

UWS UNIVERSITY OF THE
WEST *of* SCOTLAND

Tutorial 7 Topic 7
Management and Leadership

Google



STAFFING AN ORGANIZATION is one of the key challenges managers face in keeping their companies competitive. This company's gourmet chefs cook up lunches, dinners, and snacks for its employees. The company also offers massage therapy and has an on-site gym among other perks. **Is Google a good place to work for why?**

Empowering Employees

Rather than telling employees exactly what to do, managers today tend to give their employees enough independence to make their own informed decisions about how best to please customers.

How do you think most employees respond to this empowerment on the job?

If not why, if yes why?



Quick questions

1



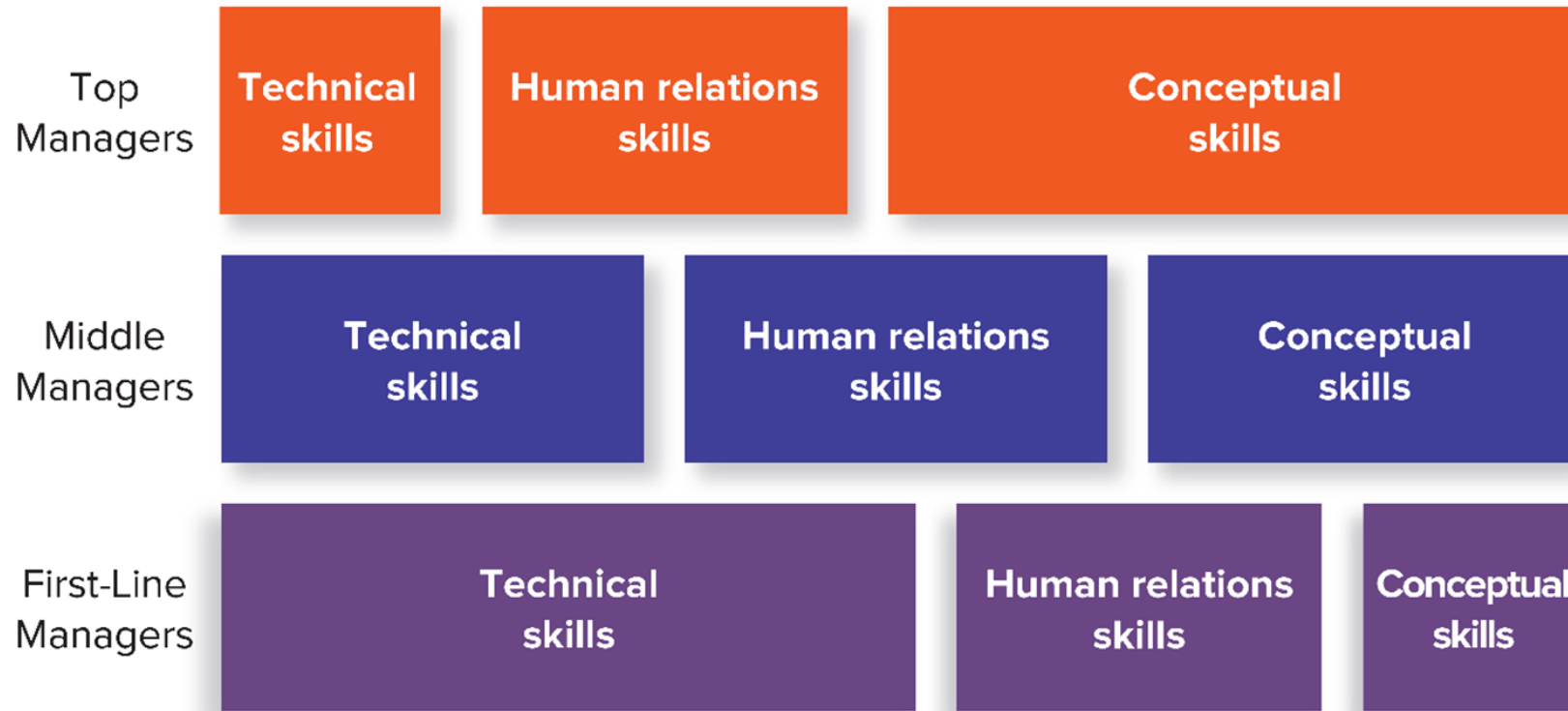
- What are some of the changes happening in management today?
- What's the definition of *management*?
- What are the four functions of management?

Organizing: Creating a Unified System ²

Tasks and Skills at Different Levels of Management

- **Technical skills** — The ability to perform tasks in a specific discipline or department.
- **Human relations skills** — Communication and motivation; they enable managers to work through and with people.
- **Conceptual skills** — The ability to picture the organization as a whole and the relationship among its various parts.

Figure 7.5 Skills Needed at Various Levels of Management



Do you agree with this Theory re levels? What is your experience?

[Access the text alternative for slide images.](#)



Does AI Mean the End of Managers?

The integration of artificial intelligence (AI) into the knowledge economy may change the role of managers.

Technology research firm Gartner suggests that AI algorithms could take over almost 70 percent of the routine work currently performed by managers within the next four years.

- Filling in forms, updating information, and approving workflows.

Middle management positions are particularly vulnerable.

How will AI impact on managers?



Do you agree with the slide title – AI means the End of Managers ?

America's Most Powerful Female Managers

RANK	NAME	ORGANIZATION
1	Marillyn Hewson	Lockheed Martin
2	Mary Barra	GM
3	Abigail Johnson	Fidelity Investments
4	Ginni Rometty	IBM
5	Gail Boudreaux	Anthem
6	Sheryl Sandberg	Facebook
7	Phebe Novakovic	General Dynamics
8	Safra Catz	Oracle
9	Julie Sweet	Accenture
10	Ruth Porat	Alphabet

In your country who are the most powerful Female Managers?

Self-Management

Tony Hsieh, CEO of Zappos.com, views culture as his company's top priority. He believes that all other aspects of business fall easily into place as long as employees are happy and motivated by their work. Hsieh got rid of middle managers and allowed employees to make more decisions on their own.

Do you think you would thrive in a self-managed workplace?





Ambition versus Being a Team Player

Imagine this: As a first-line manager, you have uncovered new information that your department head hasn't seen yet. Your findings indicate that your manager's recent plans are sure to fail. If the plans do fail, the manager will probably be demoted or fired, and you're the most likely candidate to fill the vacancy.

Will you give your department head the report or keep it to yourself?
What is the ethical thing to do? What might be the consequences of your decision?

Leading: Providing Continuous Vision and Values ²

Leadership Styles

Autocratic leadership — Make managerial decisions without consulting others.

- Effective in emergencies or with new, unskilled workers.

Participative or democratic leadership — Managers and employees work together to make decisions.

- Usually increases job satisfaction.

Free-rein leadership — Managers set objectives and employees are relatively free to do whatever it takes to accomplish those objectives.

- Most successful when supervising professionals.

Autocratic Leadership

Alan Mulally, former C E O of Ford Motor Company, managed to lead the U.S. auto giant back to profitability after the Great Recession—without a government bailout. The reason for this success was the leadership style of the most authoritarian C E O that Ford has seen since Henry Ford.

When an organization is under extreme pressure, why might autocratic leadership be necessary?



Natural Born Leaders?

Four Types of Executives

Rationalists	Humanists
Politicians	Culturists

Williams and Deal (2003), authors of *When Opposites Dance: Balancing the Manager and Leader Within*, identify four types of managers:

- **Rationalists**, who value sound thinking and work through organizational structure to accomplish tasks.
- **Politicians**, who view group dynamics from a power perspective and are adept at politics.
- **Humanists**, who are attuned to organizational moods and regard people as a company's top asset.
- **Culturists**, who consider culture the preeminent force in an organization and communicate through stories, ceremonies and rituals.

What are your views on the four types of managers?

Empowerment



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?