

CHAPTER 3

The Nature of Managerial Work

Learning Objectives

After studying this chapter you should be able to:

- Explain the different methods that have been used to study managerial work.
- Understand the typical activity patterns for people in managerial positions.
- Understand the different roles assumed by managers and how they are changing.
- Understand how managerial roles and activities are affected by organisational context.
- Understand how managers cope with the demands, constraints and choices confronting them.
- Understand the importance of external variables and systems for managers.
- Understand the methodology of descriptive research on managerial activities.
- Understand how managers can make effective use of these tools.

Leadership is an essential role requirement for managers and a major reason why managerial jobs exist. This chapter examines findings from research on the nature of managerial work. The research involves analysis of data from a variety of sources, including observation of managers' activities, in which managers describe their own activities, interviews with managers who explain what they do and why they do it, and job descriptive questionnaires in which managers rate the importance of different types of managerial activities. One major purpose of this research has been to identify patterns of activity that are common to all types of managers. Another major response has been to compare activity patterns for different types of managers, or to analyse by different situations. Although 'comparative' studies compare the extent to which the behaviour of a manager reflects the managerial requirements of the situation.

The Nature Of Managerial Work

Tony J. Watson



The Nature Of Managerial Work:

The Nature of Managerial Work Henry Mintzberg,1973 An overview of significant research into the roles and working characteristics of managers is supported by case histories describing the professional activities of five top executives The Nature of Managerial Work Henry Mintzberg,1980 **The Nature of Managerial Work** Henry Mintzberg,1991

Managing Activities Michael Armstrong,1999 *Managing Activities* describes and explains the nature of managerial work It gives a definitive overview of the activities carried out in organisations to achieve their aims and meet the expectations and needs of their stakeholders owners managers employees customers suppliers and the public *Managerial Work* Rosemary Stewart,2019-06-04 First published in 1998 readers of this volume will get a good overview of research into managerial work They will learn about what the researchers have studied what methods have been used and the criticisms of the limitations of individual methods the different concepts that have been developed what has been learnt about managerial work and behaviour from these studies over the years how this field of study has developed the main criticisms made of the research suggestions for future research and future developments Studies of managerial work have a long history the first major work was by Sune Carlson in Sweden in 1951 and studies have continued to the present day mainly in the USA and the UK The early studies sought to find out what managers actually did as distinct from the generalized theories of the nature of managerial work They were part of the new interest of social scientists in finding out what actually happened in organizations in opposition to the general theories that prevailed then Articles cannot give a complete picture of the field studies that have been such a notable feature of this branch of research because Carlson s study like many of the later ones was published only as a book However they provide all the information that students and researchers need to understand the aim methods and approaches used by researchers so far and a good guide to the varied possibilities for developing this area of study **In Search of Management** Tony J. Watson,1994 By observing the lives and experiences of managers struggling to succeed in a business organization facing major strategic challenges Tony Watsons book considers basic questions about the nature of management Providing a lively accessible and realistic account of what it is to be a manager Watson reveals the rewards and pains managers experience as they cope with both traditional business pressures and changing cultures The revised edition of this distinctive book places the original ethnographic study in a contemporary business context ensuring that this remains a relevant and insightful account of the daily lives and concerns of managers which can be used to provide a practical element in Management Organizational Behaviour and Strategy courses at undergraduate and MBA level The Nature of Executive Work Emilio Matthaei,2010-05-10 Emilio Matthaei presents igniting insights from studying senior executives of global organizations In so doing he gives a powerful view to what executives really do how long they work where they work what media they use and with whom they interact **The Nature of Information Technology Managerial Work** Charlott S. Stephens,1995-07-17 The information technology manager s role has changed significantly

over the past decade The performance of an organization is increasingly dependent on the performance of the information technology unit and its top executive Here the author offers a fly on the wall view of the executive level activities of five Chief Information Officers CIOs operating in different industries Profiles of these CIOs developed from over 200 hours of direct observation provide valuable insights into the strategic impact of this new role Other CIOs executives information technology researchers information technology students in upper level or graduate courses managers of technology and innovation systems managers and those interested in organizational behavior will all gain a greater understanding of the CIO s critical role within today s organizations

Management Fads and Buzzwords David Collins, 2013-10-11 Around 5 000 business and management titles are published every year and increasingly their preferred mode of presentation is centred on the creation and marketing of buzzwords and fads This book argues that these management fads and buzzwords deflect critical inquiry and limit useful action because they present a ready made view of the world which rejects the benefits of theoretical analysis and reflection Topics covered include the guru industry excellence business process re engineering empowerment culture knowledge work globalization Unpacking the guru industry and analyzing the fads and buzzwords this book provides a critical practical analysis designed to allow readers to locate understand and critique management fashion *City*

Executives David N. Ammons, Charldean Newell, 1989-01-01 This study explores the work life of mayors city managers and other top executives in city government Based on a survey of 527 city executives and enlivened with numerous anecdotes the book documents time allocation patterns and work routines City Executives makes comparisons with previous studies to show how city executives compare with managers in other types of organizations The authors also note how city managers role has changed over a 20 year period City executives are shown to be like their private sector counterparts For example they function at a relentless pace are frequently interrupted in their work and are generally overburdened However because city workers operate in an environment open to public scrutiny they are left with only a minority of their professional time to attend to matters that they describe as priorities Instead they must constantly respond to intergovernmental demands emergencies and the needs of citizens and legislative officials

Decoding **The Nature Of Managerial Work**: Revealing the Captivating Potential of Verbal Expression

In a period characterized by interconnectedness and an insatiable thirst for knowledge, the captivating potential of verbal expression has emerged as a formidable force. Its power to evoke sentiments, stimulate introspection, and incite profound transformations is genuinely awe-inspiring. Within the pages of "**The Nature Of Managerial Work**," a mesmerizing literary creation penned by a celebrated wordsmith, readers embark on an enlightening odyssey, unraveling the intricate significance of language and its enduring affect our lives. In this appraisal, we shall explore the book's central themes, evaluate its distinctive writing style, and gauge its pervasive influence on the hearts and minds of its readership.

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