

Management

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Defining management and the company purpose

@ Licence 3 IM

MONTPELLIER
MANAGEMENT
UNIVERSITÉ DE MONTPELLIER





COMMON SENSE

**What make a great manager?
And what do a manager?**



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Business Management

Google's Secret Formula for Management? Doing the Basics Well

by Raffaella Sadun

August 24, 2017





Los Angeles Times Subscribe Now \$1 for 6 months

TECHNOLOGY

Google parent to pay \$310 million over handling of sexual harassment case

Sep. 25, 2020



Google Researcher Says She Was Fired Over Paper Highlighting Bias in A.I.

Timnit Gebru, one of the few Black women in her field, had voiced exasperation over the company's response to efforts to increase minority hiring.

f 📷 🐦 ✉ ↻ 🔖 277 Dec. 3, 2020

A portrait of Timnit Gebru, a Black woman with curly hair, looking directly at the camera. She is positioned in front of a window with a city skyline visible in the background.

My expectation : *the three learning goals*

01

Identify, Define,
List, Name, Explain

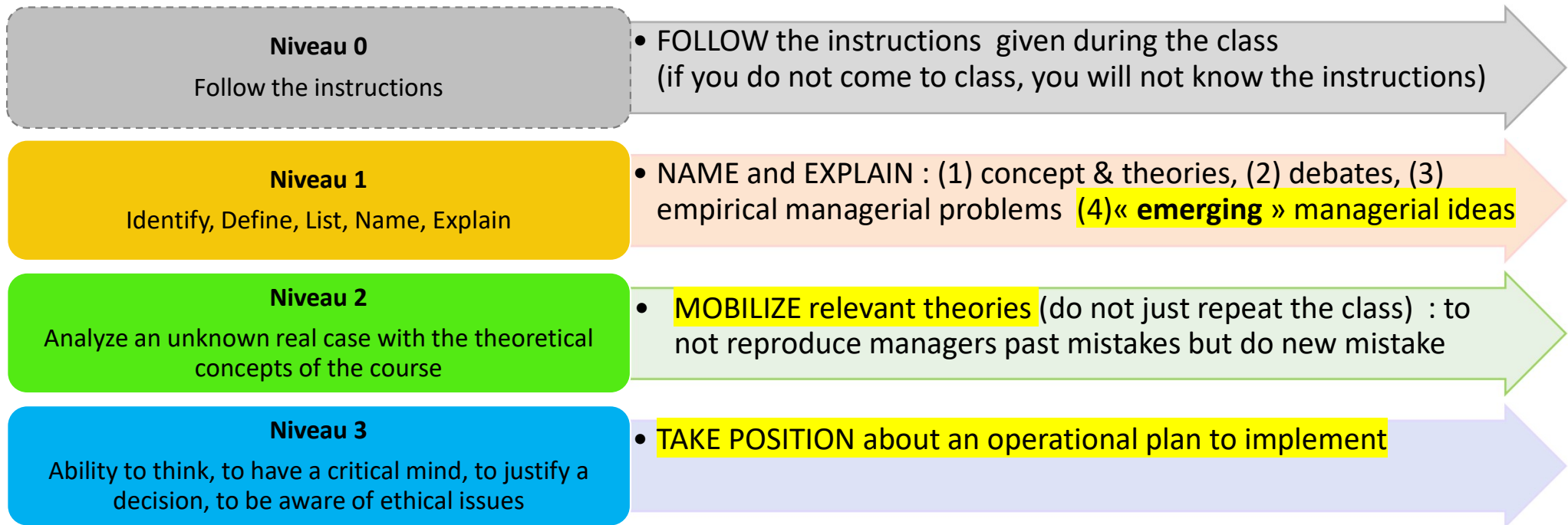
02

Analyze an
unknown real case
with the theoretical
concepts of the
course

03

Ability to think,
with a critical mind,
to justify a decision,
and to be aware of
ethical issues

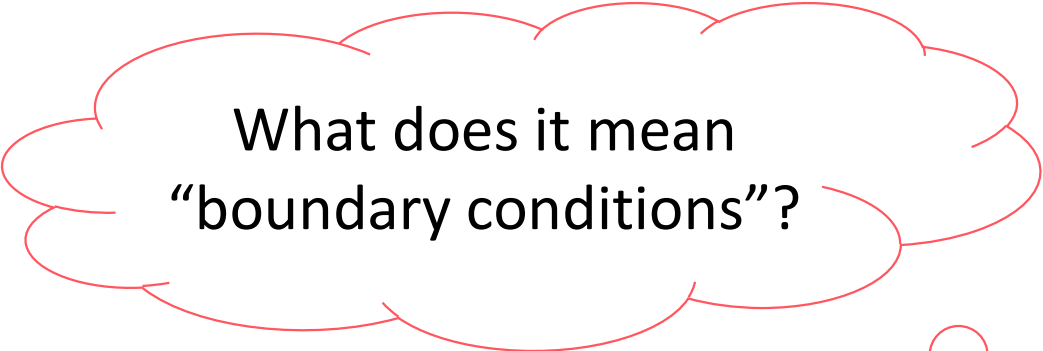
My expectation : *How I will evaluate them?*



My expectation : *How I will evaluate them?*

The main Takeaway

- Understand that there is NO ONE answer
(never black or white and management is evolving)
- Be able to discuss about the boundary conditions of a decision



What does it mean
“boundary conditions”?

3 Evaluations (Keep two but no second chance)

- **Grade 1 : A video (group work)**

(2nd course : Sept 8th)

*Remark : the grade will be moderated by the participation
(especially at the friendly review work)*

- **Grade 2 : Report (group work)**

(deadline : a none graded draft : Mid Nov – final version : End of Nov)

- **Grade 3 : Quiz (individual)**

(final course)

Go on moodle

- A dedicated page for the management class called L3 IM 2026-2027 – Management course BEZ



The screenshot displays the Moodle UM interface. The top navigation bar is red and contains the following links: Accueil, Tableau de bord, Mes cours, Tous les cours (with a dropdown arrow), Aide (with a dropdown arrow), Vidéo, and ENT. On the right side of the bar are a search icon, a notification bell, a user profile icon with a dropdown arrow, and a 'Mode d'édition' toggle switch. Below the navigation bar, the breadcrumb trail reads: Institut Montpellier Management (MOMA) / Licences 3 / Licences 3 mention Gestion / Licence 3 International Management. The main heading is 'L3 IM 2026-27 agement Bez'. Below the heading is a horizontal menu with the following items: Cours (highlighted with a red underline), Paramètres, Participants, Notes, Rapports, and Plus (with a dropdown arrow). Below the menu is a section titled 'Généralités' with a dropdown arrow and a 'Tout replier' link. The content of the 'Généralités' section reads: 'Welcome to the Management Course. You will find all the information and slides concerning the management course of professor BEZ for the L3 IM on this moodle page.'

Who takes Management courses?

The screenshot shows the INSEAD website's 'Master Programmes' section. The 'Master in Business Administration' is selected, with tabs for Overview, Curriculum, Admissions, Financing, Career Development, MBA Experience, and FAQs. The 'Financing' tab is active, showing sub-sections: Cost & Fees, Fee Payment Schedule, and Living Expenses. The 'Cost & Fees' sub-section is highlighted with a red oval and the text 'How much?'. Below this, a paragraph states: 'Tuition fees cover all printed course materials, access to the INSEAD library, access to on-campus information technology services, student council fees, gym access, business cards, printing and health insurance.' A footnote indicates '* inclusive of all applicable taxes'.

Master in Business Administration

Overview Curriculum Admissions **Financing** Career Development MBA Experience FAQs

Cost & Fees Fee Payment Schedule Living Expenses

How much?

Tuition fees cover all printed course materials, access to the INSEAD library, access to on-campus information technology services, student council fees, gym access, business cards, printing and health insurance.

* inclusive of all applicable taxes

To assess management, what should we look for?



Understand what is Management?

WHAT is MANAGEMENT?



- “Take care of firm” (20st century):
- One of the first definition :
Henri Fayol in his book "Industrial and General Administration" (1916):
 - To manage is to forecast and to (1) plan, to (2) organize, to (3) command, to (4) co-ordinate and to (5) control.“
 - Later transformed into the POLC (or PLOC) framework

WHAT is MANAGEMENT?



- Since the definition has evolved:
 - responsible for getting activities completed efficiently
 - with and through other people and setting and achieving the firm's goals
 - **through the execution of four basic management functions: planning, organizing, leading, and controlling**
 - These sets of processes utilize human, financial, and material resources

P-O-L-C framework

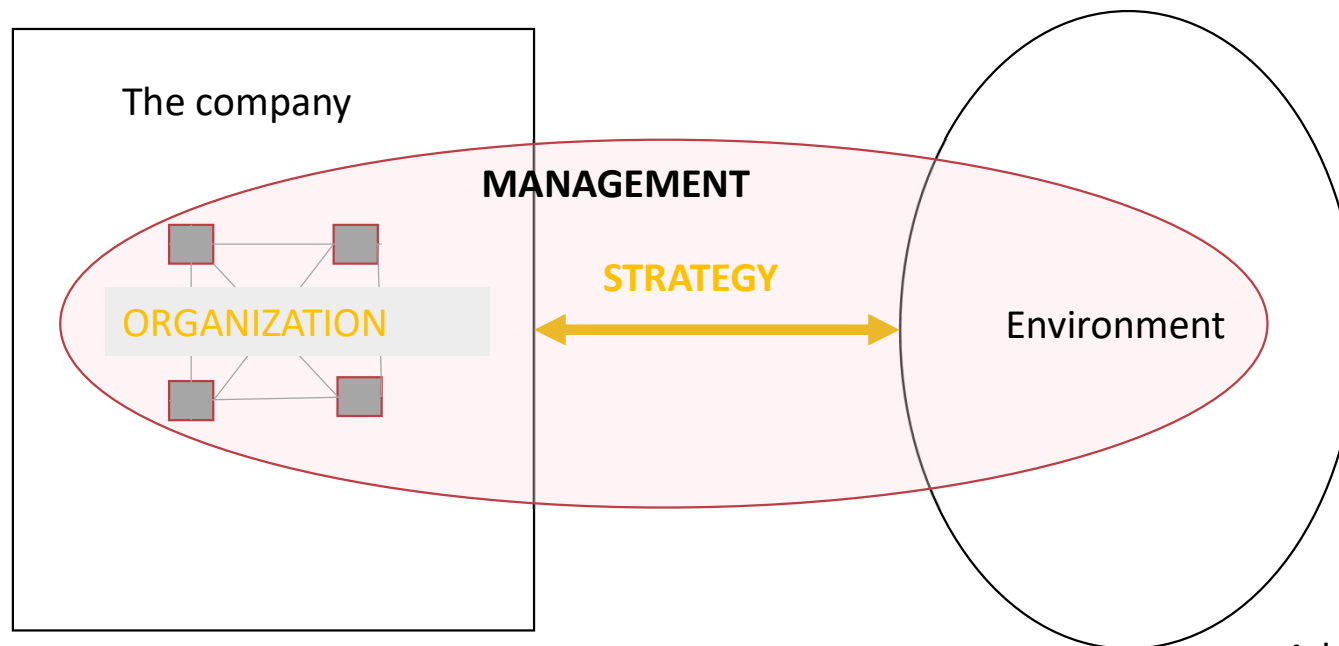
Planning	Organizing	Leading (command and coordinate)	Controlling
1. Vision & Mission 2. Strategizing 3. Goals & Objectives	1. Organization Design 2. Culture 3. Social Networks	1. Leadership 2. Decision Making 3. Communications 4. Groups/Teams 5. Motivation	1. Systems/Processes 2. Strategic Human Resources

Source : http://saylordotorg.github.io/text_principles-of-management-v1.1/s05-04-planning-organizing-leading-an.html

WHAT is MANAGEMENT?

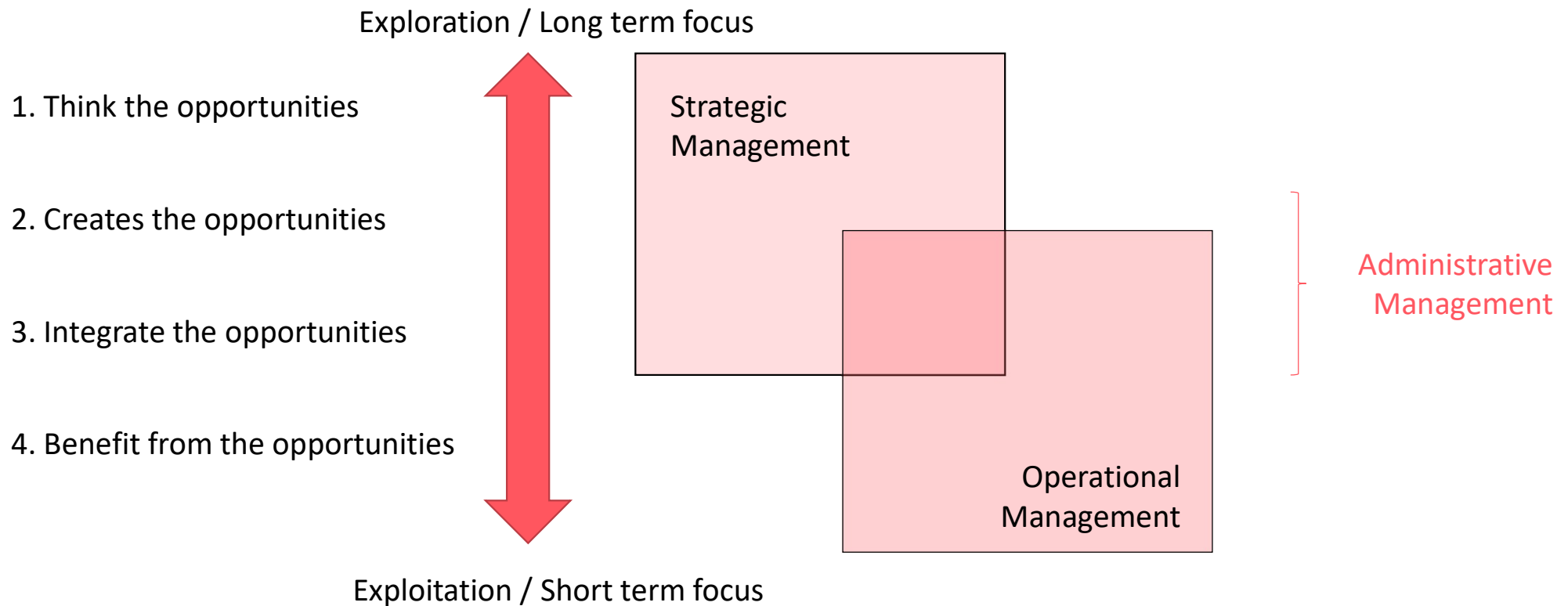


- Let's go further



Adapted from Helfer et al. 2008

WHAT is MANAGEMENT?



Adapted from Helffer et al. 2008

WHAT is MANAGEMENT?



- But concretely how to manage ? Is there a **general management theory** ?
- At the origin with Fayol : 14 principles that are the cornerstone of a **general management theory**
- Let's look at each principle and deduce what we should observe in the organization if this principle was true.

WHAT is MANAGEMENT?



1. Division of work

Specialization promotes efficiency of the workforce and increases productivity. In addition, the specialization of the workforce increases their accuracy and speed.

WHAT is MANAGEMENT?



2. Authority and Responsibility

According to Henri Fayol, the accompanying **power or authority** gives the management the right to give orders to the subordinates (careful need to accept accountability).

3. Discipline –

This principle is **about obedience**. It is often a part of the core values of a mission and vision in the form of good conduct and respectful interactions.

WHAT is MANAGEMENT?



4. Unity of command

Every employee should **receive orders** from **only one superior** or on behalf of the superior.

5. Unity of direction

Each group of organisational activities that have the same objective should be directed by one manager using **one plan for achievement of one common goal**.

WHAT is MANAGEMENT?



6. Subordination of Individual Interest to General Interest

The interests of any one employee or group of employees should not take precedence over **the interests of the organisation as a whole**.

WHAT is MANAGEMENT?



7. Remuneration

All Workers must be paid a **fair wage** for their services. The wages paid must be as per a certain standard of living to the employee at the same time it is within the paying capacity of the company.

WHAT is MANAGEMENT?



8. Centralization and Decentralization

This refers to the degree to which subordinates are involved in decision making.
Need a **balance between both**

9. Scalar chain

The line of authority from top management to the lowest ranks represents the scalar chain. Communications should follow this chain.

However if someone needs to communicate some other person in emergency he/she might use "**Gang Plank**". ≤Fayol suggested the concept of 'Gang Plank' to avoid delays and allow direct communication between two subordinates at the same level.≥

WHAT is MANAGEMENT?



10. Order

This principle is concerned with systematic arrangement of men, machine, material etc. There should be a specific place for every employee in an organization. That is 'a place for everything (people) and everything has a place'.

WHAT is MANAGEMENT?



11, Equity

All the employees in the organization must be treated equally with respect to the justice and kindliness.

12. Stability of tenure of personnel

High **employee turnover is inefficient**. Management should provide orderly personnel planning and ensure that replacements are available to fill vacancies.

13, Initiative

Employees who are allowed to originate and carry out plans will exert high levels of effort.

14. Esprit de Corps

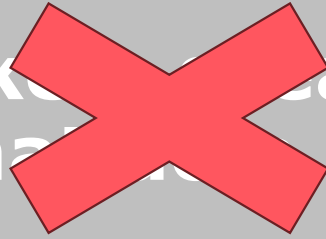
_Promoting team spirit will build harmony and unity within the organization

**To go
further**

All it takes is one black swan !
(Popper, Scientific method)



What makes a great manager?
Ans what is a manager?



THE KEY for managers or for a
management course :

***"how can we become **effective** at
the pursuit of goals, or become
more efficient in our use of
organizational resources? "***



Thinker 50



What is thinker50 list?

Thinker50 is an updated resource for identifying, ranking and sharing the leading management ideas of our age



The goal with thinker50

**Not only understand
« what is Management ? »**

BUT

**Stretch your knowledge and
challenge your ideas about
management**

The assignment

- What did he she study? One concept/idea
- Why interesting for a company ?
- What did he/she identified ? What his/her main result?
- Managerial implication?
- Boundary condition?



Adam Grant

Specialist in organizational psychology, focusing on originality, motivation, non-conformity, generosity, meaningful work, and success.

RANKED THINKER

Ranked #2 in 2023.

Previously featured:

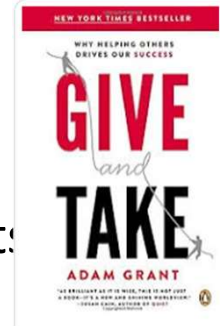
#6 (2021), #10 (2019), #8 (2017) and #25 (2015).

THINKERS50 BOOKLIST

Hidden Potential was featured on the Thinkers50 Best New Management Booklist in 2024.

FAST FACT

His TED talks on languishing, original thinkers, and givers and takers have over 30 million views.



Adam Grant - Givers and Takers

What did he study? the **workplace behavior** of individuals and how it impacts their personal success and the performance of their organizations

Why interesting : the paradox?

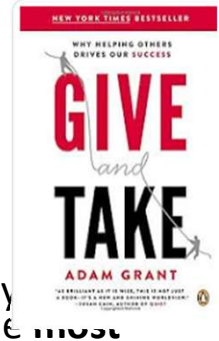
- Past research explore three categories of individual factors that influence performance: hard work, talent and luck.
- GAP : we were all working in a connected worlds and none of these individual factors explore the **social interaction**

What did he identified ?

Grant identified **three interaction styles** in the workplace:

- **Givers:** People who are inclined to help others without expecting anything in return. They tend to offer assistance, share knowledge, and mentor others generously.
- **Takers:** Individuals who seek to get as much as they can from others while giving little back. They prioritize self-interest and often take advantage of givers.
- **Matchers:** Those who maintain a balance, helping others but expecting reciprocity. They seek fairness and ensure that favors are traded evenly.

Adam Grant - Givers and Takers



What is the surprising result ?

- **Givers** can either be **the most successful or the least successful** in the workplace. They're frequently least successful people in organizations—those who are exploited and burnout—but they're also the **most successful**, outperforming both Takers and Matchers in the long run
- “Disagreeable” giving : challenge status quo, tough feedback, pointing out problem

Managerial implication?

- **Boosting Productivity and Innovation:** Encouraging and hiring givers can lead to a more **collaborative and innovative workplace**, as givers are more likely to share knowledge, mentor, and promote collective problem-solving. This can significantly improve organizational performance over time.
- **Creating a Giving Culture:** Organizations should foster a culture that encourages giving and collaboration. By creating an environment where helping others is valued and recognized, managers can enhance both individual and organizational performance.

Boundary condition ?

- **Encouraging Strategic Giving (do not give all and everything = failed givers):** Leaders need to ensure that givers within their teams are not taken advantage of. They should promote **strategic giving**, where givers can help others without burning out or neglecting their own needs. This can involve setting boundaries or ensuring givers receive recognition and support.
- **Separate them from takers / Takers as a Risk:** Managers should be wary of takers within their teams. Although takers might show early success, they can erode trust and collaboration in the long run. They often create toxic environments, where others become less willing to help.

Adam Grant procrastination

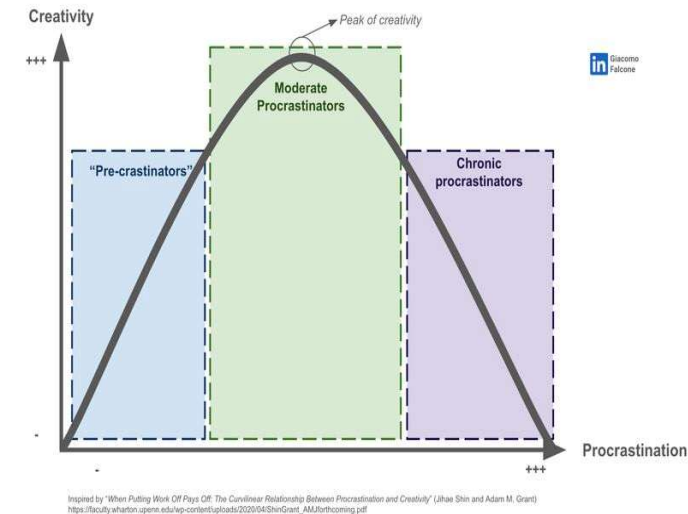
What did he study? **procrastination** and its impact on **creativity and productivity**

Why interesting : the paradox?

- Traditionally, procrastination is viewed as a bad habit—something that holds us back from achieving our goals and finishing tasks on time (causing stress, missed deadlines, and reduced performance)
- GAP : Could procrastination actually **serve a purpose**, particularly when it comes to generating new ideas or solving complex problems?

What did he identified ?

1. **Pre-crastinators**: These are people who jump into tasks immediately. They prefer to complete work as soon as it's assigned, seeking the satisfaction of getting things done early. However, by rushing through, they might miss opportunities for more creative or thoughtful solutions.
2. **Procrastinators**: These individuals delay starting tasks, either intentionally or unintentionally. While excessive procrastination can lead to stress or lower-quality work, I found that **moderate procrastination**—a little delay before starting—can actually boost **creativity**. When people allow themselves time to **think through a problem**, rather than diving into it right away, they often come up with more innovative solutions.



Adam Grant procrastination

What is the surprising result ?

Moderate procrastination can increase creativity: people who delay starting a task—but not to the point of last-minute panic—often come up with more original and creative ideas compared to those who start immediately.

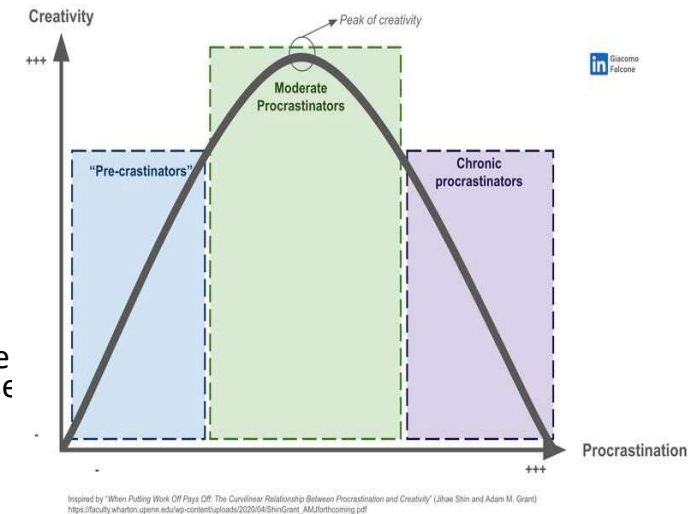
By procrastinating moderately, your mind has more time to **incubate ideas**, make connections, and approach the task with fresh insights.

Managerial implication?

- Manage deadline : Give a deadline but include **time to reflect** before demanding immediate results : Have a deadline with enough time for thoughtful reflection and ideation
- **Encouraging Reflective Thinking:** By encouraging reflective thinking and not rushing the process, managers can foster environments where **incubation**—that mental space where ideas are percolating—leads to breakthroughs. This is especially relevant for tasks that require innovation, strategic thinking, or solving complex problems.
- **Coaching employees** on the difference between productive delay and panic-induced stress that lowers quality.

Boundary condition ?

- **Only** for tasks that require creativity or problem-solving
- **Only if motivated and not for “boring task”**
- Not wait for the “panic mode “



The assignment

- What did he she study? One concept/idea
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The challenge you have 15 minutes



Your turn

Pick a thinker 50 on the radar list



Your turn

Now reflect on the script use in your IA

