, there are several levels of middle management. However, firms have eliminated many middle-level managers because fewer are needed to oversee self-managed teams and higher-skilled employees.

Tasks and Skills at Different Levels of Management



1. **Technical skills** are the ability to perform tasks in a specific discipline (such as selling a product or developing software) or department (such as marketing or information systems).
2. **Human relations skills** include communication and motivation; they enable managers to work through and with people. Communication can be especially difficult when managers and employees speak different languages. Skills associated with leadership—coaching, morale building, delegating, training and development, and supportiveness—are also human relations skills.
3. **Conceptual skills** let the manager picture the organization as a whole and see the relationships among its various parts. They are needed in planning, organizing, controlling, systems development, problem



Staffing: Getting and Keeping the Right People



Staffing is recruiting, hiring, motivating, and retaining the best people available to accomplish the company's objectives. Today, staffing is critical, especially in the Internet and high-tech areas. At most high-tech companies, like Google, Sony, and Microsoft, the primary capital equipment is brain-power. A firm with innovative and creative workers can go from start-up to major competitor in just a few years.

LEADING: PROVIDING CONTINUOUS VISION AND VALUES



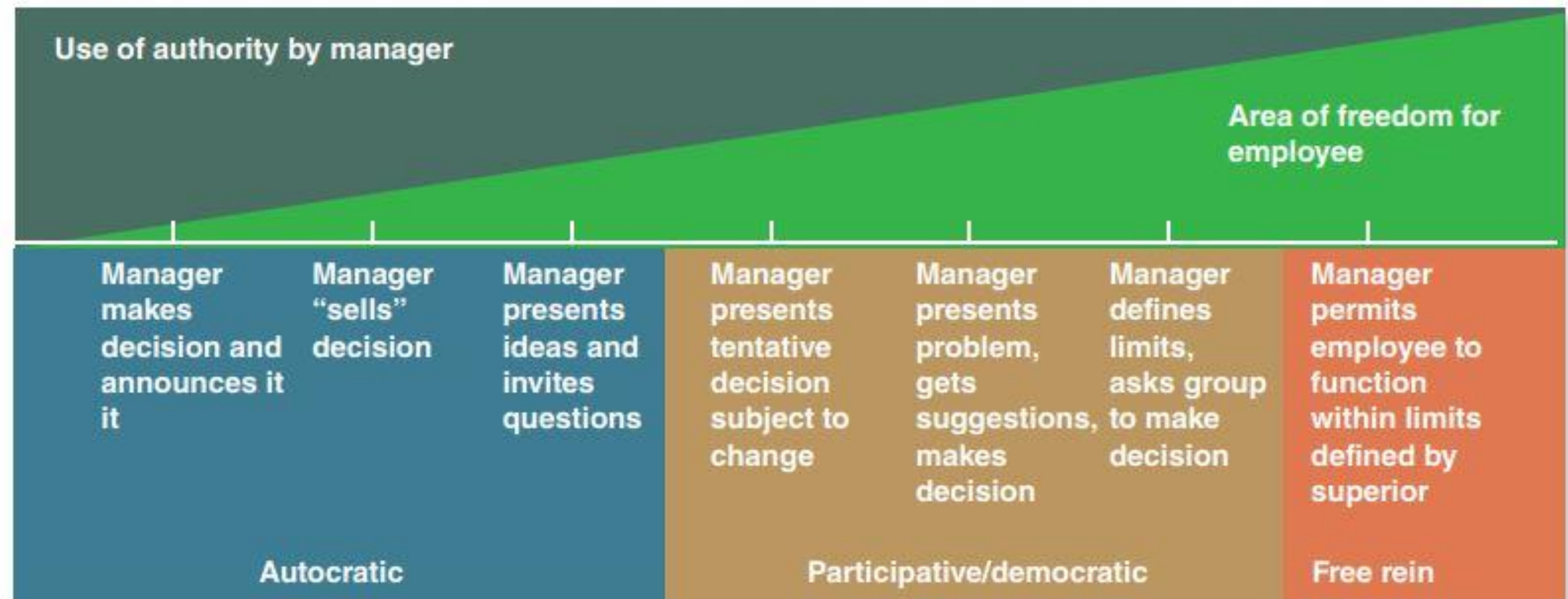
Leaders must therefore:

- *Communicate a vision and rally others around that vision.* The leader should be openly sensitive to the concerns of followers, give them responsibility, and win their trust. A successful leader must influence the actions of others. Ellen Kullman took the reins at DuPont in the middle of a crisis. Nonetheless, she set the tone for growth and prosperity in the future.
- *Establish corporate values.* These include concern for employees, for customers, for the environment, and for the quality of the company's products. When companies set their business goals, they're defining the company's values as well. The number one trait that others look for in a leader is honesty. The second requirement is that the leader be forward looking.

- *Promote corporate ethics.* Ethical behavior includes an unfailing demand for honesty and an insistence that everyone in the company gets treated fairly (see the Making Ethical Decisions box). That's why we stress ethical decision making throughout this text. Many businesspeople have made the news by giving away huge amounts to charity, thus setting a model of social concern for their employees and others.²³
- *Embrace change.* A leader's most important job may be to transform the way the company does business so that it's more effective (does things better) and more efficient (uses fewer resources to accomplish the same objectives).²⁴
- *Stress accountability and responsibility.* If there is anything we have learned from the failures of banking managers and other industry and government managers, it is that leaders need to be held accountable and need to feel responsible for their actions. A key word that has emerged from the recent financial crisis is *transparency*.

Transparency is the presentation of a company's facts and figures in a way that is clear and apparent to all stakeholders. Clearly it is time to make businesses and the government more transparent so that everyone is more aware of what is happening to the economy and to specific businesses and government agencies.²⁵

Boss-centered leadership ←-----→ **Subordinate-centered leadership**

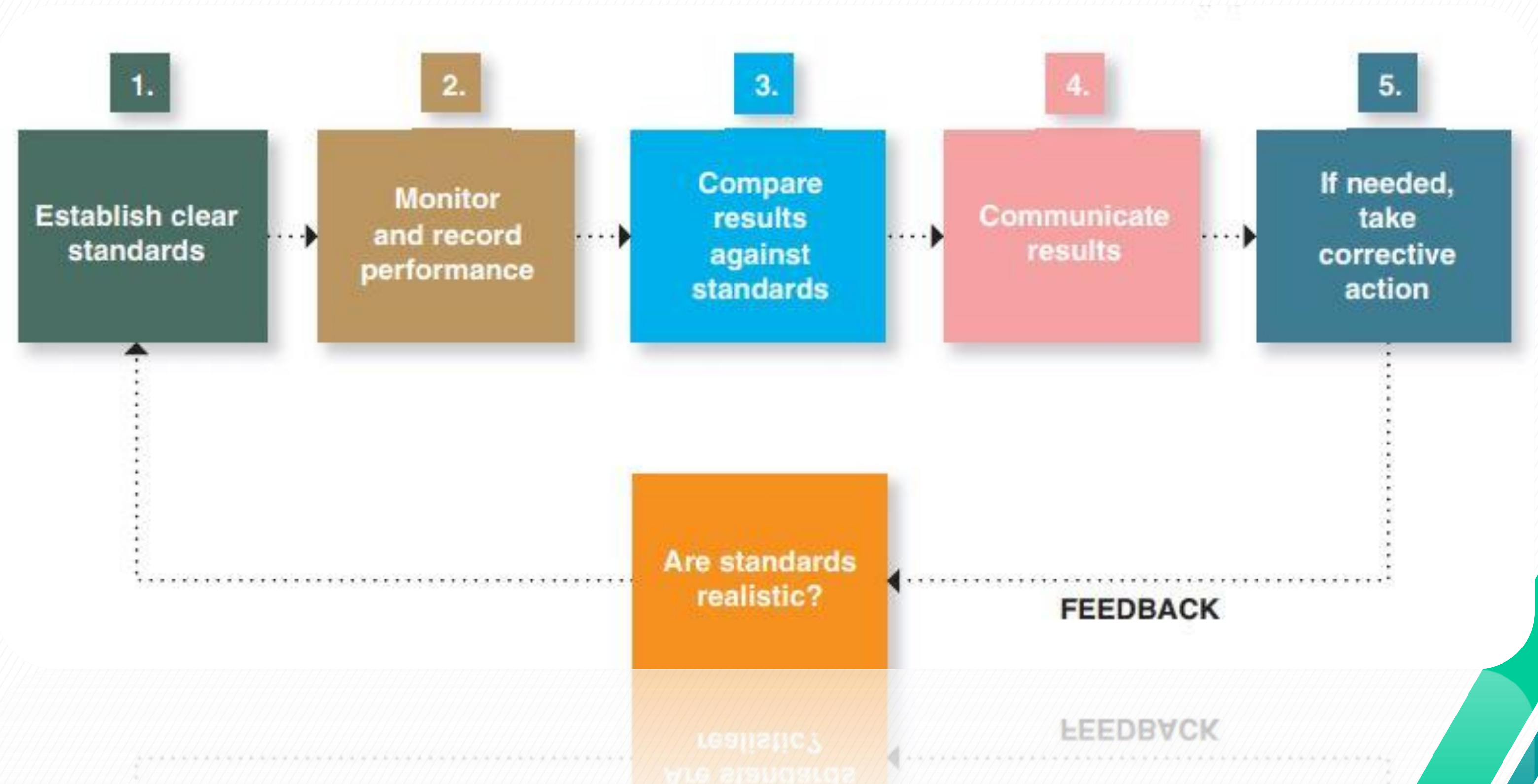


Autocratic Participative/democratic Free rein



Fast-food restaurant employees often don't have the skill and experience to make empowerment work very well. Instead their managers generally have to supervise and direct them fairly closely. What do you think are some of the consequences for managers of not being able to empower their staff with decision-making authority?

CONTROLLING: MAKING SURE IT WORKS



TEST



1. What does management look like today?
2. What are the primary functions of management?
3. What's the difference between goals and objectives?
4. What's the difference between a manager and a leader?
5. What does empowerment mean?

Structuring Organizations for Today's Challenges



THE CHANGING ORGANIZATION

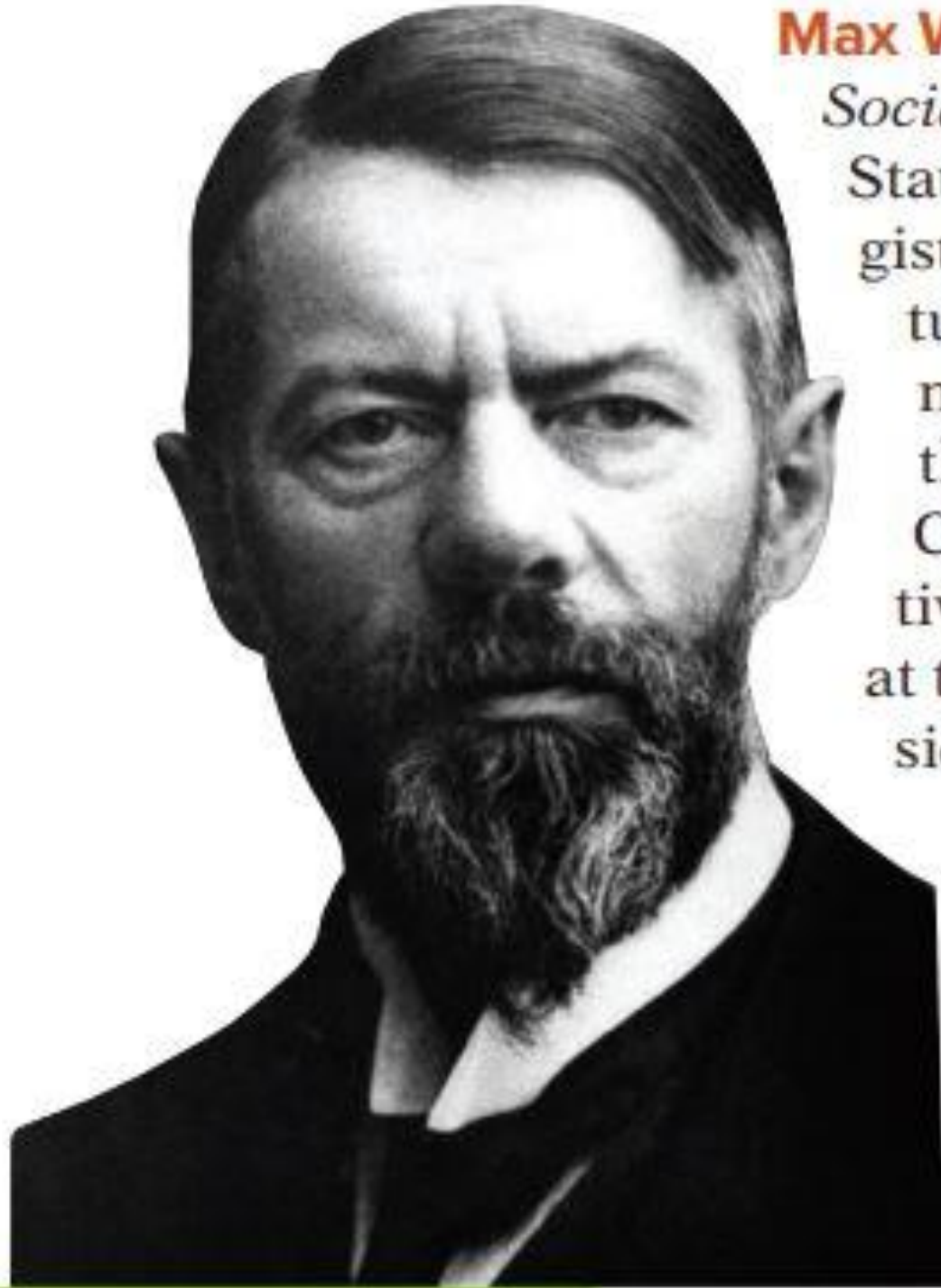
Fayol's Principles of Organization In France, economic theoretician Henri Fayol published his book *Administration industrielle et générale* in

1919. It was popularized in the United States in 1949 under the title *General and Industrial Management*. Fayol introduced such principles as the following:

- *Unity of command*. Each worker is to report to one, and only one, boss. The benefits of this principle are obvious. What happens if two different bosses give you two different assignments? Which one should you follow? To prevent such confusion, each person should report to only one manager. (Later we'll discuss an organizational plan that seems to violate this principle.)
- *Hierarchy of authority*. All workers should know to whom they report. Managers should have the right to give orders and expect others to follow. (As we discussed in Chapter 7, this concept has changed over time, and empowerment is often more important now.)
- *Division of labor*. Functions are to be divided into areas of specialization such as production, marketing, and finance. (This principle too is being modified, as you'll read later, and cross-functional teamwork is getting more emphasis.)

- *Subordination of individual interests to the general interest.* Workers are to think of themselves as a coordinated team. The goals of the team are more important than the goals of individual workers. (This concept is still very much in use.) Have you heard this concept being applied to football and basketball teams? Did you see this principle at work in the latest Super Bowl?
- *Authority.* Managers have the right to give orders and the power to enforce obedience. Authority and responsibility are related: whenever authority is exercised, responsibility arises. (This principle is also being modified as managers are beginning to empower employees.)
- *Degree of centralization.* The amount of decision-making power vested in top management should vary by circumstances. In a small organization, it's possible to centralize all decision-making power in the top manager. In a larger organization, however, some decision-making power, for both major and minor issues, should be delegated to lower-level managers and employees.
- *Clear communication channels.* All workers should be able to reach others in the firm quickly and easily.
- *Order.* Materials and people should be placed and maintained in the proper location.
- *Equity.* A manager should treat employees and peers with respect and justice.

Max Weber and Organizational Theory



Max Weber and Organizational Theory Max Weber's book *The Theory of Social and Economic Organizations*, like Fayol's, appeared in the United States in the late 1940s. Weber (pronounced Vay-ber), a German sociologist and economist, promoted the pyramid-shaped organization structure that became popular in large firms. Weber put great trust in managers and felt the firm would do well if employees simply did what they were told. The less decision making they had to do, the better. Clearly, this is a reasonable way to operate if you're dealing with relatively uneducated and untrained workers. Such was generally the case at the time Weber was writing. Most employees today, however, have considerably more education and technical skills.

Weber's principles of organization resembled Fayol's. In addition, Weber emphasized:

- Job descriptions.
- Written rules, decision guidelines, and detailed records.
- Consistent procedures, regulations, and policies.
- Staffing and promotion based on qualifications.

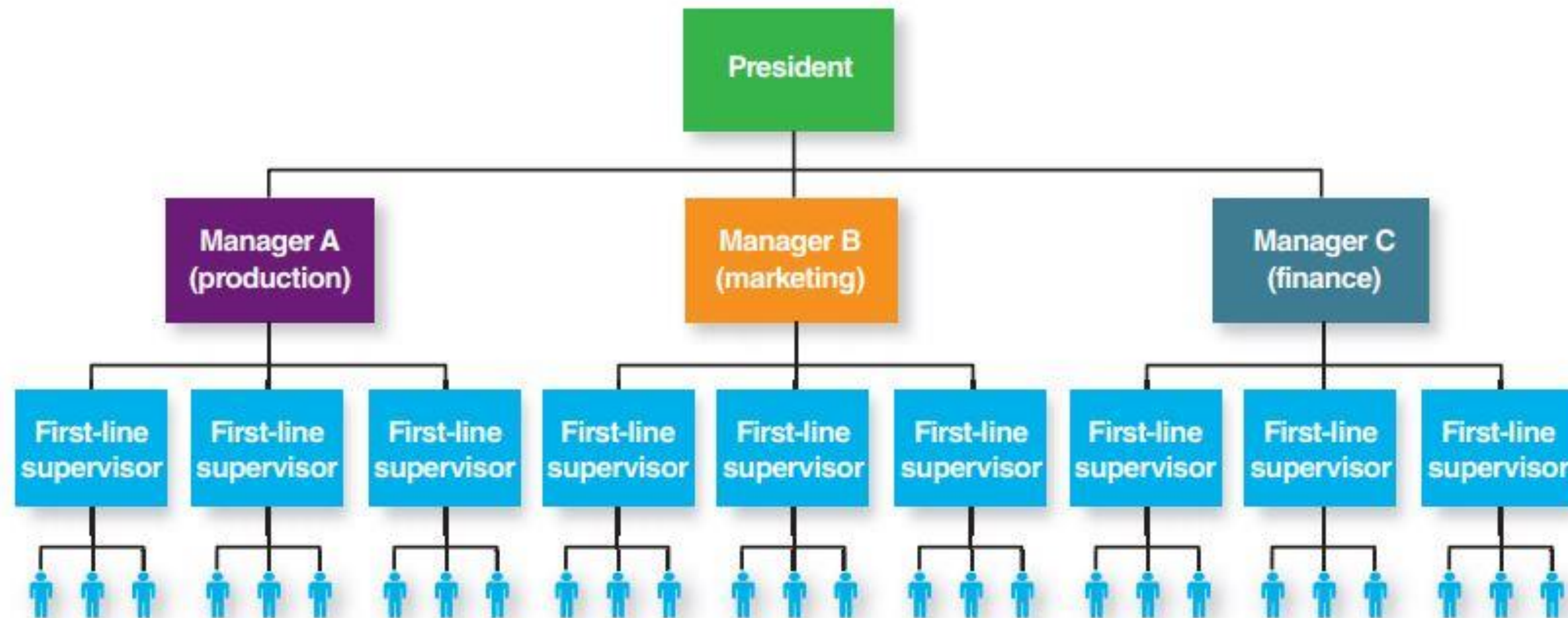
Turning Principles into Organization Design



Following theories like Fayol's and Weber's, managers in the latter 1900s began designing organizations so that managers could *control* workers. Many companies are still organized that way, with everything set up in a hierarchy. A **hierarchy** is a system in which one person is at the top of the organization and there is a ranked or sequential ordering from the top down of managers and others who are responsible to that person. Since one person can't keep track of thousands of workers, the top manager needs many lower-level managers to help. The **chain of command** is the line of authority that moves from the top of the hierarchy to the lowest level. Figure 8.1 shows a typical hierarchy on an organization chart. An **organization chart** is a visual device that shows relationships among people and divides the organization's work; it shows who reports to whom.

FIGURE 8.1 TYPICAL ORGANIZATION CHART

This is a rather standard chart with managers for major functions and supervisors reporting to the managers. Each supervisor manages three employees.



DECISIONS TO MAKE IN STRUCTURING ORGANIZATIONS



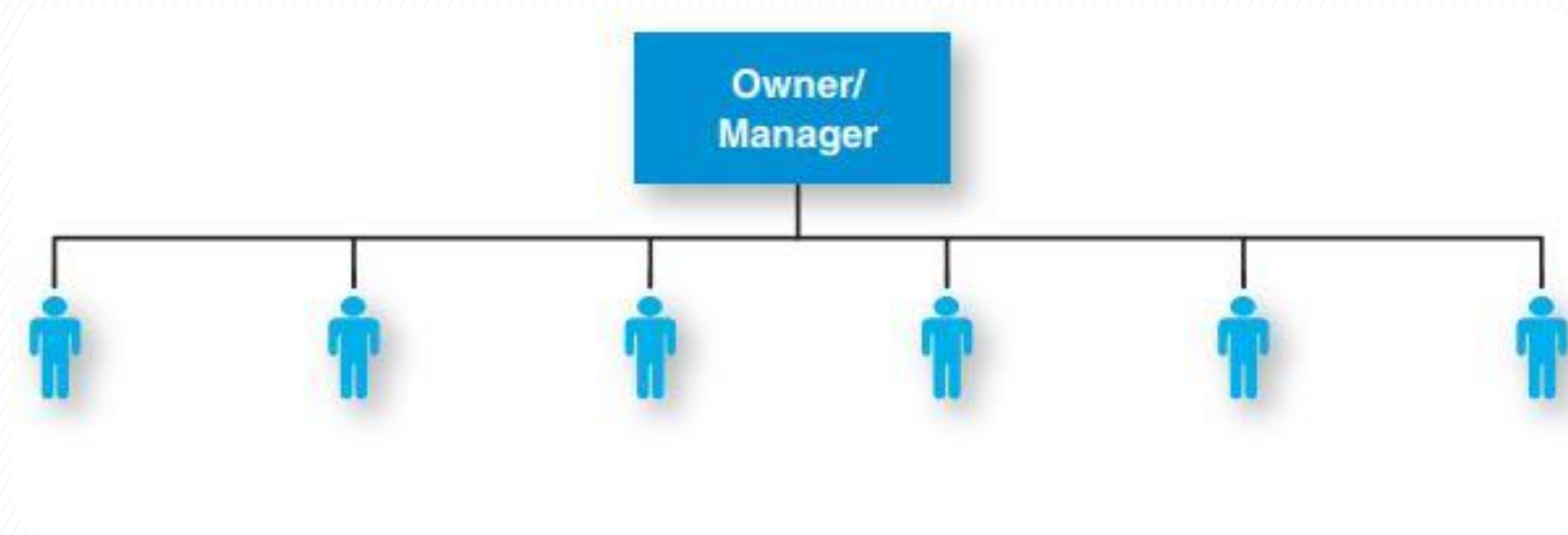
| | Centralized | Decentralized |
|---------------|--|--|
| Advantages | <ul style="list-style-type: none">• Greater top-management control• More efficiency• Simpler distribution system• Stronger brand/corporate image | <ul style="list-style-type: none">• Better adaptation to customer wants• More empowerment of workers• Faster decision making• Higher morale |
| Disadvantages | <ul style="list-style-type: none">• Less responsiveness to customers• Less empowerment• Interorganizational conflict• Lower morale away from headquarters | <ul style="list-style-type: none">• Less efficiency• Complex distribution system• Less top-management control• Weakened corporate image |
| Disadvantages | <ul style="list-style-type: none">• Lower morale away from headquarters• Interorganizational conflict | <ul style="list-style-type: none">• Weakened corporate image• Less top-management control |

Choosing the Appropriate Span of Control



Span of control describes the optimal number of subordinates a manager supervises or should supervise. What is the “right” span of control? At lower levels, where work is standardized, it’s possible to implement a broad span of control (15 to 40 workers). For example, one supervisor can be responsible for 20 or more workers assembling computers or cleaning movie theaters. The appropriate span gradually narrows at higher levels of the organization, because work becomes less standardized and managers need more face-to-face communication.

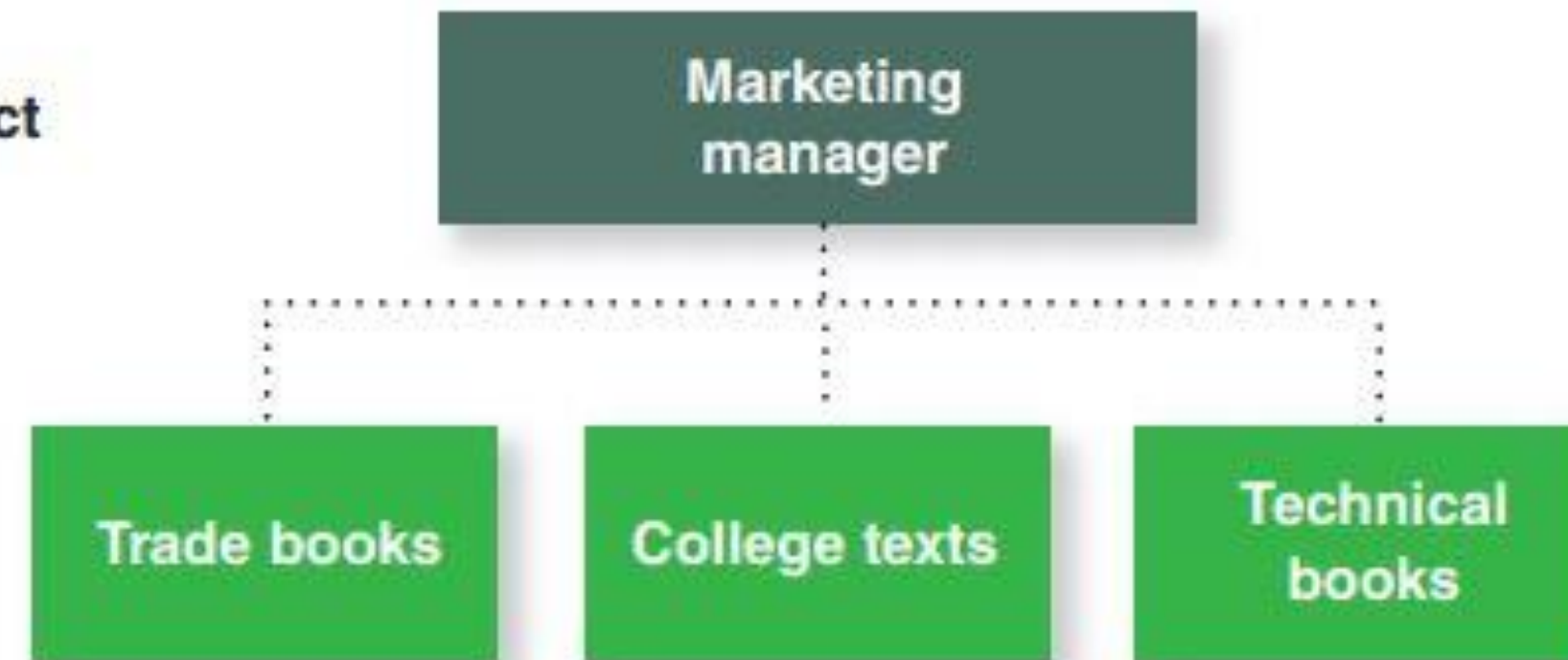




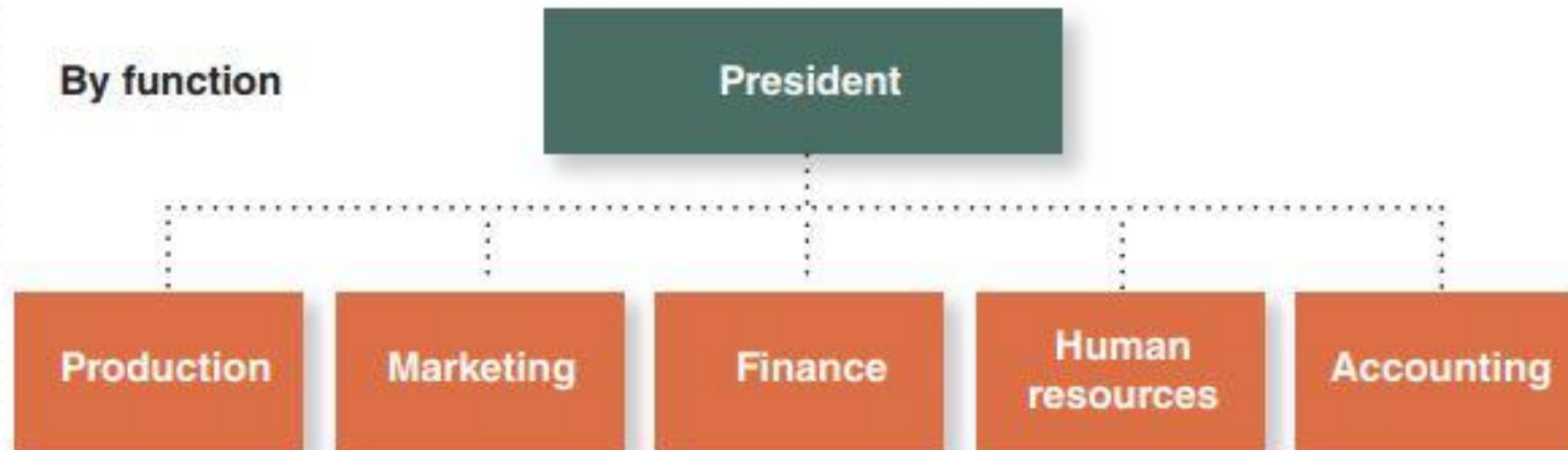


| | Narrow | Broad |
|---------------|--|--|
| Advantages | <ul style="list-style-type: none"> • More control by top management • More chances for advancement • Greater specialization • Closer supervision | <ul style="list-style-type: none"> • Less empowerment • Higher costs • Delayed decision making • Less responsiveness to customers |
| Disadvantages | <ul style="list-style-type: none"> • Reduced costs • More responsiveness to customers • Faster decision making • More empowerment | <ul style="list-style-type: none"> • Fewer chances for advancement • Overworked managers • Loss of control • Less management expertise |
| Disadvantages | <ul style="list-style-type: none"> • More empowerment • Faster decision making | <ul style="list-style-type: none"> • Less management expertise • Loss of control |

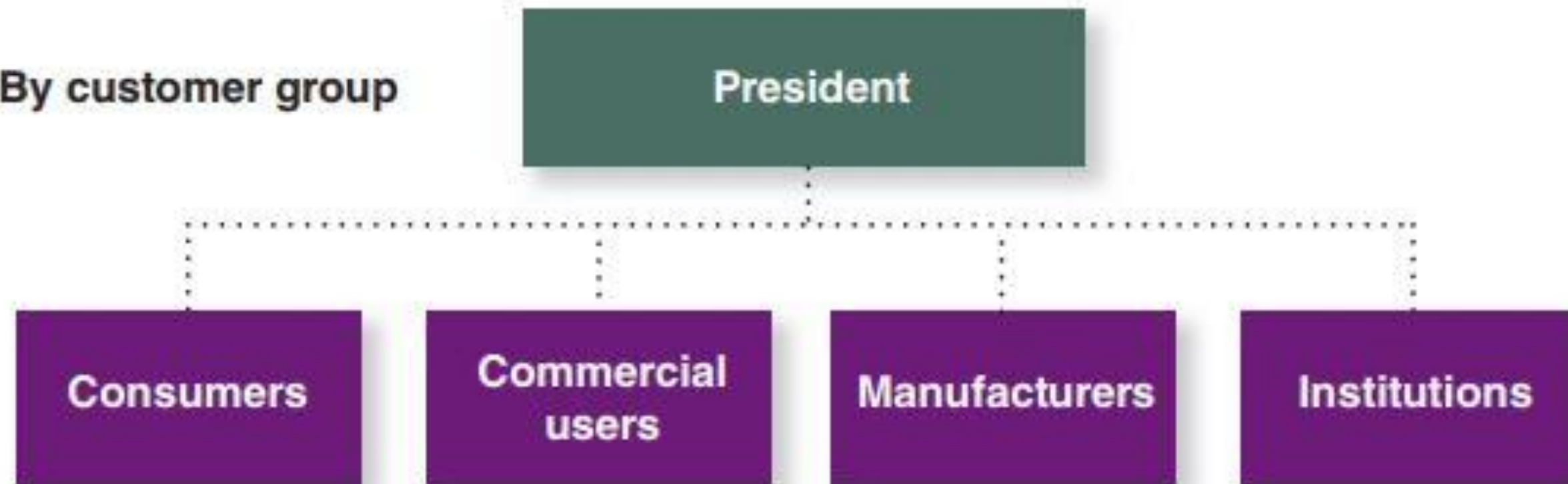
By product



By function



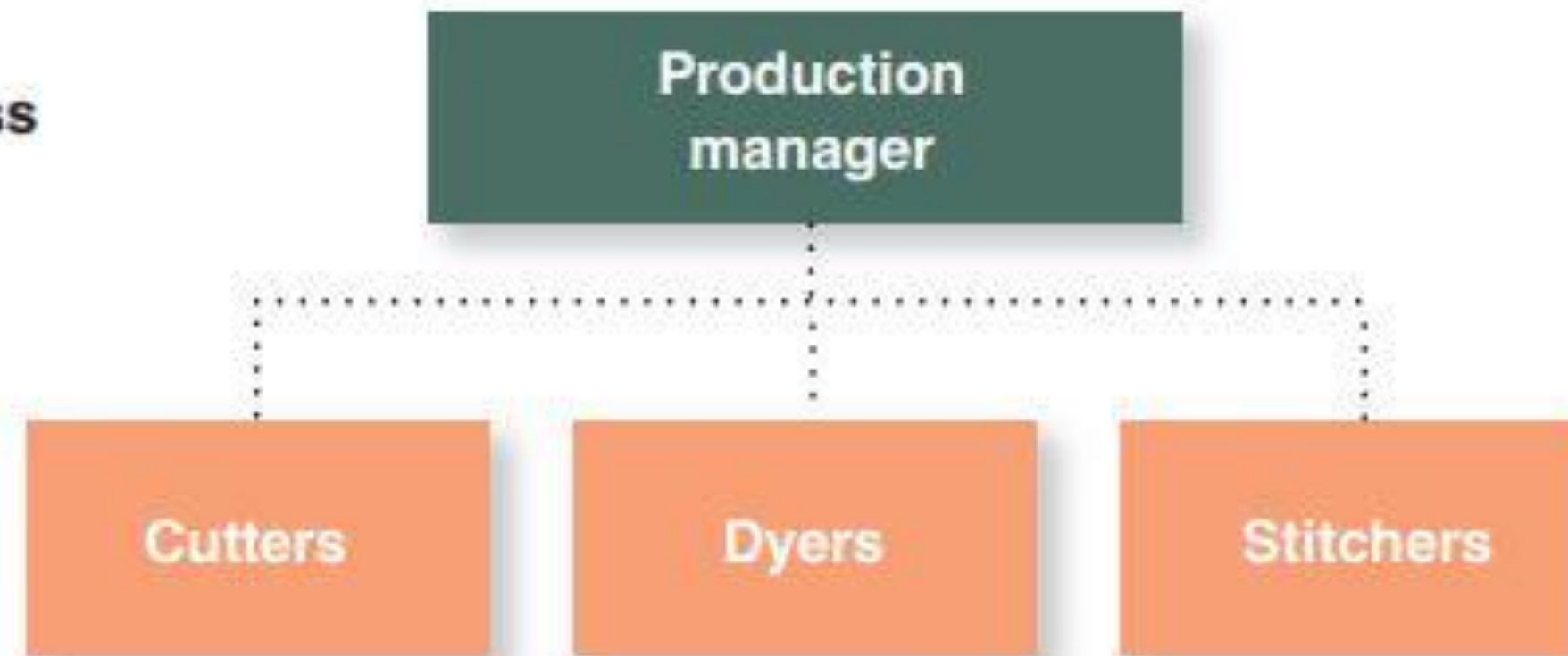
By customer group



By geographic location



By process



After the material for footballs has been cut and sewn in the Wilson Sporting Goods factory, it moves on to the lacing department where workers like this one open up the deflated balls and prepare them for lacing. What are the advantages and disadvantages of departmentalizing by processes like this?



FIGURE 8.8 COMPARISON OF AN INVERTED ORGANIZATIONAL STRUCTURE AND A TRADITIONAL ORGANIZATIONAL STRUCTURE





The informal organization is the system that develops as employees meet and form relationships. The grapevine, the unofficial flow of information among employees, is the nerve center of the informal organization. How does the informal organization affect the work environment?

PRODUCTION PROCESSES

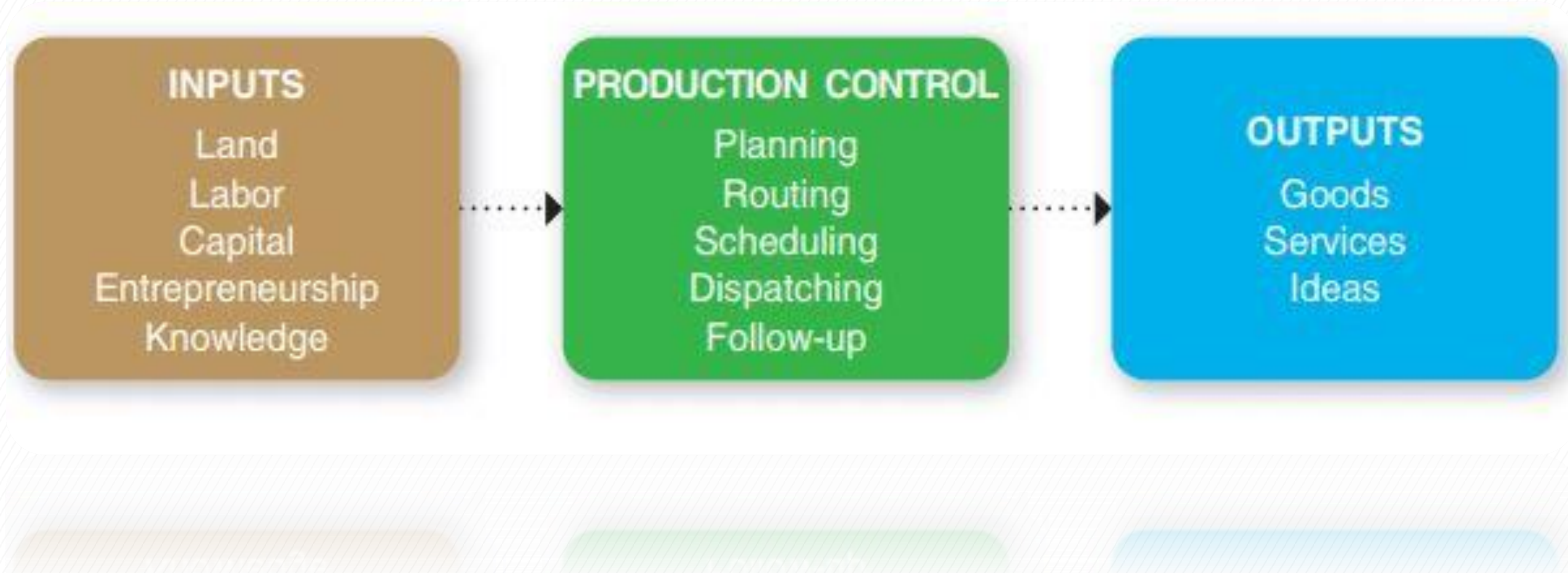
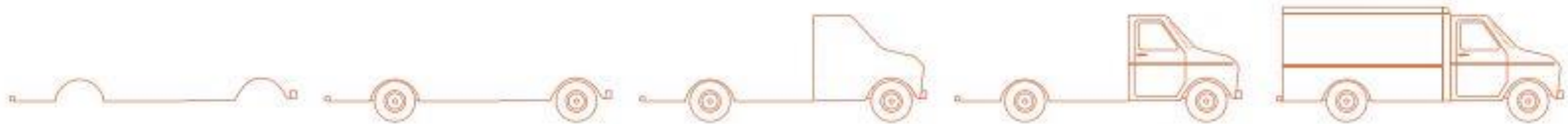


FIGURE 9.2 TYPICAL LAYOUT DESIGNS

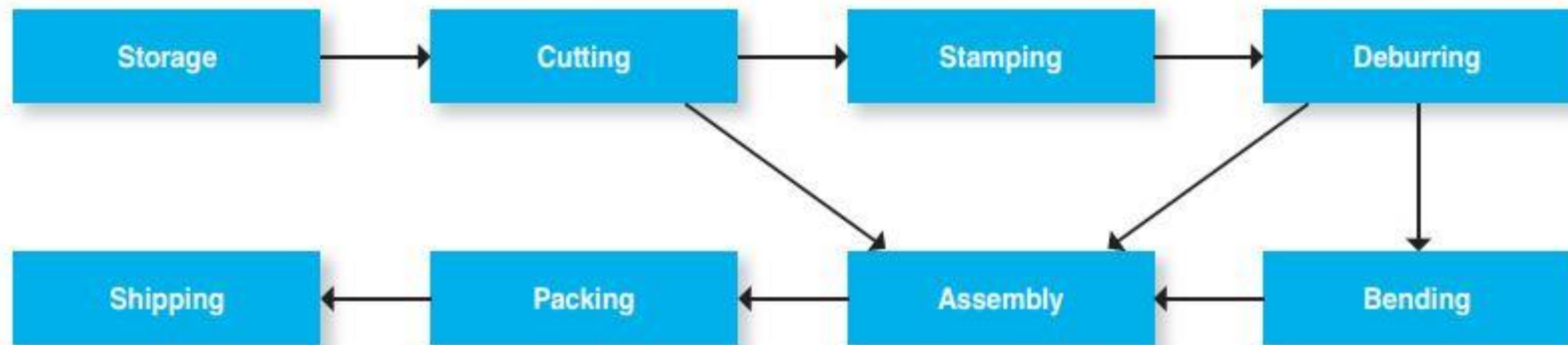
PRODUCT LAYOUT (also called Assembly-Line Layout)

Used to produce large quantities of a few types of products.



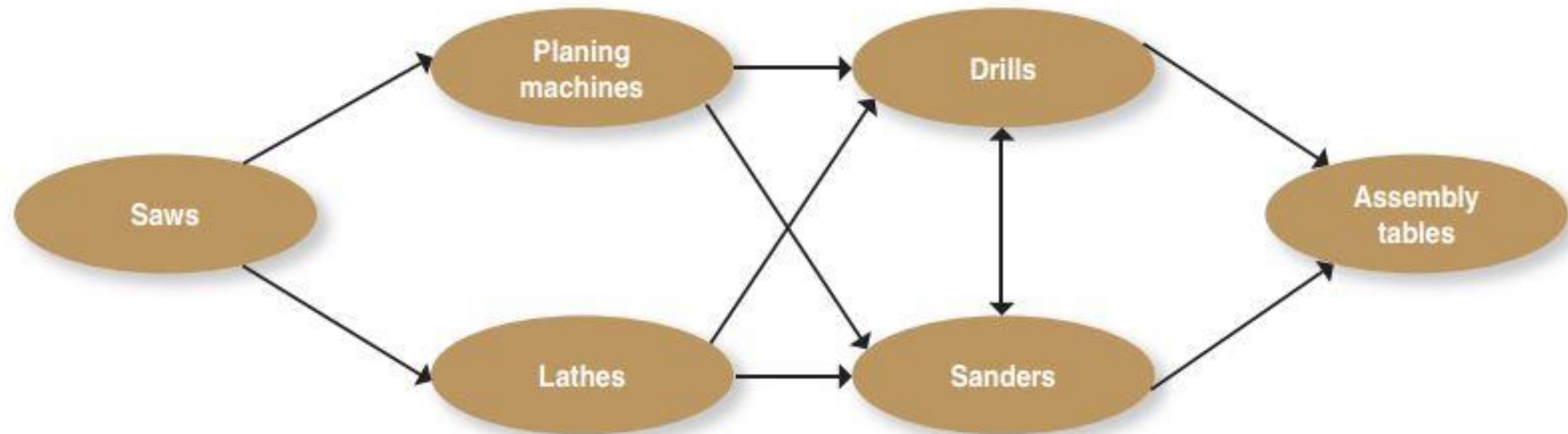
PROCESS LAYOUT

Frequently used in operations that serve different customers' different needs.



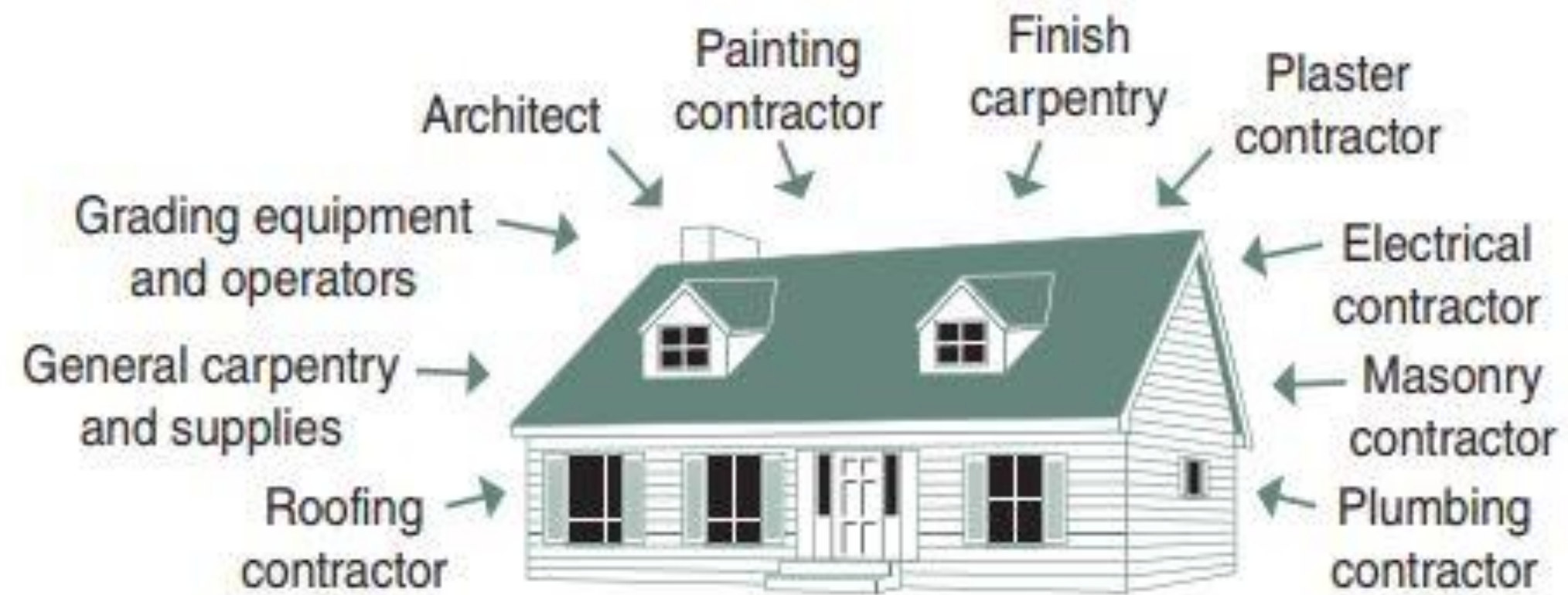
CELLULAR or MODULE LAYOUT

Can accommodate changes in design or customer demand.



FIXED-POSITION LAYOUT

A major feature of planning is scheduling work operations.



contractor
Roofing



contractor
Plumbing

ISO 9000 and ISO 14000 Standards



ISO 9000

The common name given to quality management and assurance standards.

ISO 14000

A collection of the best practices for managing an organization's impact on the environment.



REFLEKSI

1. Informasi penting hari ini
2. Manfaat penting dari informasi penting hari ini
3. Tindak lanjut yang dapat saudara lakukan



That's all. Thank you! 😊

Any Questions?