

Management

**Step 1. Assessing the planning processes
(focus on purpose)**

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Agenda of today

Structure identification for each class

- ☐ PART 1 : Takeaways of last class

- ☐ PART 2 : PLOC

Focus on the Planning with the Purpose

- ☐ PART 3 : Stretch our thinking of management with Thinker50

- ☐ PART 4 : Management diagnostic

Find and advice on the purpose

Homework : upload your diagnostic and run the AI diagnostic



Takeaways

What is management?

- ✓ coordination of **human, financial, and other resources** to reach objectives.
- ✓ **efficiently**
- ✓ The **POLC framework** : Planning, Organizing, Leading, and Controlling.
- ✓ **Strategic vs. Operational Management**
- ✓ **Assumptions Behind the Definition of Management** : Management is **not static**;
- ✓ **Henri Fayol's Contributions**: theory of general management - **14 principles of management**, which form the cornerstones of general management theory.
- ✓ **Current Perspectives on Management** : Thinkers50 and the **Radar List**

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Remember



- 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

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

Step 1. Defining management and the company purpose (planning)



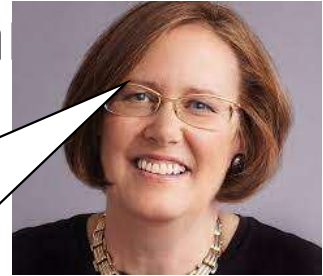
Cynthia A. Montgomery

LISTEN AND ANSWER

- What is "the purpose" of a company?
- Why is it key to be able to sum up the strategy with one clear sentence and to diffuse this purpose internally as well as externally?

https://www.youtube.com/watch?v=2v-VsWPKj_g

Step 1. Defining management and the company purpose (planning)



Cynthia
Montgomery

Strategy/Management starts
with **one clear sentence**
about what is the purpose
of the company:

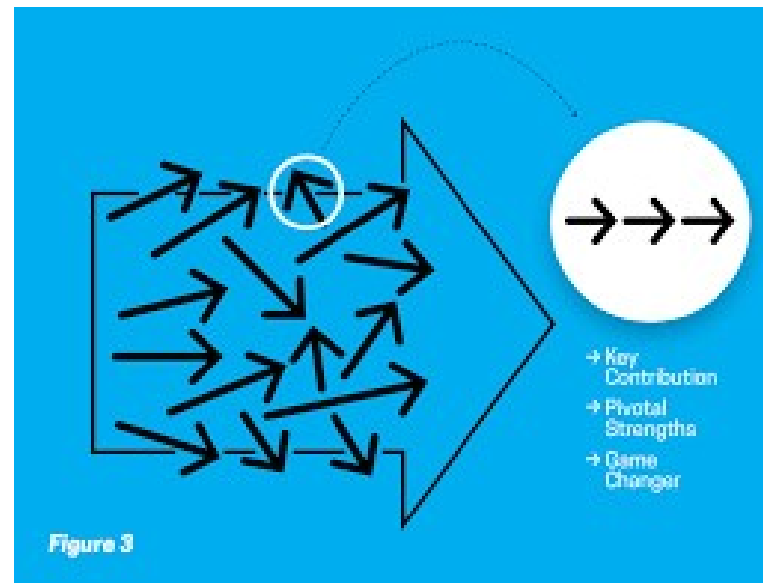
*Who we are ? What makes us
distinctive? What we exist for?*

Step 1. Defining management and the company purpose (planning)

Why is it key to be able to sum up the strategy with one clear sentence and to diffuse this purpose internally as well as externally?



**Cynthia
Montgomery**



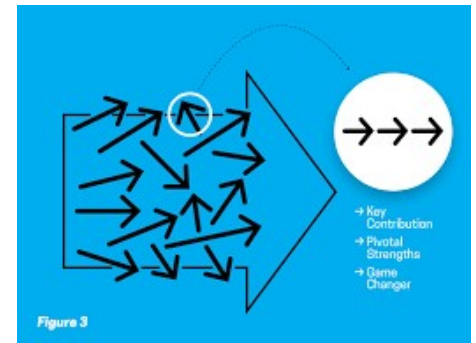
Step 1. Defining management and the company purpose (planning)



**Cynthia
Montgomery**

Why do we need a clear “purpose” and diffuse it through the company?

- To create a barrier to imitation
- To help employees execute their jobs effectively
- Employees to feel like an outsider
- To help the customer find you
- To help the supplier find you and innovate toward your needs



Step 1. Defining management and the company purpose (planning)



Cynthia Montgomery

The purpose

The paradox : lots of company are not clear on their organization purpose

Why ?

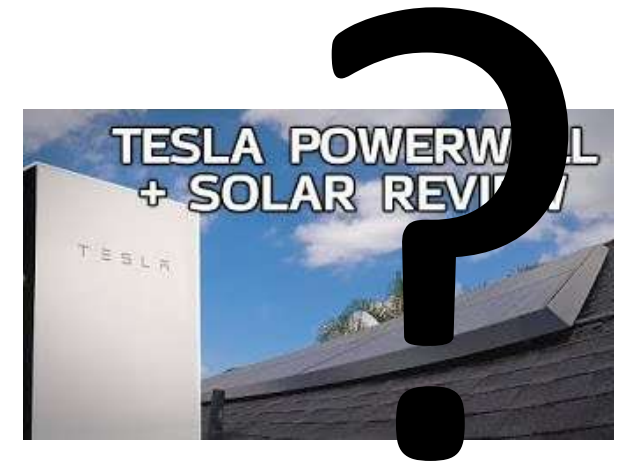
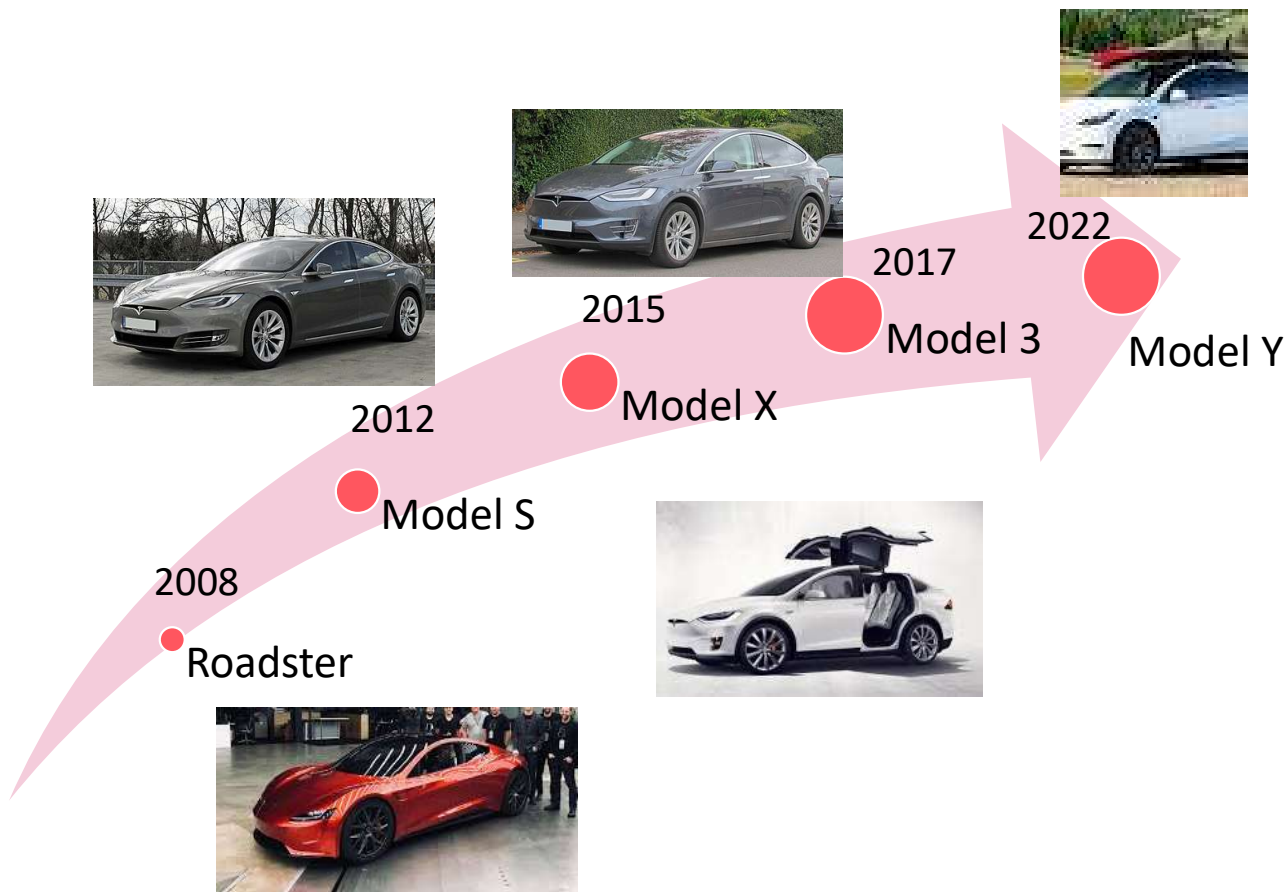
- Requires making choices
- Can not have clarity if do not share it

Step 1. Defining management and the company purpose (planning)



"What the purpose of
Tesla?"

Step 1. Defining management and the company purpose (planning)



Step 1. Defining management and the company purpose (planning)

- To help you : this is distinctive? (3)W.

“Tesla is a technological company **aiming to** fight the global warming by making zero-emission electric power option **COOL AND AFFORDABLE**”



- (1) **Who we are ?** a technological company
- (2) **What makes us distinctive?** We are making zero-emission electric power option **COOL AND AFFORDABLE**
- (3) **What we exist for ? Accelerating the World's Transition to Sustainable Energy**

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Let's discover Ting Zhang



Ting Zhang

Scholar of mentorship, intergenerational collaboration, and knowledge transfer.

RADAR THINKER

Thinkers50 Radar Class of 2025.

FAST FACT

Recipient of the Dorothy Harlow/McGraw Hill Best Conference Paper, 2024.

FAST FACT

Recipient of the Charles M. Williams Award for Excellence in Teaching, 2020.

IDEAS

Through her concept of 'downward learning,' Ting Zhang redefines the dynamics of mentorship by showing that knowledge can flow upward as well as downward. Her research encourages organisations to rethink the traditional hierarchical structure of knowledge transfer, promoting a culture where individuals across levels can learn from each other, enhancing both mentor engagement and mentee success.

Let's listen to the video



Let's see if they added something compared to IA solution



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Remember :

3 Evaluations (Keep two but no second chance)

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

(2nd course : Sept 9th)

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 : Nov 1th – final version : Nov 14th)

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

(final course : Nov 18th)



Assignment

- Pick a group
- Register on moodle
- Pick a company



Assignment

- **Work to do** : find, analyze and improve the purpose of a company

Work step by step

Step 1 – Find and Present the Official Purpose

- Choose a company you are interested in.
- Visit its **official website** and look for the section where the company explains its purpose, mission, or “why.”
- Copy the statement **exactly as it appears** on the site and remember to give the source of where you found it

Step 2 – Analyze the Current Purpose

- Study the purpose statement using **Cynthia Montgomery’s three questions**:
- Discuss how well the statement answers these questions.
- Mention clearly that these questions are taken from Cynthia Montgomery, and add a complete APA reference for her work at the end of your analysis.

Step 3 – Write an Improved Purpose

- Based on your analysis, create a **new purpose statement** for the company.
- Your new purpose must: Contain **no more than 2–3 sentences**./ Clearly respond to the three questions above.
- The best student will go even further and leverage Ting Zhang to advise the company on how to rethink the purpose

Step 4 – Add References

- At the end of your document, include:
- The **APA reference** for the company’s website (source of the original purpose).
- The **APA reference** for Cynthia Montgomery (source of the three questions).

Additional tips

- 💡 **Tip 1:** Be concise and focus on the essence of the company. A strong purpose is clear, inspiring, and easy to remember.
- 💡 **Tip 2:** You need to convince them that having a clear purpose is important



When you done

- Copy and paste **your consulting work**
- Then, use the AI companion to refine and enhance your assignment.



When the whole team is done

- Compare your work

Well done ! See you next week

