

Chapter 1: Management

Learning Outcomes

- 1-1 Describe what management is.
- 1-2 Explain the four functions of management.
- 1-3 Describe different levels of management.
- 1-4 Explain the major roles and subroles that managers perform in their jobs.
- 1-5 Assess managerial potential in relation to what companies look for in managers.
- 1-6 Discuss the transition that individuals go through when they are promoted to management.
- 1-7 Discuss common mistakes that managers make in their jobs.

Key Concepts

- *Good management* is working through others to accomplish tasks that help fulfill organizational objectives as efficiently as possible.
- Henri Fayol's classic management functions are known today as *planning, organizing, leading, and controlling*. *Planning* is determining organizational goals and a means for achieving them. *Organizing* is deciding where decisions will be made, who will do what jobs and tasks, and who will work for whom. *Leading* is inspiring and motivating workers to work hard to achieve organizational goals. *Controlling* is monitoring progress toward goal achievement and taking corrective action when needed. Studies show that performing these management functions well leads to better managerial performance.
- There are four different kinds of managers. Top managers are responsible for creating a context for change, developing attitudes of commitment and ownership, creating a positive organizational culture through words and actions, and monitoring their company's business environments. Middle managers are responsible for planning and allocating resources, coordinating and linking groups and departments, monitoring and managing the performance of subunits and managers, and implementing the changes or strategies generated by top managers. Front-line managers are responsible for managing the performance of non-managerial employees, teaching direct reports how to do their jobs, and making detailed schedules and operating plans based on middle management's intermediate-range plans. Team leaders are responsible for facilitating team performance, managing external relationships, and facilitating internal team relationships.
- Managers perform interpersonal, informational, and decisional roles in their jobs. In fulfilling the interpersonal role, managers act as figureheads by performing ceremonial duties, as leaders by motivating and encouraging workers, and as liaisons by dealing with people outside their units. In performing their informational role, managers act as monitors by scanning their environment for information, as disseminators by sharing information with others in the company, and as spokespeople by sharing information with people outside their departments or companies. In fulfilling decisional roles, managers act as entrepreneurs by adapting their units to incremental change, as

Cha Instructor Manual

**Dr. Melinda Bryan, DPT, Principal
Pilates Master Teacher Trainer, Kaz®**

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¡A Trabajar! Instructor's Guide Tara Bradley Williams, 2011-02-13 The A Trabajar Instructor s Guide assists the new and experienced teacher in using the A Trabajar beginning Spanish curriculum an innovative occupational Spanish course that seeks to bridge the communication gap between English and Spanish speaking co workers and clients The course cooperative learning role playing storytelling and cross cultural discussions to promote an interactive student centered learning experience The Workbook covers the following topics My Life Greetings Numbers Pronunciation Job Titles My Time Days Months Date Work Schedules My Work Environment Departments Building Areas Directions My Job Part I Equipment and Machines Clothing Colors My Job Part II Job Related Actions Supervisory Expressions My Administration Basic Hiring Characteristics Telephone Calls My Employees and Relationships Rules Family Likes and Dislikes My Safety and Health Body Parts Safety Equipment Accidents Appendix Survival Words and Essential Grammar

Henning's Scholarly Works on Chinese Combative Traditions Stanley Henning, 2018-03-09 What we think are Asian martial arts is usually derived by Hollywood images fanciful novels and a superficial idea of what role combatives played in the long histories of Far Eastern countries There are only a few people in the world who can truly be called scholars in this field A leading figure in the USA for the study of Chinese martial traditions is Stanley Henning This special anthology is a collection of Henning s superb articles that were previously published in the Journal of Asian Martial Arts including one he co wrote with Marnix Wells a leading British scholar on Chinese martial traditions Henning has little patience for those who miss the original essence of practical martial arts and who fell under the

enticement of flowery boxing True combative arts are not play although they influenced other practices In the fifteen chapters included here you ll find a strong historic base for what the martial arts meant in old China and how they changed over the centuries In order to understand martial arts as they were evolving over dynastic periods it is necessary to look at the political and social settings technology and even geography and linguistics When it comes to research Henning presents clear facts and accurate conclusions At the same time he wisely states what is open to debate and requires further research Why is the chapter on Korean martial arts included in this anthology Because the Chinese had tremendous influence on their neighbors including Japan and Korea Thanks to a few scholars like Henning and Wells we are getting a clearer picture of just how much Chinese martial arts have influenced the fighting arts in other countries Leading scholars are having an impact on how Asian martial traditions are perceived understood and practiced Henning introduces the new wave of Chinese scholars who have presented their findings in various articles and books opening new vistas for all interested in this growing field of study at least for those who ready Chinese Fortunately Henning s work is in English This anthology is not an easy read for those unfamiliar with Chinese history the various dynasties the terminology and variety of martial systems However it will no doubt benefit the serious scholar of Chinese martial arts and hopefully others will likewise benefit by patiently reading each chapter to broaden their understanding of the rich martial culture of China

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