

Strategic Research and Development Management

Lecture 11: R&D processes

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Management and Entrepreneurship

Learning Objectives

- **Why study Management?**
- **What does it take to be a successful manager?**
- **Discuss the basic responsibilities of a manager in terms of key resources.**
- **What are the key Management Skills?**
- **What are the 4 key Management Functions?**
- **Discuss Mintzberg's management roles.**
- **What are the various levels of Management?**
- **What are the various contexts in which Management is applied?**

Management and Entrepreneurship

- **Why Study Management?**

Manager's Responsibilities

- **To himself or herself?**
- **Use of Resources?**
- **Performance of Functions?**

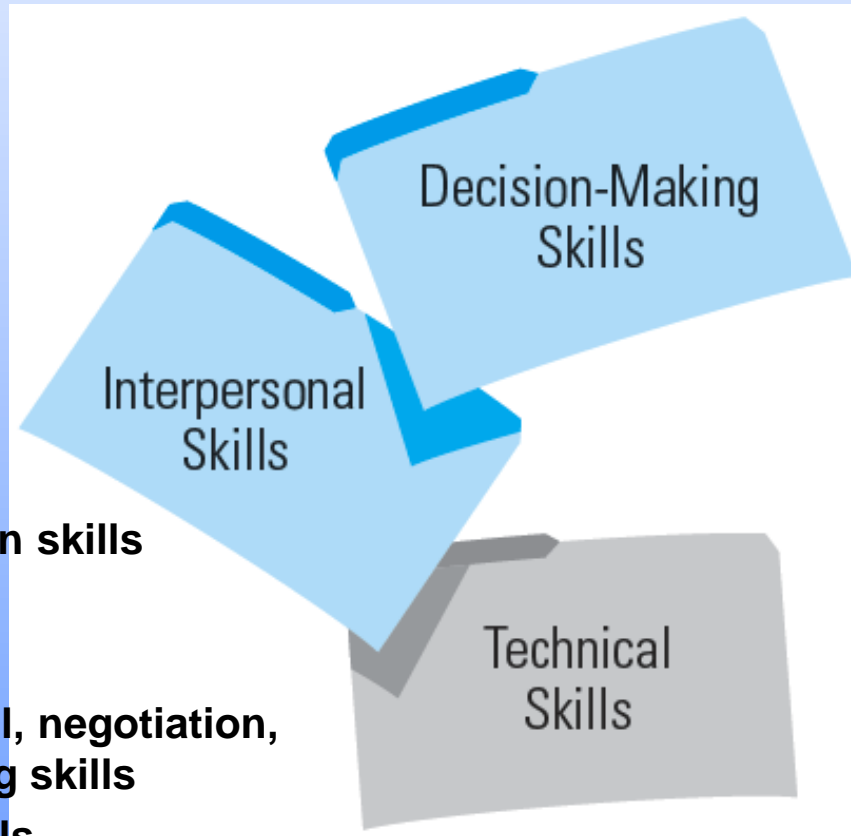
Management's Responsibilities

The Manager's Resources

- Human
- Financial
- Physical
- Informational



• Management Skills



- Communication skills
- Team skills
- Diversity skills
- Power, political, negotiation, and networking skills
- Motivation skills
- Conflict management skills
- Ethics skills

- Conceptual skills
- Diagnostic, analytical, and critical-thinking skills
- Quantitative reasoning skills
- Time management skills

- Familiarity and competence in the use of business skills required for success on the job.

Applying The Concept 1

Management Skills

Identify each activity as being one of the following types of management skills:

- a. technical
- b. interpersonal
- c. decision making

_____ 1. The manager is giving an employee a sincere "thank you" for finishing the job ahead of schedule.

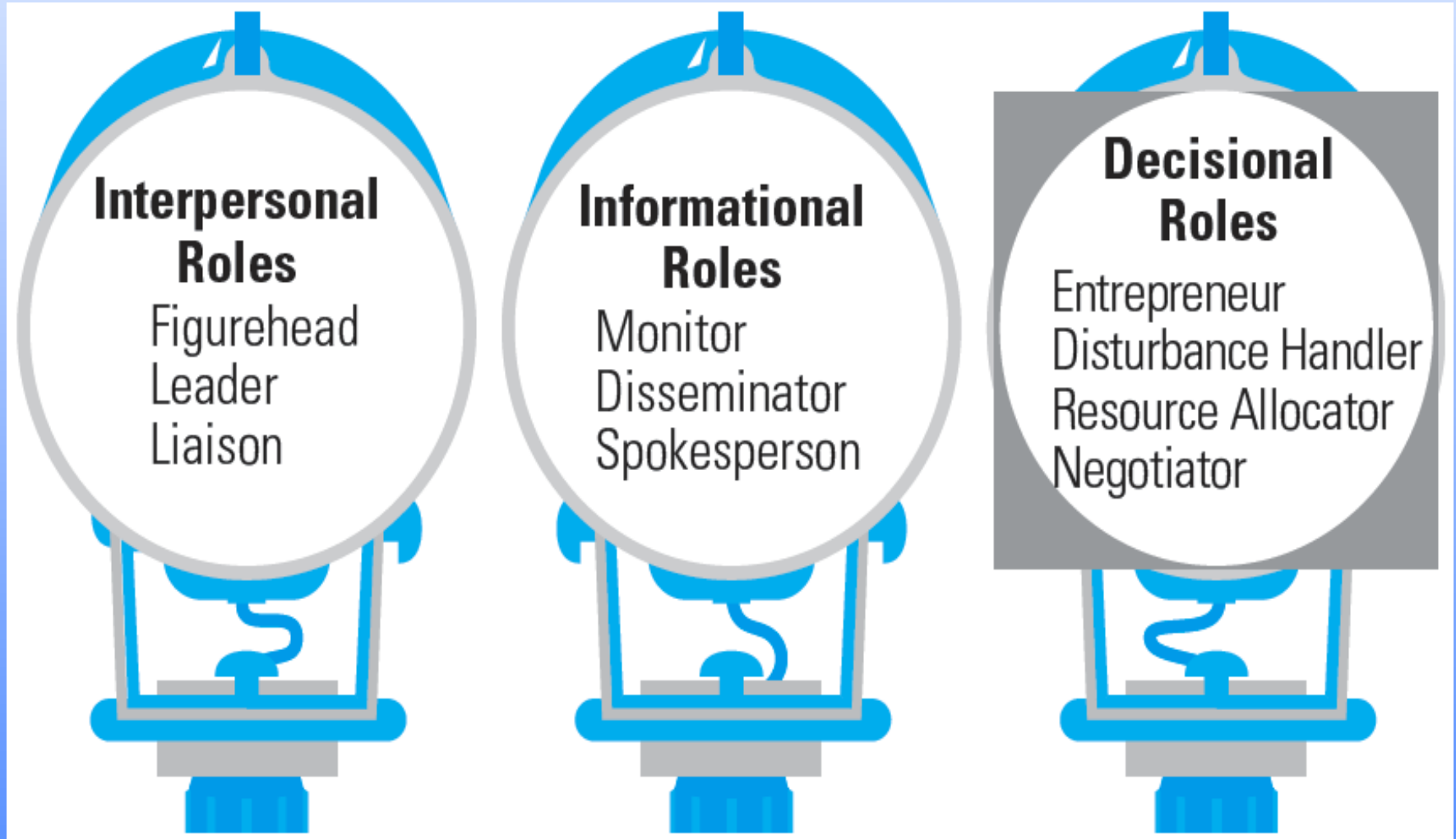
_____ 2. The manager is scheduling employee work hours for next week.

_____ 3. The manager is writing an e-mail.

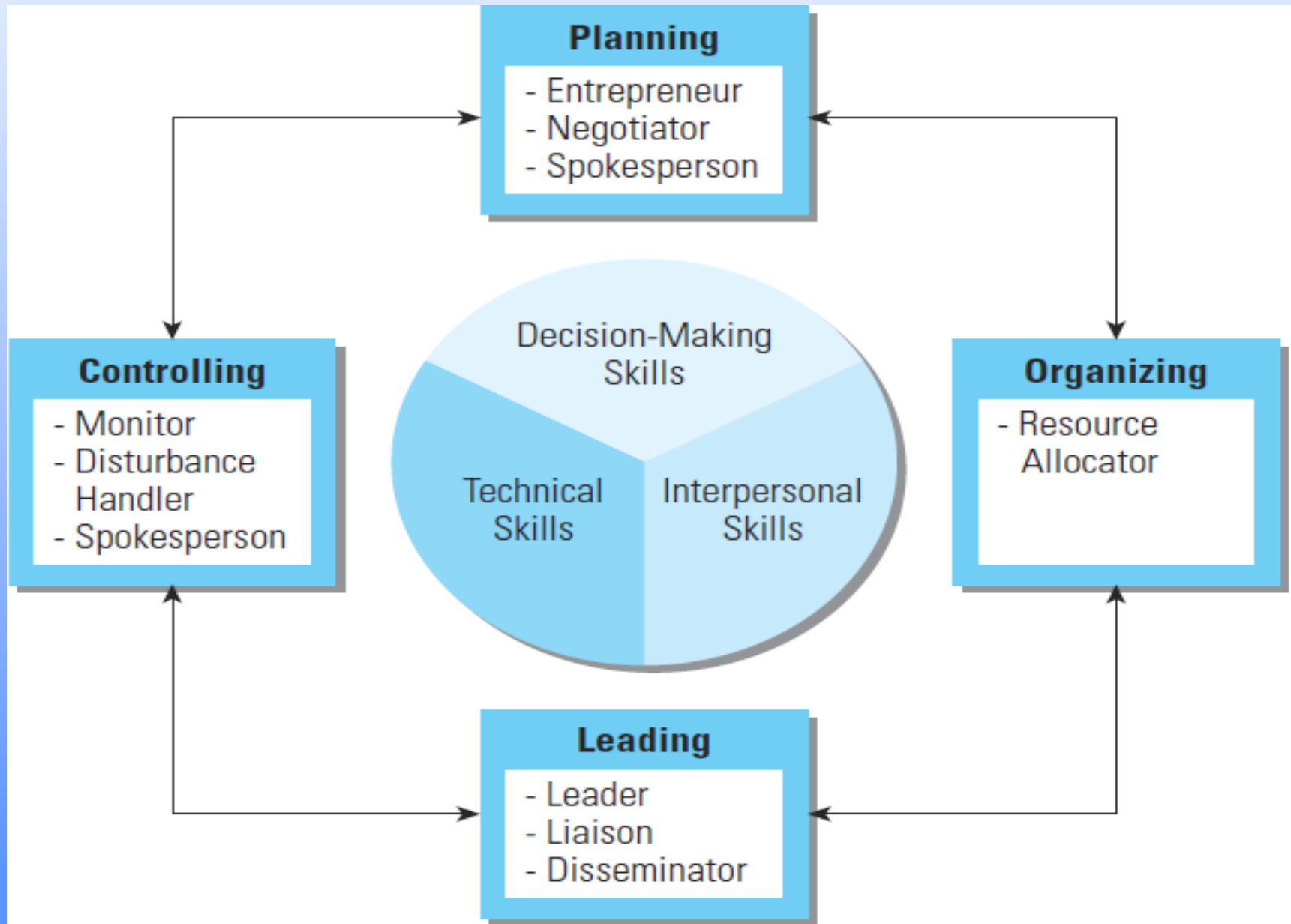
_____ 4. The manager is running a machine for an employee who is out sick.

_____ 5. The manager is trying to figure out why the department is behind schedule.

Management Roles



Management Skills, Functions, and Roles



Applying The Concept 2

Management Functions

Indicate which type of function the manager is performing in each situation:

- a. planning
- b. organizing
- c. leading
- d. controlling
- e. nonmanagement

_____ 6. The manager is encouraging an employee to get an important order ready today.

- _____ 7. The manager is conducting a job interview to fill the position of a retiring employee.
- _____ 8. The production manager is making copies in the office.
- _____ 9. The manager is determining how many units were produced during the first half of the shift.
- _____ 10. The manager is teaching the waiter how to use the computer ordering system.

Differences Among Managers

- **The Three Levels of Management**

- **Top managers**

- CEO, president, or vice president

- **Middle managers**

- Sales manager, branch manager, or department head

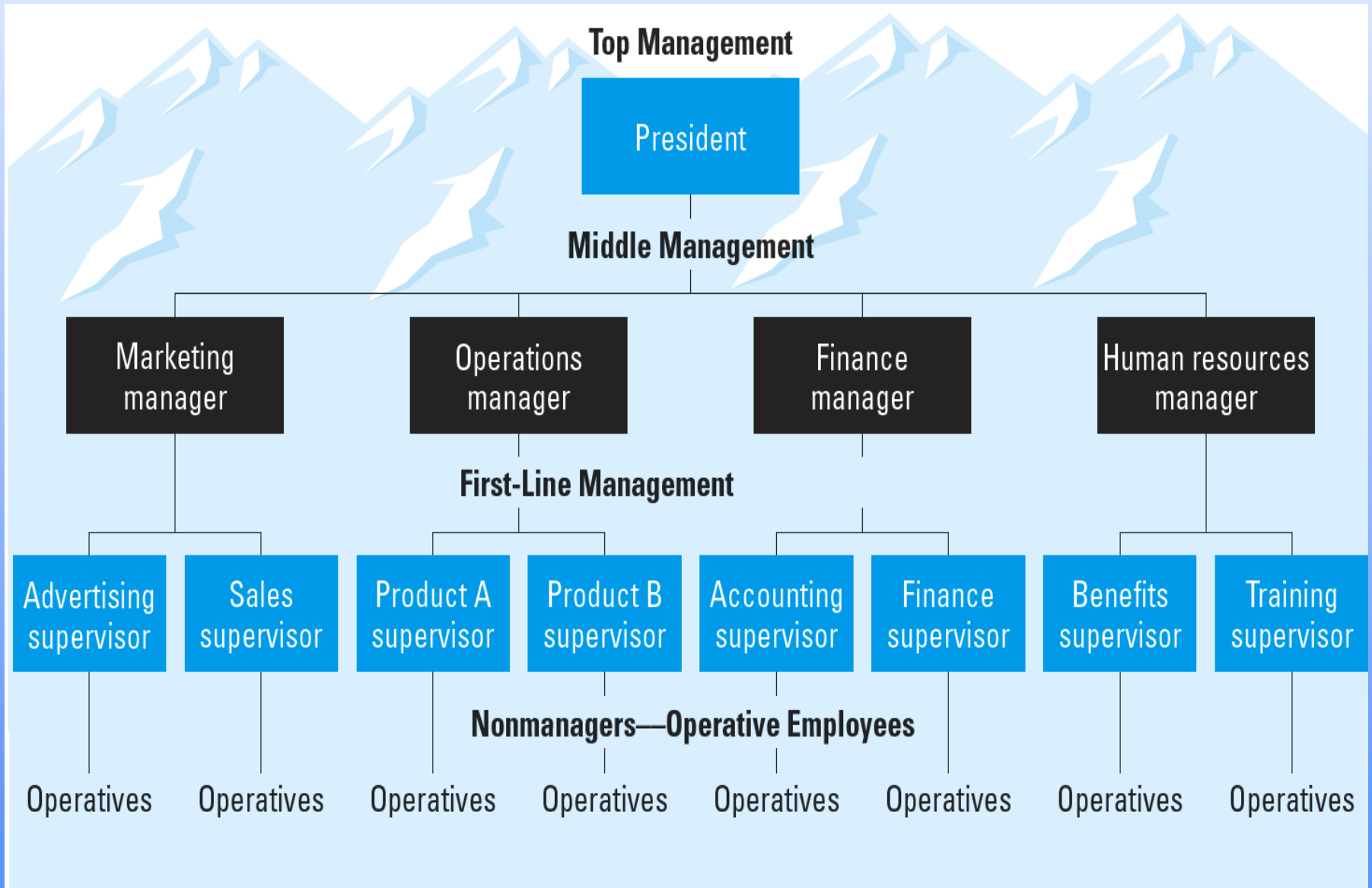
- **First-line managers**

- Crew leader, supervisor, head nurse, or office manager

- **Nonmanagement operative employees**

- Workers in the organization who are supervised by first-line managers

• Management Levels and Functional Areas



Skills/Functions performed at the different Management levels

Management Level	Primary Management Skills Needed	Primary Management Functions Performed
Top	Decision-Making and Interpersonal Skills	Planning and Organizing
Middle	Balance of all Three	Balance of all Four
First-Line	Technical and Interpersonal Skills	Leading and Controlling

Applying The Concept 4

Differences among Management Levels

Identify the level of management in the following five instances:

- a. top
- b. middle
- c. first-line

____ 16. Managers who are supervised directly by executives.

____ 17. Managers who have a greater need for technical skills.

____ 18. Managers who spend more time planning and organizing.

____ 19. Managers who oversee the performance of operative employees.

____ 20. Managers who develop short-term operating plans.