

Music the knowledgeable help they want when buying records and compact discs. Harvey Mackay, Chairman and CEO of Mackay Envelope, focuses on leading and motivating to build his business. And Branda Roberts-Branch, Executive Vice President of Gourmet Companies, monitors the control issues of quality and finance to maintain sales and customer satisfaction in her food service business. Naturally, all of these executives, and the managers at every level in every organization, shift their focus from one management function to another as conditions dictate.



The Art and Science of Management

No matter how competent or hardworking these managers are, they understand that no one can achieve an organization's goals alone. Management involves working with and through other people. Because people are unpredictable, and because the interaction between managers and employees is unpredictable, it is impossible to impose a rigid set of rules that will work in every situation. That is one reason management is as much an art as a science.

Consider Lia Manolio, a former Olympic bronze medalist. As president of Romania's National Olympic Committee, she held provincial position that affected her country's entry into the 1992 Olympics. She relied on her ability to lead, motivate, and influence people as well as on her technical skills of administration, planning, and planning and budgeting using both the art and science of management to deal with a variety of challenges and people. Among other tasks, she recommended the standards for team athletes, facilitated the team's training and travel funding, and recruited coaches and trainers. Her interaction with government officials, members of the International Olympic Committee, coaches, and athletes was as important to Romania's Olympic Performance of its athletes.

Over the years, many management principles have been scientifically codified for study and application. However, people cannot fully develop their development skills without applying some creative talents. That's why managers draw heavily on their own experience as they balance the demands and opportunities of their jobs. Moreover, the growing body of knowledge about managerial techniques and tools suggests that managers also need to apply invention and intuitions, especially when

profit organizations find that they must pay close attention to the needs and wants of their customers if they wish to make money. Customers are the people and organizations who purchase an organization's products, and if managers don't serve their customers, they cannot achieve their goals.

Even organizations in the public sector have customers in the sense that individuals and other organizations benefit from the services these organizations provide. These public sector customers are called constituents, and their needs and wants are as important to public sector managers as the needs of customers are to private sector managers.

Public sector managers sometimes find managing more difficult than private sector managers because their organizational goals are more ambiguous, often debatable and sometimes conflicting. For example, public sector managers are expected to operate efficiently, yet they are subject to public scrutiny and laws and regulations that may dictate how certain situations must be handled. For instance, U.S. Postal Services must serve all the citizens of the United States, even customers who live in isolated, hard-to-reach locations. Also public sector managers often have difficulty gauging how well they are achieving their goals, because some goals such as public safety or better living standards are not easily measured. Nonetheless, these managers are responsible for helping their organizations and employees understand and achieve performance, just as their counterparts in the private sector are.

Organizational and personal performance:

Managers and organizations are continually evaluated to see how well they accomplish organizational goals. Ratings are everywhere: newspapers publish the ranking of teams in the National Football League; Inc. compiles a yearly survey of America's fastest growing private companies; magazines rate international cities according to cost of lodging or transportation. Managers and organizations are measured according to their performance, the degree to which they attain the organization's goals effectively and efficiently.

Effectiveness is the measure of whether an organization is accomplishing its goals. In other words, is the organization doing what it should be doing to achieve its goals? On the other hand, if the organization is effective but does not consider the resources it uses to achieve its goals, then its performance suffers.

Efficiency is the measure of whether an organization is using the appropriate amount of resources attaining its goals. Are people's efforts being wasted? Are money and materials squandered to reach the goal? Even when an organization is efficient, it can be ineffective if the focus is on efficiently doing the wrong things. To achieve high performance, the organization must be both effective and efficient.

Of course, individual managers and organizations must be evaluated according to a performance standard that's appropriate for their work. Top managers are generally measured on the basis of how well their organizations and activities that help the organization achieve overall goals. Performance is personal as well as organizational:

Category	Role	Types of activities
Informational roles	Monitor	Gather information from various sources
	Disseminator	Transmit information to other managers
	Spokesperson	Transmit information to people outside the organization
Decisional roles	Entrepreneur	Initiate change to improve units or find opportunities
	Disturbance handler	Make changes to resolve unanticipated problems
	Resource allocator	Decide which managers and projects will receive resources and in what proportion
	Negotiator	Bargain with people outside the unit to support goals

Interpersonal Roles: Three management roles flow directly from the authority of the manager's position in the organization. These interpersonal roles are roles in which managers develop and maintain relationships. Interpersonal roles include the manager as figurehead, the manager as leader and the manager as liaison.

- **Figurehead:** Because managers are at the head of a unit of an organization, they often represent their organization in ceremonial and symbolic activities. Serving as a figurehead, the manager may present awards or entertain important customers.
- **Leader:** Managers also fulfill the interpersonal role of leader when they hire, train and motivate the people who work for them.
- **Liaison:** The third interpersonal role a manager performs is a role of liaison, building relationship with people outside the manager's own unit. In the course of their liaison roles, managers may meet with their peers, customers, corporate staff, and others.

So important are interpersonal roles that some managers devote a large portion of their working days to these roles.

Informational Roles: Because managers make interpersonal contacts and build networks of relationships inside and outside the organization, they are in a unique position to send and to receive information. Mintzberg observed that a large part of managers' job is devoted to informational roles in which the manager acquires, processes, and communicates information. The three informational roles are;

- **Monitor:** Managers continually scan the environment to pick up useful information. They also talk with people they meet in their liaison roles, and they interact with the people who work in their own units. This information gathering role in the monitor role.