Placing the Student in the Practice: Understanding the Skills, Roles and Functions Managers Perform

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MGW1010 Managing People and Organisations

• Core 1st year mgt unit in BBusCom
• Taught on-campus Gippsland, Peninsula, Berwick, Malaysia, Sth Africa, OCL and supported OCL (HK, Singapore, Perth)
• Semester 1, 2003 = 1021 students
• ‘80%’ common with
  – MGF1010, BBus (Caulfield and OCL)
  – MGC1010, BCom (Clayton)
SIF project to GOLD process

- Curriculum Internationalisation and Developing a Quality Flexible Learning Environment for the Faculty of Business and Economics’ Global Degree – The Bachelor of Business and Commerce’
  - Meaning of ‘internationalisation’?
  - Process of ‘internationalising’ our materials
  - Meaning of ‘a quality flexible learning environment’?
  - GOLD process and Unit Planner
Interview with a Manager

• Topic 1 Objectives
  – Define an organisation and explain its three major components.
  – Discuss the nature of management and the skills managers need to achieve the dual goals of efficiency and effectiveness.
  – Describe the management task from the rational-functional and social-reality perspective.
QUESTIONNAIRE TO TAKE TO INTERVIEW WITH A MANAGER

1. How much of your job involves:
   (Circle appropriate number)

<table>
<thead>
<tr>
<th></th>
<th>Very Much</th>
<th>Much</th>
<th>Moderate amount</th>
<th>Little</th>
<th>Very little</th>
</tr>
</thead>
<tbody>
<tr>
<td>i) Defining organisational goals and deciding how best to achieve them?</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>ii) Arranging work to accomplish the organisational goals?</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>iii) Motivating members of the organisation to work in the best interests of the organisation?</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>iv) Monitoring and correcting ongoing activities to facilitate achieving organisational goals?</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

1a. Can you provide an example of what you do for each of these functions?
   i) Defining organisational goals and deciding how best to achieve them?
   eg: ____________________________
   ii) Arranging work to accomplish the organisational goals?
   eg: ____________________________
   iii) Motivating members of the organisation to work in the best interests of the organisation?
   eg: ____________________________
   iv) Monitoring and correcting ongoing activities to facilitate achieving organisational goals?
   eg: ____________________________

2. How much of your job involves you using:
   (Circle appropriate number)

<table>
<thead>
<tr>
<th></th>
<th>Very Much</th>
<th>Much</th>
<th>Moderate amount</th>
<th>Little</th>
<th>Very little</th>
</tr>
</thead>
<tbody>
<tr>
<td>i) technical skills or skills that include knowledge and proficiency in a specific field?</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>ii) Interpersonal skills or the ability to work with individuals and groups?</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>iii) Conceptual skills or the ability to think and conceptualise about abstract and complex situations?</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

2a. Can you provide an example of what you do for each of these skills?
   i) technical skills or skills that include knowledge and proficiency in a specific field?
   eg: ____________________________
   ii) Interpersonal skills or the ability to work with individuals and groups?
   eg: ____________________________
   iii) Conceptual skills or the ability to think and conceptualise about abstract and complex situations
   eg: ____________________________

3. In your job how much do you:
   (Circle appropriate number)

<table>
<thead>
<tr>
<th></th>
<th>Very Much</th>
<th>Much</th>
<th>Moderate amount</th>
<th>Little</th>
<th>Very little</th>
</tr>
</thead>
<tbody>
<tr>
<td>i) Perform routine activities of a legal or social nature?</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>ii) Take responsibility for motivating members of the organisation to work in the best interests of the organisation?</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>iii) Maintain a self-developed network of outside contacts and informers who provide information and ‘favour’?</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>
(Sem1 03) MGW1010: Managing People and Organisations

Home › Learning Materials (OHPs, online tools, readings, examples)

- Overheads
  (to help take notes in lectures)
- Digitised Readings in the Library

- Annotation of Lamord Reference
  (Topic 1 exercise)
- Interview with a Manager
  (Topic 2-3 exercise)

- Glossary
- Tree of Knowledge
  (Topic 3 exercise)

- Sample Responses
  (Timed release)
- Robbins textbook on-line homepage

This site has been visited 419 times so far
(Sem1 03) MGW1010: Managing People and Organisations

Instructions

To complete this exercise you must have first interviewed a manager using the questionnaire in your Unit Outline or Unit Book. Click on the link below and fill in the information you gathered in your interview. At the beginning of Week 4 you will be able to compare your interview results with those of the rest of the class.

Online Questionnaire

Print Questionnaire

Explanatory Statement

Take some time to complete the questions associated with this exercise (available once you fill in the information in the online questionnaire) as they will help you understand the relationship between theory and practice as well as how managerial work differs.

This site has been visited 1,360 times so far
(Sem1 03) MGW1010: Managing People and Organisations

Home » Manager Interview » Online Questionnaire

MGW1010 Questionnaire

This resource requires you to enter your username and password. Please enter the username and password you use to log into WebCT and press the LOGIN button.

Username: 

Password: 

LOGIN

If you cannot view the interaction on this page you need to install the Macromedia Flash 6 player. To get it directly from the Macromedia web-site click here.
The purpose of your interview with a manager was to find out as much as possible about what a manager does at work. Using the findings from that interview complete the following questionnaire.

If you cannot view the interaction on this page you need to install the Macromedia Flash 6 player.
To get it directly from the Macromedia web-site click here.
How much of the job of the manager you interviewed involved defining organisational goals and deciding how best to achieve them?

Answers:
- Very Much
- Much
- Moderate amount
- Little
- Very little
How much of the job of the manager you interviewed involved defining organisational goals and deciding how best to achieve them?

Answers:
- Very Much
- Much
- Moderate amount
- Little
- Very little

If you cannot view the interaction on this page you need to install the Macromedia Flash 5 player. To get it directly from the Macromedia web-site click here.
Was the workplace where the manager you interviewed part of:

- an Australian-based local organisation?
- an Australian-based multinational organisation?
- an Australian branch of an overseas multinational?
- a local organisation in a country other than Australia?
- a multinational organisation in a country other than Australia?
- a branch of a non-local multinational in a country other than Australia?
Was the manager you interviewed:

- Male
- Female
(Sem1 03) MGW1010: Managing People and Organisations
Home › Manager Interview › Online Questionnaire

MGW1010 Questionnaire

QUESTIONNAIRE COMPLETE

You have completed this questionnaire.

Download the Microsoft Word Document related to Section B (by pressing the "SECTION B" button below) and answer the questions prior to viewing the Questionnaire results.

SECTION B

A notice will be put in WebCT when the results of the questionnaire are ready for viewing...

If you cannot view the interaction on this page you need to install the Macromedia Flash 6 player.
To get it directly from the Macromedia web-site click here.
### Questions to contemplate after completing the questionnaire

| Now that you have interviewed a manager, which would you say best describes what a manager does: the “rational-functional” or the “social-reality” view? Why? |
| Planning, organising, leading and controlling are said to be the four basic functions of management. After your interview, do you think there are other functions of management? What are they and why do they need them? |
| How well did the manager you interviewed perform the 3 interpersonal, 3 informational and 4 decisional management roles? Do you think it is realistic to expect one person to perform them all? How might managers compensate for their inability to excel at all roles? |
| Managers are said to need technical, interpersonal and perceptual skills to... |
What was the level of management of the manager you interviewed:

- Top
- Middle
- First-line

If you cannot view the interaction on this page you need to install the Macromedia Flash 6 player. To get it directly from the Macromedia web-site click here.
(Sem1 03) MGW1010: Managing People and Organisations

**MGW1010 Questionnaire**

The results of this questionnaire are ready for viewing. Before proceeding, please read the 3 points below:

1. If you completed the questionnaire, you can tell which answer options you selected by the green icon that appears beside the answer.

2. If you did not complete the questionnaire, you can view the questionnaire results but the green answer icon will not be displayed.

3. When you have finished viewing the results of the questionnaire, click the "REFLECTION" button at the bottom-left corner of the screen.

If you cannot view the interaction on this page you need to install the Macromedia Flash 6 player. To get it directly from the Macromedia web-site [click here](http://www.macromedia.com).
(Sem1 03) MGW1010: Managing People and Organisations

Home » Manager Interview » Online Questionnaire

**MGW1010 Questionnaire**

**Section 1 Question 1**

*How much of the job of the manager you interviewed involved defining organisational goals and deciding how best to achieve them?*

<table>
<thead>
<tr>
<th>Answers</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Much</td>
<td>38% (58/154)</td>
</tr>
<tr>
<td>Much</td>
<td>32% (49/154)</td>
</tr>
<tr>
<td>Moderate amount</td>
<td>23% (36/154)</td>
</tr>
<tr>
<td>Little</td>
<td>4% (6/154)</td>
</tr>
<tr>
<td>Very little</td>
<td>3% (5/154)</td>
</tr>
</tbody>
</table>

If you cannot view the interaction on this page you need to install the Macromedia Flash 6 player. To get it directly from the Macromedia web-site [click here](https://www.macromedia.com/software/flash/player/).
How much of the job of the manager you interviewed involved them taking responsibility for allocating organisational resources?

- Very Much: 25% (39/154)
- Much: 37% (57/154)
- Moderate amount: 26% (40/154)
- Little: 8% (12/154)
- Very little: 4% (6/154)

If you cannot view the interaction on this page you need to install the Macromedia Flash 6 player. To get it directly from the Macromedia web-site click here.
### MGW1010 Questionnaire

#### Section 4 Question 1

**What was the level of management of the manager you interviewed?**

<table>
<thead>
<tr>
<th>Question</th>
<th>Answers</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top</td>
<td></td>
<td>38% (58/154)</td>
</tr>
<tr>
<td>Middle</td>
<td></td>
<td>44% (67/154)</td>
</tr>
<tr>
<td>First-line</td>
<td></td>
<td>19% (29/154)</td>
</tr>
</tbody>
</table>

If you cannot view the interaction on this page you need to install the Macromedia Flash 6 player. To get it directly from the Macromedia website [click here](mailto:click here).
If you cannot view the interaction on this page you need to install the Macromedia Flash 6 player. To get it directly from the Macromedia web-site click here.
**MGW1010 Questionnaire**  
**Section 6 Question 1**

<table>
<thead>
<tr>
<th>Question</th>
<th>Answers</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>An Australian-based local organisation?</td>
<td>51% (79/154)</td>
<td></td>
</tr>
<tr>
<td>An Australian-based multinational organisation?</td>
<td>18% (27/154)</td>
<td></td>
</tr>
<tr>
<td>An Australian branch of an overseas multinational?</td>
<td>5% (8/154)</td>
<td></td>
</tr>
<tr>
<td>A local organisation in a country other than Australia?</td>
<td>15% (23/154)</td>
<td></td>
</tr>
<tr>
<td>A multinational organisation in a country other than Australia?</td>
<td>8% (13/154)</td>
<td></td>
</tr>
<tr>
<td>A branch of a non-local multinational in a country other than Australia?</td>
<td>3% (4/154)</td>
<td></td>
</tr>
</tbody>
</table>

If you cannot view the interaction on this page you need to install the Macromedia Flash 6 player. To get it directly from the Macromedia web-site [click here](https://www.macromedia.com/software/flash/).
## Comparison of results

<table>
<thead>
<tr>
<th>Look at the profile of the manager and her/his job generated by the information from the on-line questionnaire. What does this tell you about the common characteristics of managerial work?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compare your manager and his/her job against this profile. How might you explain the differences between the work your manager did and that in the profile? (Hint: have a look at the contextual information.)</td>
</tr>
<tr>
<td>---</td>
</tr>
</tbody>
</table>
Issues

• Time for development
• Cost of development
• Acceptance by staff
• Acceptance by students
• Operation
• Evaluation
• Ongoing maintenance