

Organization and Management

Activity Sheets

(First Quarter)

Department of Education

June 2016

TABLE OF CONTENTS

I. Meaning and Characteritics of Management	1
II. Managerial Functions	2
III. Management Theories	3
IV. Managerial Responsibilities	4-5

**ORGANIZATION AND MANAGEMENT
ACTIVITY SHEETS
For Weeks 4 and 5**

Activity 1

Objective: Discuss the meaning and characteristics of a management (ABM_AOM11-Ia-b-1 2)

A. Concept Development

The teacher will group the students into 5 then assigns the group leader and secretary afterwards. The students shall be instructed to brainstorm on their ideas about the meaning of the term, "management". The secretary will write down consolidated responses while the leader shall present the output to the class. The teachers must ensure maximum student participation and facilitated learning.

B. Guide Questions

1. What is management?
2. What are the characteristics of a management?
3. How would you differentiate each characteristic from the rest?
4. As a student, how would you best apply these characteristics in classroom management?

C. Discussion Content on the Meaning and Characteristics of Management

Management is the process of reaching organizational goals by working with and through people and other organizational resources and has the following characteristics:

- It is a process or series of continuous and related activities.
- It involves and concentrates on reaching organizational goals.
- It strives for organizational goals by working with and through people and other organizational resources.

Activity 2

Objective: Expound the different managerial functions through a panel discussion

(ABM_AOM11-1a-b-1 2)

A. Concept Development

The teacher shall choose the 5 best students in the class to be members of a panel of discussants. The chosen students shall receive the topic in advance for them to have ample preparation time. They shall research on managerial functions and disclose their research findings through an in-class panel discussion facilitated by the teacher with their other classmates as attentive audience.

B. Guide Questions

1. What are the 4 basic management functions?
2. How do the different managerial functions differ from each other?
3. What functions should be emphasized? Explain.

C. Discussion Content on Managerial Functions

MANAGERIAL FUNCTIONS

The 4 basic management functions that make up the management process are described in the following sections:

- Planning
- Organizing
- Influencing
- Controlling

PLANNING:

This involves choosing tasks that must be performed to attain organizational goals, to outline how the tasks must be performed and to indicate when they should be performed. Planning activity focuses on attaining goals and managers outline exactly what organizations should do to be successful. It is also concerned with the success of the organization in the short term as well as in the long term.

ORGANIZING:

Organizing involves the act of assigning the tasks developed in the planning stages to various individuals or groups to create a mechanism to put plans into action.

People within the organization are given work assignments that contribute to the goals of the company to make the outputs of each individual contribute to division and organizational success.

INFLUENCING:

Influencing is also known as motivating, leading or directing by guiding the activities of organization members towards the fulfillment of the goals.

The purpose of influencing is to increase productivity in human-oriented work situations to generate higher levels of production over the long term than do task oriented work situations.

CONTROLLING:

Controlling is both a managerial function and a continuous process where the manager performs the following roles:

- gathers information that measures performance;
- compares present performance to pre-established performance norms; and
- determines the next action plan and modifications for meeting the desired performance parameters.

Activity 3

Objectives: Explain the various types of management theories through a buzz session strategy
(ABM_AOM11-1a-b-2 3)

A. Concept Development

The teacher will divide the class into 5 groups then explain the procedure of the buzz strategy session. Each group will receive a piece of paper containing the a managerial theory to explain and present to the class. Processing of consolidated ideas shall follow.

B. Guide Questions

1. What are the major categories of the managerial theories?
2. What are the distinct features of each major category?
3. What sub-categories are present for each major managerial category?
4. How are the managerial theories different from each other?
5. Who are the proponents of the various managerial theories presented?

C. Discussion Content on Managerial Theories

Evolution of Management

Since eighteenth century, the rise of the industry revolution has been evolving to a variety of contemporary management theory including the classical, behavioral, quantitative and new theories. Each theory is inclusive with a view on specific time frames to meet the specific phenomenon and existing management needs.

Classical Theories

(1) Scientific Management

Ideas of early management proposed by Taylor, Lillian Gilbreth and Gantt was developed by the impact of natural methodology and it stressed rational thinking based on the scientific work to improve individual staff capacity.

(2) Administrative View

The administrative view proposed by Henri Fayol and Max Weber highlighted the importance of operational efficiency on the whole organization to develop a general theory explaining the good management of the elements required which include infrastructure.

Behavioral Theories

(1) Hawthorne Experiment

This is a well-known study which revealed that Classical Theory is mainly focused on the organization and staff with mechanical perspective concentrated on the point of view of human nature, importance of individual attitudes and behaviors, methods for managers to motivate employees for improving productivity.

(2) Interpersonal Perspective

This was proposed by Maslow and McGregor that provided a basic foundation of the behavioral view on human relations and was further derived from the Hawthorne experimental results showing that the productivity of employees is affected by the interaction and affective atmosphere of the management that leads to better performance.

Quantitative Theory

(1) Management Science and Operations Management perspective view

Quantitative Theory originated in World War II and revealed that the spirit of scientific management commitment, use of quantitative measurement and computer modeling theory such as analysis of complex business problems which gradually become a branch of the management science and operations management perspective.

New Theories

(1) Systems Perspective

This emphasized that there is a gradual integration of a new theory through a system point of view and the contingency perspective which successfully meets the inconsistencies that sprouted in the Classical and Behavioral Theories.

(2) Contingency Perspective

In the Contingency Perspective , academic industry focuses on how to adapt the environmental change and believes that there is no "universal solution" for the management to solve such conditions since all of management challenges depend on varying circumstances. It further stresses that the current time would be always be a timely situation for the management to handle individual and managerial differences.

Activity 4

Objective: Explain managerial responsibilities through a group activity
(ABM_AOM11-1a-b-3)

A. Content Development

The teacher will divide the class into 5 groups and shall instruct them to communicate their prior knowledge on managerial responsibilities. In-class presentation and teacher-facilitated discussion follow.

B. Guide Questions

1. What are the different functions a manager should do?
2. How are functions different from the roles a manager must to do?
3. What are the different skills must a manager possess? Explain.

C. Discussion Content on Managerial Responsibilities

Responsibilities of Managers

A manager wears many hats. He is not only team leader but also a planner, organizer, cheerleader, coach, problem solver, and decision maker — all rolled into one.

In addition, schedules of managers are usually jam-packed. Whether they are busy with employee meetings, unexpected problems, or strategy sessions, managers often find little spare time on their calendars.

Below are their common responsibilities:

1. *Hire great people.* When employees are of great talent, the rest is easy. Sometimes, managers instruct the Human Resource employees in the sourcing, screening and selecting of potential workers.
2. *Exhibit performance management.* Performance management covers the people-management aspect of a manager's job. It includes clarifying and setting expectations and goals, coaching, measuring, and monitoring employees' work, addressing performance problems, providing feedback and recognition, coaching, developing, training, and doing performance reviews.

3. Promote team development. In addition to individual employee management and development, a manager is responsible for the development of a high performing team. An interdependent team is usually more productive than a group of individuals working independently.

4. Set overall directions. A manager sets the long and short term direction of the team or organization. This includes the vision, mission, goals, objectives and strategy. Strategic managers spend a lot of time thinking about mission and direction which make them always on the look-out for the need to change or reinvent priorities. This involves others, including their team members but they take ultimate responsibilities for final decisions.

5. Support team members. This is explained by Patrick Lencioni, a famous author of a management book entitled, *The Five Dysfunctions of a Team* when he quoted, "We all know that if there is any daylight between executive team members, it ultimately results in unwinnable battles that those lower in the organization are left to fight."

6. Produce unique quality outputs. This pertains on the fact that CEOs have to do things that just cannot be delegated and entrusted. The accomplishment of these tasks lie on the wings of the manager alone though assistance from other employees and officials may be sought.

7. Manage resources. Managers have to make sure that the team has the resources they need to do they work while at the same time making sure that a team does not overspend or waste resources.

8. Improve processes and quality. While individual should take responsibility for the quality of their own work, managers are usually in the best position to see the overall workflow and make adjustments and improvements.

9. Encourage self-development. Managers are not just responsible for the development of their employees and teams but also with their own development achieved through management training, mentor seeking, feedback consolidating, and advanced education pursuance.

10. Communicate and disseminate information. Managers make sure information is flowing from above, sideways, and upwards. They are *never* the bottleneck in the information highway.

In case you are wondering where "leadership" fits into the role of a manager, it is accurate to say that is woven throughout these ten essentials roles for each of them require leadership in order to be truly effective. Leadership is not a separate "do" but a way of being!