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Handbook for practical classes and self-training on discipline

**ORGANIZATION OF MANAGER’S WORK**

for the 3rd year students

of the specialty 6.030601«Management»



Теrnopil – 2018

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Handbook for practical classes and self-training on discipline “Organization of manager’s work” have been discussed and approved at the meeting of the department of management in manufacturing sphere of the Ternopil Ivan Pul'uj National Technical University on \_\_\_\_\_\_\_\_\_\_\_, 2018, minutes №\_\_\_.

Handbook for practical classes and self-training on discipline “Organization of manager’s work” have been discussed and approved at the meeting of the methodical committee of the faculty of Management and Business in Manufacturing Sphere of the Ternopil Ivan Pul'uj National Technical University on \_\_\_\_\_\_\_\_\_\_\_\_\_, 2018, minutes № \_\_\_.

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***Lecture 1 FUNDAMENTALS OF MANAGEMENT WORK***

***Questions for review***

1. What is it like to be a manager?

2. Explain the difference between efficiency and effectiveness and their importance for organizational performance.

3. Describe conceptual, human, and technical skills and their relevance for managers.

4. Describe the levels of management and differences between them.

5. Define roles that managers perform in organizations.

6. Appreciate the manager’s role in small businesses and nonprofit organizations.

7. Describe the personal challenges involved in becoming a new manager.

8. Which types of managers do you know?

***Key terms***

|  |  |  |
| --- | --- | --- |
| *Описание: D:\ПАРИ\УПРАВЛІННЯ ПЕРСОНАЛОМ\i (16).jpg* | *manager*  *organizational growth managerial positions*  *director*  *line managers*  *employees*  *management style* | *organization*  *conceptual skills*  *human skills*  *technical skill*  *coordinating resources*  *organizational requirements* |

**Case 1. Do You Really Want To Be A Manager?**

Is management for you? 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, and not every person will be happy and fulfilled in a management position. Here are some of the issues would-be managers should consider before deciding they wanting to pursue a management career:

1. The increased workload. It isn’t unusual for managers to work 70 to 80 hours per week, and some work even longer hours. A manager’s job always starts before a shift and ends hours after the shift is over. When Ray Sarnacki was promoted to manager at an aerospace company, he found himself frustrated by the incessant travel, endless paperwork, and crowded meeting schedule. He eventually left the job and found happiness in a position earning about one-fifth of his peak managerial salary.

2. The challenge of supervising former peers. This issue can be one of the toughest for new managers. They frequently struggle to find the right approach, with some trying too hard to remain “one of the gang,” and others asserting their authority too harshly. In almost all cases, the transition from a peer-to-peer relationship to a manager-to-subordinate one is challenging and stressful.

3. The headache of responsibility for other people. A lot of people get into management because they like the idea of having power, but the reality is that many managers feel overwhelmed by the responsibility of hiring, supervising, and disciplining others. New managers are often astonished at the amount of time it takes to handle “people problems.” Kelly Cannell, who quit her job as a manager, puts it this way: “What’s the big deal [about managing people]? The big deal is that people are human. . . . To be a good manager, you have to mentor them, listen to their problems, counsel them, and at the end of the day you still have your own work on your plate. . . .

Don’t take the responsibility lightly, because no matter what you think, managing people is not easy.”

4. Being caught in the middle. Except for those in the top echelons, managers find themselves acting as a backstop, caught between upper management and the workforce. Even when managers disagree with the decisions of top executives, they are responsible for implementing them. For some people, the frustrations of management aren’t worth it. For others, management is a fulfilling and satisfying career choice and the emotional rewards can be great. One key to being happy as a manager may be carefully evaluating whether you can answer yes to the question, “Do I really want to be a manager?”

 ***DISCUSSION QUESTIONS:***

*1.**How do you feel about having a manager’s responsibility in today’s world characterized by uncertainty, ambiguity, and sudden changes or threats from the environment? Describe some skills and qualities that are important to managers under these conditions.*

*2. Assume you are a project manager at a biotechnology company, working with managers from research, production, and marketing on a major product modification. You notice that every memo you receive from the marketing manager has been copied to senior management. At every company function, she spends time talking to the big shots. You are also aware that sometimes when you and the other project members are slaving away over the project, she is playing golf with senior managers. What is your evaluation of her behavior? As project manager, what do you do?*

*3. Jeff Immelt of GE said that the most valuable thing he learned in business school was that “there are 24 hours in a day, and you can use all of them.” Do you agree or disagree? What are some of the advantages to this approach to being a manager? What are some of the drawbacks?*

*4. Why do some organizations seem to have a new CEO every year or two, whereas others have top leaders who stay with the company for many years (e.g., Jack Welch’s 20 years as CEO at General Electric)? What factors about the manager or about the company might account for this difference?*

*5. Is efficiency or effectiveness more important to organizational performance? Can managers improve both simultaneously?*

*6. You are a bright, hard-working entry-level manager who fully intends to rise up through the ranks. Your performance evaluation gives you high marks for your technical skills but low marks when it comes to people skills. Do you think people skills can be learned, or do you need to rethink your career path? If people skills can be learned, how would you go about it?*

*7. If managerial work is characterized by variety, fragmentation, and brevity, how do managers perform basic management functions such as planning, which would seem to require reflection and analysis?*

*8. A college professor told her students, “The purpose of a management course is to teach students about management, not to teach them to be managers. ”Do you agree or disagree with this statement?*

*9. Discuss some of the ways organizations and jobs changed over the past 10 years. What changes do you anticipate over the next 10 years? How might these changes affect the manager’s job and the skills a manager needs to be successful?*

*10. How might the teaching of a management course be designed to help people make the transition from individual performer to manager in order to prepare them for*

***Lecture 2 THE ROLE AND FUNCTIONS OF THE MANAGER IN AN EVOLVING ORGANIZATION***

***Questions for review***

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| Описание: D:\ПАРИ\УПРАВЛІННЯ ПЕРСОНАЛОМ\i (13).jpg | 1. Which is the role of manager in organization? 2. What means analytic thinking? 3. Describe the four management functions and the type of management activity associated with each. 4. Explain the Mintzberg’s set of managers role. 5. Describe the duties of managers. |
|  | |

***Key terms***

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| Описание: D:\ПАРИ\УПРАВЛІННЯ ПЕРСОНАЛОМ\i (16).jpg | *organizational growth*  *leader*  *negotiator*  *figurehead* | *liaison*  *communicator*  *manager's role*  *staff*  *customer* | *job description*  *direct*  *stakeholders*  *plan*  *organize and implement* |
| *monitor*  *evaluate*  *analytic thinking* | | | |

**Case 1. Six Fundamentals That Can Make You A Better Manager In 2018**

When it comes to management, I've always been a bigger believer in fundamentals than fancy. Sure, there's nothing at all wrong with, say, presentation skills that spellbind an audience of thousands, but when it comes to operational effectiveness, chances are that will be determined by how well you execute fundamentals day in and day out. In that spirit, here are 6 fundamentals that can make you a better manager in 2014.

1. Be open to new ways of looking at things - The best managers are flexible, adaptable, and closely attuned to their environment. They're always looking for opportunities. Be a good listener. Many of the best process improvement ideas routinely come from employees in the trenches, as they're the ones closest to the actual work. Rigidity is the enemy of progress. Don't be afraid to shift the paradigm and move away from, "This is the way we've always done it here."

2. Expect excellence - Set high but not unattainable standards and expect your employees to meet them. The best managers are ultimately not those who are "toughest" or "nicest," but those who get the best results from people in their charge. Once your employees recognize you have unfailingly high standards, that's key data they won't forget. If your employees know you demand excellence from yourself, they're more likely to find it in themselves.

3. Make sure your employees know - clearly - where they need to focus - About those high standards just noted in point number 2... be sure your employees' job objectives clearly reflect them. Well-conceived, measurable employee objectives are a manager's best friend. They move job performance from the realm of the subjective into - no surprise - the objective. If created thoughtfully at the start of the year, objectives will be a valuable guide for both employee and manager as the year unfolds.

4. Protect your time as if it were gold (or perhaps Bitcoins?) - Time is an underrated but crucial management asset, essential to thoughtful decision making. Managers are routinely pulled in too many directions. I know I was, which often resulted in just getting stuff done...rushed work rather than optimized work. The most effective executives I knew protected their schedules vigilantly. They did what they needed to do, of course, but they prioritized well, delegated effectively, and left themselves with enough time to carefully think through what they most needed to.

5. Communicate regularly by providing meaningful feedback in real time - Sure, effective communication may sound a little trite, but that's because it's so fundamental to sound management. Strong managers invariably are excellent communicators. Providing ample feedback - both positive and negative - is a core skill. Make yourself readily available to those you manage. Be there, be present, be accessible. Even if you're managing remotely, you're still easily reachable by phone, email, text, etc. Better to be physically remote and easy to communicate with... than to be physically nearby but a distant communicator.

6. Don't duck conflict, but deal with it directly and fairly - As any manager knows, the workplace environment is a fertile breeding ground for conflict. Interpersonal issues, compensation, recognition, cost-cutting, layoffs, management-employee relations... there's never a shortage of emotionally charged issues that can lead to conflict. As much as it's often tempting to look the other way, the best managers aren't "conflict avoiders" - they address problems quickly and fairly. Employees are keen observers; they note who takes action when needed and who doesn't. They respect managers who confront difficult situations, just as they'll lose respect for those who chronically avoid them.

**Case 2. Can Management Afford to Look the Other Way?**

Harry Rull had been with Shellington Pharmaceuticals for 30 years. After a tour of duty in the various plants and seven years overseas, Harry was back at headquarters, looking forward to his new role as vice president of U.S. marketing.

Two weeks into his new job, Harry received some unsettling news about one of the managers under his supervision. Over casual lunch conversation, the director of human resources mentioned that Harry should expect a phone call about Roger Jacobs, manager of new product development. Jacobs had a history of being “pretty horrible” to his subordinates, she said, and one disgruntled employee asked to speak to someone in senior management. After lunch, Harry did some follow-up work. Jacobs’ performance reviews had been stellar, but his personnel fi le also contained a large number of notes documenting charges of Jacobs’ mistreatment of subordinates. The complaints ranged from “inappropriate and derogatory remarks” to subsequently dropped charges of sexual harassment. What was more disturbing was that the amount as well as the severity of complaints had increased with each of Jacobs’ ten years with Shellington.

When Harry questioned the company president about the issue, he was told, “Yeah, he’s had some problems, but you can’t just replace someone with an eye for new products. You’re a bottom-line guy; you understand why we let these things slide.” Not sure how to handle the situation, Harry met briefl y with Jacobs and reminded him to “keep the team’s morale up.” Just after the meeting, Sally Barton from HR called to let him know that the problem she’d mentioned over lunch had been worked out. However, she warned, another employee had now come forward demanding that her complaints be addressed by senior management.

*What Would You Do?*

1. Ignore the problem. Jacobs’ contributions to new product development are too valuable to risk losing him, and the problems over the past ten years have always worked themselves out anyway. No sense starting something that could make you look bad.

2. Launch a full-scale investigation of employee complaints about Jacobs, and make Jacobs aware that the documented history over the past ten years has put him on thin ice.

3. Meet with Jacobs and the employee to try to resolve the current issue, then start working with Sally Barton and other senior managers to develop stronger policies regarding sexual harassment and treatment of employees, including clear-cut procedures for handling complaints.

***HOMEWORK:*** *To prepare interesting information about how management functions are performed at the company.*

***Lecture 3 MANAGEMENT STYLES***

***Questions for review***

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| Описание: D:\ПАРИ\УПРАВЛІННЯ ПЕРСОНАЛОМ\i (13).jpg | 1. Which management styles do you know? 2. Who are the authoritarian manager and democratic manager? 3. Which category of management styles put trust in employees and encourages them to make decisions? 4. The Authoritarian Manager, The Democratic Manager – these types of Managers Based Upon…? 5. Which style has the primary objective of long-term professional development of employees? |
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***Key terms***

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| Описание: D:\ПАРИ\УПРАВЛІННЯ ПЕРСОНАЛОМ\i (16).jpg | *management style administrator*  *autocratic*  *paternalistic managers* | *attract attention*  *accept the client*  *trust and credibility professionals* | *subordinates*  *democratic style*  *decisions*  *motivators* |
|  | | | |

**Case 1. Situation 1**

The employees in your program appear to be having serious problems getting the job done. Their performance has been going downhill rapidly. They have not responded to your efforts to be friendly or to your expressions of concern for their welfare.

*Which style would you pick? What would you do?*

a. Reestablish the need for following program procedures and meeting the expectations for task accomplishment.

b. Be sure that staff members know you are available for discussion, but don’t pressure them.

c. Talk with your employees and then set performance goals.

d. Wait and see what happens.

**Situation 2**

During the past few months, the quality of work done by staff members has been increasing. Record keeping is accurate and up to date. You have been careful to make sure that the staff members are aware of your performance expectations.

*Which style would you pick? What would you do?*

a. Stay uninvolved.

b. Continue to emphasize the importance of completing tasks and meeting deadlines.

c. Be supportive and provide clear feedback. Continue to make sure that staff members are aware of performance expectations.

d. Make every effort to let staff members feel important and involved in the decision making process.

**Situation 3**

Performance and interpersonal relations among your staff have been good. You have normally left them alone. However, a new situation has developed, and it appears that staff members are unable to solve the problem themselves.

*Which style would you pick? What would you do?*

a. Bring the group together and work as a team to solve the problem.

b. Continue to leave them alone to work it out.

c. Act quickly and firmly to identify the problem and establish procedures to correct it

d. Encourage the staff to work on the problem, letting them know you are available as a resource and for discussion if they need you.

**Situation 4**

You are considering a major change in your program. Your staff has a fine record of accomplishment and a strong commitment to excellence. They are supportive of the need for change and have been involved in the planning.

*Which style would you pick? What would you do?*

a. Continue to involve the staff in the planning, but direct the change.

b. Announce the changes and then implement them with close supervision.

c. Allow the group to be involved in developing the change, but don’t push the process.

d. Let the staff manage the change process.

**Complete the table:** *compare different types of managers*

|  |  |  |  |
| --- | --- | --- | --- |
|  | Description | Advantages | Disadvantages |
| Autocratic manager |  |  |  |
| Paternalistic manager |  |  |  |
| Democratic manager |  |  |  |
| Laissez faire manager |  |  |  |

 ***DISCUSSION QUESTIONS:***

On the way home from the restaurant — soon to be his restaurant, Tony thought—the news of his promotion finally started to sink in. Jerry’s promotion to regional manager didn’t give either of them a lot of time to manage the transition, so the day had been filled with a lot of information—forms, rules, regulations, guidelines, and plenty of tips and tricks from Jerry on how to cope with the unexpected.

In the peace and quiet of his apartment, Tony started thinking back to his earlier days at the Taco Barn and to the many lessons he had learned from both Jerry and Dawn. They were very different in their approach to their jobs. Dawn was all about the numbers.

Whenever she visited the restaurant, she and Jerry would always end up huddled in one of the corner booths over her laptop screen or a spreadsheet printout discussing numbers—food costs, labor costs, and the figures for the latest marketing campaign to increase sales. Dawn always ended her visit by walking around and checking in with everyone to make sure they were doing okay. Since Jerry ran such a good crew, there were never any problems, but Tony wondered what Dawn’s reaction would have been if she had found any.

Jerry’s style always seemed to Tony to be more about the people than the numbers. He obviously hit the financial targets that he needed to; otherwise he wouldn’t have kept his job, thought Tony, but Jerry was always taking the time to work with his staff. He was hardly ever in his office —not that you could call the broom closets in the back of the kitchen an office. Jerry was always out in the kitchen working with the chefs or in the dining room, working with the servers before opening and checking on customers once the restaurant was open.

Tony suddenly realized that he would have to establish his own style of management now that he would be in charge of the restaurant. He had filled in for Jerry when he was on vacation a couple of times, but then he was really just minding the store until Jerry came back. This time was different—Tony was the manager now, and he wondered what kind of manager he should be.

***QUESTIONS***

1. *Why should Tony be concerned about establishing his own style of management in the Taco Barn?*

*2. Which management style do you like better— Jerry’s or Dawn’s? Why?*

*3. Do you think Tony will choose Jerry’s style or Dawn’s? Why?*

*4. If you are currently in a management role, how would you describe your style? If you are working toward a management position, do you think you would be more like Dawn or Jerry? Why?*

***Lecture 4 MANAGER AND LEADER***

***Questions for review***

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| Описание: D:\ПАРИ\УПРАВЛІННЯ ПЕРСОНАЛОМ\i (13).jpg | 1. Which differences between manager and leader? 2. Define leadership and explain its importance for organizations. 3. Describe how leadership is changing in today’s organizations. 4. Identify personal characteristics associated with effective leaders. What means the importance of leadership? |
| 1. Explain the functions of a leader.   6. Describe the leadership styles.  7. How many qualities of a successful leader do you know? | |

***Key terms***

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| Описание: D:\ПАРИ\УПРАВЛІННЯ ПЕРСОНАЛОМ\i (16).jpg | *leader*  *vision*  *risk*  *relationships* | *sanctions*  *leadership*  *objectives*  *performance*  *goals* | *human relations*  *strategic plans intelligence*  *social skills* |
|  | | | |

**Cases: Take This Important Quiz: Are You a Better Manager or Leader? (TEST)**

The world is filled with managers and leaders. Both are quite necessary for a successful business, but rarely does someone completely master the traits of both. Often visionary entrepreneurs are moved aside for someone who can keep things steady and smooth. Of course when companies grow complacent, it's the leader who charts a new direction and brings the entire ship around.

Which role suits you best? The 10-question quiz below will help you find your path to contentment and success. No need to answer dishonestly since a higher score does not make you a winner. There's no single right answer to each one. Managers and leaders are equally necessary to a well-run company, so there is no single "best" result except the one that's right for you.

At the bottom you will find some score-based descriptions and suggested reading to help you advance your path whether you wish to manage or lead.

* *On the morning of a big meeting, two key team members call in sick. You:*
  + Call them and firmly encourage them to come in anyway.
  + Roll up your sleeves and work with the team to get ready.
  + Call for a quick 15-minute huddle to redistribute their responsibilities.
  + Call in your most trusted player and ask him or her to step in and take charge.
* *In the middle of crunch time on a critical project, a pipe bursts in the break room, flooding the whole floor and jeopardizing the computers. You:*

1. Google the instructions and fix it yourself so the team is minimally disturbed.

2. Call an emergency plumber and keep close as he works so it gets done fast.

* Rally the team and get their ideas on how to keep the workflow going.
* Tell your team members to grab their laptops and have your assistant book a large room for the day at a local restaurant.
  + 1. *It's your job to address the crowd at the quarterly meeting and set the tone for the rest of the year. Your speech emphasizes:*
  + How great the team is and how much you enjoy working with your people.
  + The value to the team of following company procedures to increase productivity.
  + The importance of all employees making the sales process "their own" and thinking creatively to get ahead of the trend.
  + The exciting new developments in your field and how your company can lead the way to the future.

1. *Employees who walk in your office know they may find you absorbed in reading:*
2. The company policies and procedures manual so you can update it.

2. The latest industry magazine or the book from that efficiency expert you loved at the last conference.

3. A biography of someone whose life inspires you.

4. A *New York Times* bestseller on world trends and rapid change.

* *Your team has encountered a major setback, and you call everyone in for a meeting. At the end, your people respond by:*

1. Quietly returning to their desks, feeling nervous but calmer than before.
2. Firing up their computers, initiating your recommended course of action with determination.
3. Chiming in with their own suggestions and ideas, which could be incorporated with your own.
4. Returning to their desks with genuine excitement, ready to go back to square one if necessary.

* *You have just had a great quarter in which the team exceeded all the benchmarks. You:*

1. Treat them all to a catered lunch.

2. Give a rousing speech that personally acknowledges each individual's contribution.

3. Invite them to a celebratory strategy session dinner with cocktails to set new benchmarks for the next quarter.

4. Plan an off-site retreat, complete with adventure activities, to envision a new audacious goal for the rest of the year.

* *The weekend finally arrives after a hectic but very fruitful week. You:*
  + Decide to sleep in Saturday as a reward.
  + Send out a "Great job, everybody!" email before you leave the office on Friday.
  + Spend Sunday sketching out ideas to beat your record for the last week.
  + Dedicate time each morning to dreaming up an exciting new project to show everyone on Monday morning.
* *You have arrived at the annual conference and look over the program of sessions and speeches. You choose to spend most of your time at:*

1. Workshops and small groups aimed at the key to employee efficiency and satisfaction.

2. A keynote and some panels on employee empowerment and growth.

3. An all-day workshop on establishing personal and professional trajectories.

4. A roundtable with industry leaders, a keynote by a famous entrepreneur, and the networking events.

* *There's no avoiding it … you're going to have to cut the well-liked but ineffective staff member. When you call her into your office, after you give the bad news, you:*

1. Follow with an encouraging speech about the many talents she has that will see her through.

2. Offer to be a positive reference for her at future employers.

3. Give her the name and number of a colleague with a position that would suit her well.

4. Take her to lunch and spend some time discussing a career path she might truly enjoy.

* *An employee asks to talk to you about applying for a promotion you know is out of his current reach. Your response is to:*

1. Gently but firmly suggest he might be ready in a year or so.

2. Explain what skills he needs and guide him through a self-assessment.

3. Help him lay out a plan for developing the skills he needs and track his progress

4. Show him some possibilities for other jobs shifts he has not considered and get him energized about a new direction.

Now total your score.

Each "1" response is worth 1 point.  
Each "2" response is worth 2 points.  
Each "3" response is worth 3 points.  
Each "4" response is worth 4 points.

Where do you fall?

**10-15 Points: Dusty Baker**

You are a supportive manager. You know the policies and procedures well and try to keep everyone playing nice together. You don't think out of the box much, but you provide steady, consistent guidance.

A company finds you valuable because you keep chaos to a minimum and have tolerance for the things that don't go right all the time. You keep the wheels moving and the drama to a minimum. You won't instigate innovation, or lead the company to No. 1, but you will keep the routine going respectably while the innovation takes place.

If you can engage your teams in a more cooperative manner you'll increase productivity and might surface some new ideas. Try reading [The Five Dysfunctions of a Team](http://www.amazon.com/Five-Dysfunctions-Team-Leadership-Fable/dp/0787960756/?tag=roarin09-20) by Patrick Lencioni.

**16-25 points: Phil Jackson**

You're good at handling the complexities of a game with many players. You can make adjustments on the fly to keep everyone focused on winning today's game. You have a strategy for the season, but you also believe you can only play one game at a time. You know how to handle a myriad of intense personalities and get them going in the same direction even if they don't all play at their best.

A company needs you because the world changes and you can't run everything the same way forever. You have the ability to take the team members through minor disruptions and get them to improve processes along the way while keeping them happy and satisfied.

You can improve your output by engaging the team in the real numbers of the business. You'll quickly surface hidden talents and energy that will make your team stand out.

Read [The Great Game Of Business](http://www.amazon.com/Great-Game-Business-Expanded-Updated/dp/0385348339/?tag=roarin09-20) by Jack Stack and Bo Burlingham to learn how.

**26-35 Points: Warren Buffet**

You are excellent at recognizing trends and establishing pathways to exploit them. You have no problem inspiring the troops in both hard and exciting times. Your delegation skills are excellent, which allows future leaders to rise and expand on your efforts.

A company needs you because innovative success can't all come from dreaming and ideating. Practical visionaries have to take what exists and build it exponentially without letting the wheels come off the bus.

You can take a step forward for yourself by picturing yourself at the top of the heap and reverse engineering the leader you truly want to be. Try reading [The 5 Temptations of a CEO](http://www.amazon.com/Five-Temptations-CEO-10th-Anniversary-ebook/dp/B0062OAEWM/?tag=roarin09-20) by Patrick Lencioni to help you unleash your [preferred future](http://bit.ly/QJqcaa).

**36-40 Points: Moses**

Your vision is powerful and persuasive. You have the ability to convince large groups of people to pick up and follow you into the wilderness, and great instincts about where to find the Promised Land. When you make mistakes, they can be big ones, but you stay focused on getting everyone safely through the crisis.

You're not the best for maintaining the team on a day-to-day basis, so delegate well to your managers. Use your time for what you do best: exploring, creating, inspiring, and motivating. Give yourself a lot of thinking time so you can resist the impulse of snap-decision orders.

A company needs you because the markets move fast and someone has to set the course. But that same person must show diligence and discipline in understanding that every opportunity is not a good one.

 ***DISCUSSION QUESTIONS:***

**The difference between managers and leaders**

This question, as asked, is a problem because it focuses on people in roles. This is normally how we think about them but there is a better way. We need to recognize that all employees can both lead and manage. For example, whenever you set priorities, you are managing your time.

Whenever you set an example by working harder or smarter and others follow your example, you have shown leadership. Similarly, when you convince your boss to think differently, you show leadership bottom-up. Thus management and leadership are functions, which are like tools because anyone can use them.

Writing, analyzing, knitting, cooking are also process tools that everyone can use. Managers use the same management tools and processes used by front-line employees; they just have more resources to manage.

Leadership works through influence, while management works through decisions and facilitation. Leadership must be restricted to selling the tickets to the journey. It can't take followers to the destination. Why? Because this is the only way to account for a number of otherwise odd kinds of leadership such as leading by example, green leadership and bottom-up leadership.

Take green leadership for instance. If a green leader promotes green policies in Norway and is followed by an organization in India, then leadership is not a two-way relationship between leader and follower and leadership stops once the target audience buys the proposal. This is important if we want to explain how leadership can be shown bottom-up.

All the old clichés about management are wrong, on this view. Our negative attitude toward management arose following the success of Japanese business in the West. This led to a great hue and cry to replace managers with leaders. Management has had a bad name ever since, totally undeserved.

Management's bad name

Everyone has wanted to be a leader, not a manager, ever since the early 1980's. Japanese business success at that time drove Western managers and gurus to proclaim an end to management. They wanted to banish managers and replace them with leaders. This was an emotional overreaction. Instead, we should have upgraded management. The views expressed on this website, Leaders direct, are not in line with conventional thinking which has little that is very positive to say about the role of manager. It is because of this historical baggage that you hear people say that managers are only interested in the present, preserving the status quo, keeping things ticking over and that they are controlling or bureaucratic.

This is really nonsense. If we define management simply as the aim to get the best return out of all resources, then any style that works is compatible with this definition. Enlightened managers can be people-oriented and good at fostering innovation. They can SHOW leadership by promoting better ways of working and by setting an inspiring example.

Management Today

We can't live without good management. Nothing would get done without it. On a personal level, how could you make best use of your time and your life if you didn't set priorities and invest your time wisely?

Similarly, the world is so complex that nothing is possible without the coordination of large numbers of people. This takes good management. Management today, is about facilitation, enabling others to act, being a catalyst and coach.

***Lecture 5 THE NOTION OF CAREER AND SUCCESS***

***Questions for review***

|  |  |
| --- | --- |
| Описание: D:\ПАРИ\УПРАВЛІННЯ ПЕРСОНАЛОМ\i (13).jpg | 1. Explain the tips for building a successful career. 2. Which plan you must set if you want to build a Successful Career? 3. What is career planning? |
| 1. What is trajectory of career? 2. Explain what is careerism? 3. What means careerism?   7. Describe the career process.  8. Which types of career process do you know?  9. What include internal and external factors of career development?  10. How many Stages of career do you know?  11. How many types of personality do you know?  12. Describe the career choice. | |

***Key terms***

|  |  |  |  |
| --- | --- | --- | --- |
| Описание: D:\ПАРИ\УПРАВЛІННЯ ПЕРСОНАЛОМ\i (16).jpg | *career*  *success*  *leadership*  *team* | *investing*  *self-regulating system values*  *strengths* | *network*  *skill sets*  *plan*  *career planning* |
|  | | | |

**Case 1.**

Like the saying, "Today is the first day of the rest of your life," it's never a bad time to start moving your career in a better direction. Here are 10 New Year's resolutions that can help.

*Pay attention in class*

Treat every workday like a school day. Be sure you learn something and use it to make yourself more productive. It doesn't have to relate to your skills set. It may be as simple as understanding how to work with specific peers or improving your emotional intelligence. Take mental notes. Don't sleepwalk through the day.

*Look for the next rung*

You need to excel at your job. This is how you gain credibility. But understanding your next step is key to career happiness. Career patching is critical to remaining engaged on the job. Schedule discussions with your manager to get clarity on the next challenge. If you don't get it on your team or in your company, it may be time to look elsewhere.

*Understand company goals*

Make sure you understand how your job contributes to your company's business objectives. Are you in a revenue-generating role? A brand-awareness role? Is your mission to delight the customer? Knowing how your job fits into the big picture will give you inspiration and a sense of accomplishment—and will help you understand your job's impact.

*Be ethical*

Bring integrity to your job. Whether you're running the company or cleaning its restrooms, be honest in all you do. Don't call in sick just to get a day off—that's stealing. Put in an honest day's work. Be accountable. If you're working remotely, be sure you are. Do what you say you're going to do. Honesty and reliability mean a lot to your manager.

*Stay fit*

OK, this was probably on your last New Year's resolutions list, but that's because it's so important. Try to break a sweat for 20 minutes, three days a week. Go for a walk at lunch. Join a gym. Lift weights. A healthy body makes a healthy mind. Exercising increases blood flow to the brain and gives you ideas. You'll be more productive at work, and best of all, you'll feel better.

*Stretch your role*

Occasionally think how you can go above and beyond. Are there projects outside your defined role you could help with? Be proactive; ask to join. Come up with your own ideas, and work with your manager to implement them. If you're a hamster, step off the wheel and poke your head out of the cage. Stretch a little. This won't go unnoticed.

*Manage up*

Make sure you and your manager are in firm agreement on what you're doing. Be proactive and get on his calendar to ensure you're meeting or exceeding expectations. Don't assume he's paying close attention. There are bad managers. If there's a disconnect between what you're doing and what your manager wants, you're partly to blame. Don't wait until your annual performance review rolls around.

*Manage across*

Even if you work primarily alone, be sure to make time to understand your peers' roles and how they go about their jobs. Show an interest. Don't just choose a few friends and become part of a clique. High school is over. You never know when you may need people—or be reporting to them.

*Communicate*

Don't leave people waiting for answers. If you're in an email environment, return emails promptly. Let people know what you're doing. If you're working on a project, always ask yourself who needs to know about it, then tell them. Talk to people; give them a heads up. And when someone helps you out, be sure to thank him. It's amazing this item even needs to be on a list, but bad communicators abound. Don't be one of them.

*Make time for play*

Have fun. Work hard, but smile while you're doing it. No one likes a grump. Approach each day with a positive spirit and stay loose. Enjoy your family and friends as well. Make time for them—and you. It's called work-life balance. All work and no play make life a chore.

***HOMEWORK:*** *To prepare interesting information about “What you must to do if you want to make a good impression on the employer during interview”. To formulate your rules of interviewing, explain them.*

***Lecture 6 PLANNING OF MANAGER’S WORK***

***Questions for review***

|  |  |
| --- | --- |
| Описание: D:\ПАРИ\УПРАВЛІННЯ ПЕРСОНАЛОМ\i (13).jpg | 1. What is planning of managers’ work? 2. What means scheduling work time? 3. Why does manager need to manage time effectively? 4. How do you develop a management plan? 5. How do you evaluate and adjust your working time and managers’ work? 6. How do you schedule your time? 7. Describe the methods to manage time effectively. 8. Which time management tools do you know? |
|  | |

***Key terms***

|  |  |  |  |
| --- | --- | --- | --- |
| Описание: D:\ПАРИ\УПРАВЛІННЯ ПЕРСОНАЛОМ\i (16).jpg | *working day*  *scheduling*  *high-priority projects priorities*  *work-life balance goals* | *weekly planner*  *available time*  *essential actions communicate*  *to-do list* | *discretionary time general task lists*  *prioritization*  *ABC analysis*  *elimination* |

**Case 1. Open and accessible**

Paul wearily turned to his major donor prospect plan when Mrs. Smith and her son left his office. He also had some action items for the kickoff for the upcoming walk (which by the way, was right on top of gala recovery) He really had not meant to spend the last hour and a half first with an employee asking about the dental plan, and then with this parent Mrs., Smith who had stopped unexpectedly by the office; but he was committed to his “donor centric” and open door policy approach to doing things. And he believed it was important and it made a difference. The community was more engaged and morale was up. Marina, Paul’s predecessor, had been so inaccessible; you’d have to make an appointment with her to tell her the building was on fire! Now everyone seemed to enjoy Paul’s accessibility and open door philosophy.

But Paul’s accessibility had its drawbacks. He spent all day talking to people, and all night doing the work he should have been doing during the day. He couldn’t keep running this “chat room”. He was becoming exhausted. How could he remain available to the “visiting” families, his staff, volunteers, board and get his work done too?... not to mention his obligations to his own family, neighbors in need, and his church.

*What would YOU do?*

1. Jot down some key ideas/thoughts/advice you would give Paul

2. Share with colleague next to you.

3. Briefly outline the best solution.

4. We will debrief & discuss as a large group.

**Case 2.** **Running in place**

Deanna went through her pile of “ to-do” lists, checking off item after item. Done,

done, done, done, done, done. With each flick of the pen, one more task was lifted from her shoulders. Then she copied the tasks that remained on to a new list:

To Do

get status of annual sponsorships

write personal thank yours from last event

recruit new leaders from community (must!)

ensure the training for gala volunteers is done this week

submit budget report to National Office, which was due…like, yesterday…

meet with staff to brainstorm ideas to sell annual sponsorships

She paused in dismay. These were all the most critical priorities! What had she been doing when she should have been completing these tasks? She glanced at her outlook schedule; yesterday there was that meeting with Tony that she really didn’t have to go to.

Then she and Shelley spent the rest of the morning discussing the office supply situation. She had a meeting with Lisa to help her with the revenue report and Major Donor prospect plan. That and promptly returning e-mails during lunch, took better part of the afternoon. She had done everything she was supposed to in using her time better: made schedules and “to do” lists, screened her calls and returned them all at once - and now everyone else was going g home, and she hadn’t even really started! What was the point of all her careful time management when she still was overworked and frenzied?

*What would YOU do?*

1. Jot down some key ideas/thoughts/advice you would give Deanna.

2. Share with colleague next to you.

3. Briefly outline the best possible solution.

4. We will debrief & discuss as a large group.

***Lecture 7 PERSONAL DEVELOPMENT PLANNING***

***Questions for review***

|  |  |
| --- | --- |
| Описание: D:\ПАРИ\УПРАВЛІННЯ ПЕРСОНАЛОМ\i (13).jpg | 1. What is personal development plan? 2. How many stages of the personal development planning cycle do you know? 3. Describe the cycle of personal development plan. |
| 1. How many steps to becoming an ethical manager do you know? 2. What is the key stage in the self-development cycle? 3. Explain the role and meaning of personal development planning. 4. Explain six steps to becoming an ethical manager. | |

***Key terms***

|  |  |  |  |
| --- | --- | --- | --- |
| Описание: D:\ПАРИ\УПРАВЛІННЯ ПЕРСОНАЛОМ\i (16).jpg | *employers*  *investing*  *strategy*  *planning* | *benefits*  *perspective*  *quality services purpose* | *development needs career coach*  *action plan*  *review* |

***Personal Development Plan Template***

Step 1:

Important goals that I want to achieve:

1.

2.

3.

4.

….

9.

10.

Step 2:

Out of all goals, this one is the most important to me:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Step 3:

How long will it take me to achieve this goal: \_\_\_\_\_\_\_\_\_\_\_

Do I commit 100% to achieve this goal: ☐YES ☐NO

Reward I will give to myself once I achieved this goal: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Step 4:

Strengths I have that can help me to achieve this goal:

1.

2.

3.

Step 5:

Things I choose to start doing and stop doing which will help me to achieve my goal:

|  |  |
| --- | --- |
| START DOING | STOP DOING |
| 1.  2.  3.  4.  5. | 1.  2.  3.  4.  5. |

Step 6:

Which new skills/knowledge will help me to achieve my goal?

1.

2.

3.

4.

5.

Step 7:

Which actions do I need to take to achieve this goal?

Action 1:

Action 2:

Action 3:

Action 4:

Action 5:

Step 8:

Who can help me to achieve this goal faster?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Step 9:

My progress:

|  |  |
| --- | --- |
| What’s working well (my accomplishments) | What do I need to change (improve) |
|  |  |

***HOMEWORK:*** *To prepare a personal development plan according to this template.*

***Lecture 8 TECHNOLOGICAL ASPECTS OF ORGANIZATION OF MANAGER’S WORK***

***Questions for review***

|  |  |
| --- | --- |
| Описание: D:\ПАРИ\УПРАВЛІННЯ ПЕРСОНАЛОМ\i (13).jpg | 1. How many forms of written agreement under English law do you know? 2. What is virtually contract? 3. What is contract? 4. What is deed? 5. Which difference between document and records management? |
| 1. What does the document management involve? 2. What is the goal of document management and records management? 3. Describe the steps to perfect business documents. 4. Explain the basic rules for formatting word documents. 5. Describe the document presentation. | |

***Key terms***

|  |  |  |  |
| --- | --- | --- | --- |
| Описание: D:\ПАРИ\УПРАВЛІННЯ ПЕРСОНАЛОМ\i (16).jpg | *contracts*  *documents*  *limitation period*  *counterparts*  *copies* | *virtual signings records management*  *methodology*  *paper documents document structure* | *presentation techniques information*  *audience*  *writing skills*  *grammatical or typographical errors* |

 ***DISCUSSION QUESTIONS:***

Document management is the process of handling documents in such a way that information can be created, shared, organized and stored efficiently and appropriately. As such, learning how to create a document management system is critical for businesses.

For many businesses, the focus of document management is on the organization and storage of documents. They want to be able to store documents in an organized and secure way that still allows documents to be found easily.

If you type “document management” into any search engine, you'll get long lists of document management “solutions”, many featuring software or apps that advertise the advantages of having a paperless office.

Document management software or apps, however, are designed to improve your business’s handling of electronic files. The problem is that many small businesses have to deal with mixes of old-fashioned data on paper and electronic files – and in some cases, the proportion of paper data is much larger.

One solution to the problem of having a mixed data environment would be to use a document imaging system to convert all of your business’s documents to electronic form. But this is too expensive and time-consuming for many small businesses.

The good news is that you can put the basics of a document management system in place without purchasing any special software or going through wholesale document imaging.

The system doesn't have to be complex; you just have to invest some time in planning and implementing it.

How to Create a Document Management System

Setting up a document management system involves three steps:

creating a document management plan;

implementing the document management plan;

and following through.

The first step, creating the plan, involves answering these four questions:

*1. What are the rules for creating documents?*

Invoices, payment reminder letters, sales brochures, email, balance sheets, spreadsheets, reports – All businesses create a variety of documents in the course of doing and keeping track of business. And to keep things organized, all businesses need to establish rules about creating documents.

For instance, are there in-house templates for some of your standard business documents, such as letters and invoices, and where are they located?

Is there an in-house style guide that needs to be followed?

Should new documents be dated and/or time-stamped?

What procedures should be followed for sharing or reviewing documents?

For some small businesses, the only point about document creation that matters will be where the templates for various business documents are located and how to use them. But if document creation within your business involves different people collaborating on, reviewing or updating documents, you’ll need to spend some time deciding how these things should be done to ensure efficiency and consistency.

*2. How will we store documents?*

There are actually two aspects to this question.

The first involves the physical aspects of storage. Even if your small business is storing documents in filing cabinets, there are costs associated with storage; not just the cost of the filing cabinets themselves, but the cost of time when you and/or your employees file documents or go to retrieve them. In fact, the largest cost associated with storage, for most small businesses, is probably the cost of the time wasted when people are looking for documents.

The second aspect of storing documents is organizational; how will documents be filed? The key to filing documents is to follow good file management practices. Jill Chongva explains how to set up a filing system for fast and efficient filing in Mastering Your Filing System while 10 File Management Tips explains how to keep the files on your computer system organized and up-to-date.

You also need to know how you’ll archive documents. How will you handle files that are out of date or just ready to be moved to the back burner in your document management system?

Near the beginning of each year, for instance, I go through the various work-related files on my computer, weeding out those that are no longer current, and create new folders labeled by year and/or subject, moving files as needed.

The same can be done with paper files; it’s not difficult to remove old(er) documents from a file folder and label and create a new one with “Old” in the title. Some software offers automatic archiving options. Microsoft Outlook, for instance, allows you to archive old email.

*3. How can retrieving documents be simplified?*

This question is the heart of your document management system. In a survey conducted by Leger Marketing for Xerox Canada, Canadian SMB owners and managers on average said it cost $2,152 a year to manage and store documents and about one hour a day to search for these documents (globeandmail.com).

Once again, good filing practices can go a long way towards solving the problem. Browsing the Data Management articles on this site will get you started. If you do things such as consistently follow the file naming conventions outlined in 10 Ways to Keep Your Digital Files Organized, for example, documents will be much easier to find.

And whether you’re a sole proprietor who works solo or a business owner with employees, I recommend creating a File Locations List, which will remind users where particular types of files go – and where to find particular documents. If your business is like most, remember to include whether or not the file will be on your computer system, an in-house server, in the cloud, or if in paper form filed in a physical location such as a filing cabinet. For instance, suppose that you use images, video or even paper photos in my business. An entry in your File Locations List might be:

Digital images/video: computer (or server) – drive E:/photos – file in appropriate subject folder

Paper photos: filing cabinet 3 – Photos – alpha by subject

Shared network or cloud drives should be labeled according to contents as should filing cabinet drawers.

*4. How can we make/keep our documents secure?*

The first line of defense for document security is physically securing the business premises themselves. All businesses need to have security systems, such as alarm systems, installed – even home-based businesses.

Businesses may also need or want to invest in other security devices, such as window bars/grills, security cameras and/or patrol services. You can spend all the time you want creating passwords and encrypting files in an attempt to protect your electronic files, but it doesn’t matter much if someone can just wander in and steal your computer and accompanying hard drive.

All filing cabinets should be lockable and kept locked after business hours (and locked at lunch time if no one reliable is going to be in close proximity).

General security procedures for electronic documents involve backing up documents regularly and keeping document backups somewhere other than the same hard drive where the original documents are located. Off-site is best to guard against having your business data wiped out by natural disasters - yet another reason why the cloud is ideal for business. For more on setting up and using an effective backup system, see How to Set Up a Successful Backup System.

Small businesses with colleagues or employees sharing the same computer network may also want to restrict some users’ access so they can only use or see some of the network’s resources. For example, you may have a network or cloud share directory named "Accounting" that has access restricted to management only Even if a user is allowed to access a resource, such as an application, particular documents can be password protected. Contents of documents can also be encrypted, making them accessible only to those who have the required encryption key.

Employee theft is another threat to data security. Small businesses with employees should make résumé fact checking and getting background checks on employees a matter of policy.

*Implementing Your Document Management System*

Once you have created your document management plan by answering the questions above, you’re ready to implement it, making sure that all your staff know the details of your business’s document management system and are following appropriate procedures when creating, storing and retrieving documents.

You’ll also have to be sure that everyone who accesses and uses documents within your organization follows through, doing things such as as naming and storing documents appropriately. Spot check on a regular basis to test whether particular files can be easily found and to guard against misfiling.

You can set up a document management system in a day but implementing it consistently over time will be the key to its success. The rewards are huge – being able to find what you want to find when you want it and peace of mind.

***Lecture 9 ORGANIZATION OF MANAGER’S OFFICE***

***Questions for review***

|  |  |
| --- | --- |
| Описание: D:\ПАРИ\УПРАВЛІННЯ ПЕРСОНАЛОМ\i (13).jpg | 1. Do you agree “Good meeting planning is a necessary prerequisite for any effective business meeting”? 2. Describe the types of meetings? 3. What means the Informing Meetings? 4. What means the Consulting Meetings? 5. What means the Problem Solving Meetings? |
| 1. Describe the basic organizational skills for efficient and productive meeting. 2. What are the purposes of agenda and of meeting? 3. How should the meeting be planned? 4. Who will attend the meeting? 5. What preparations are needed for the meeting? | |

***Key terms***

|  |  |  |  |
| --- | --- | --- | --- |
| Описание: D:\ПАРИ\УПРАВЛІННЯ ПЕРСОНАЛОМ\i (16).jpg | *meeting planning practical tips*  *organization process*  *meeting* | *connection organization*  *corporate regulations critical business issues* | *business atmosphere common purpose*  *innovation*  *chairperson* |

**Case 1. Evaluating the Meeting**

After you have completed the meeting, it is a good idea to evaluate its effectiveness. You want to get the input of your fellow officers, and if possible talk to some of the participants to get their opinions.

To improve the meetings, it is necessary for you to be open to compliments and criticisms. You want people to be honest about their feelings and perceptions. Do not feel that you need to defend how you conducted the meeting; just allow people the time to express their view.

After hearing different opinions, you want to consider those views as compared to how you felt the meeting went. Is there room for improvement? What could have made the meeting run more smoothly? Did the group stay focused and on task?

To help you with evaluating a meeting, there is a sample evaluation form – the form immediately follows) you can download to help you. We all have areas where we need to improve on, so be honest, and take the necessary action to make your meetings even better.

**Meeting Evaluation Form**

Organization: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Meeting Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Please circle the number that most clearly reflects your thoughts on the questions listed below.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | ***Needs Improvement*** | ***Fair*** | ***Good*** | ***Great*** | ***Excellent*** |
| I was prepared for the meeting. | 1 | 2 | 3 | 4 | 5 |
| I encouraged everyone to participate. | 1 | 2 | 3 | 4 | 5 |
| Members were notified in advance of  meeting time and date. | 1 | 2 | 3 | 4 | 5 |
| The meeting started on time. | 1 | 2 | 3 | 4 | 5 |
| The agenda was followed. | 1 | 2 | 3 | 4 | 5 |
| Ground rules were reviewed | 1 | 2 | 3 | 4 | 5 |
| All necessary materials were available | 1 | 2 | 3 | 4 | 5 |
| Members were on-task and focused. | 1 | 2 | 3 | 4 | 5 |
| Time spent on each item was  monitored. | 1 | 2 | 3 | 4 | 5 |
| The secretary was prepared with  minutes from previous meeting. | 1 | 2 | 3 | 4 | 5 |
| The secretary was prepared to take  minutes. | 1 | 2 | 3 | 4 | 5 |
| Treasurer was prepared to give a  budget report. | 1 | 2 | 3 | 4 | 5 |
| Speakers were prepared to give their  reports. | 1 | 2 | 3 | 4 | 5 |
| Members participated actively in the  meeting, sharing their opinions | 1 | 2 | 3 | 4 | 5 |
| Members were clear on what actions  needed to be taken. | 1 | 2 | 3 | 4 | 5 |
| The room set-up was conducive to the  meeting. | 1 | 2 | 3 | 4 | 5 |
| The major decisions made at the  meeting were summarized. | 1 | 2 | 3 | 4 | 5 |
| Members left the meeting knowing  exactly what their responsibilities were. | 1 | 2 | 3 | 4 | 5 |

**Case 2. Creating an Agenda**

Meetings do not have to be long, difficult, or a waste of time. A properly thought-out agenda shared in advance, makes all the difference. The agenda can determine whether a meeting will be focused and meaningful or whether it will be inefficient with people feeling it was not useful.

The agenda is the guide for the meeting. It lays out all of the information so participants in the meeting will know what their role is. It provides the framework that the meeting will be built upon.

To create an agenda, identify a list of items that will be necessary to achieve the goals for the meeting. You may want to seek out suggestions and input from other people, especially the officers. Look at the minutes from a previous meeting and see if there is any unfinished business that needs to be resolved.

Once you have identified what needs to be discussed at the meeting, you will need to organize all the items. There is no one set formula for an agenda and it can be done in many ways.

Here are three tips for sequencing items effectively:

Start with the most important items, allowing the participants to make critical decisions when their interest and energy are at their highest level.

Handle short, urgent items first so they aren’t crowded out and become continuous “unfinished business” items.

Concentrate on fewer more important items.

Keep items in a logical order.

Next to each item on the agenda, you will write down the person responsible for leading on that item. If you are discussing the budget, you will write the treasurer’s name next to that item so everyone knows who will be discussing it. You may also want to put an estimated time length like ten minutes so people know there is a limit. If the 10-minute limit is reached, meeting participants can vote to extend the discussion time. If they vote not to extend discussion, then the meeting continues on to the next item on the agenda.

***Lecture 10 ORGANIZATION OF ADMINISTRATIVE MANAGER’S WORK***

***Questions for review***

|  |  |
| --- | --- |
| Описание: D:\ПАРИ\УПРАВЛІННЯ ПЕРСОНАЛОМ\i (13).jpg | 1. How many client communication methods do you know? 2. Finish the sentence: “Under the law, employers must…”. 3. Describe the organization and planning of the workplace. 4. Which general organizing skills do you know? 5. Tell about working conditions and equipment of work place. |
|  | |

6. What means the use of technology in the manager’s work?

7. Tell about business contacts, negotiations, phone calls in managers’ work.

***Key terms***

|  |  |  |  |
| --- | --- | --- | --- |
| Описание: D:\ПАРИ\УПРАВЛІННЯ ПЕРСОНАЛОМ\i (16).jpg | *workplace productive*  *computer program*  *project*  *charts* | *messages*  *management tools meeting deadlines*  *time management*  *coordinating resources* | *managers*  *working conditions*  *employers*  *technology*  *business contacts* |

 ***DISCUSSION QUESTIONS:***

*Discuss characteristics of the new workplace and the new management competencies needed to deal with today’s turbulent environment*