

THE MANAGER'S JOB: SUBJECTIVE OPINIONS AND REAL FACTS

РАБОТА МЕНЕДЖЕРА: СУБЪЕКТИВНЫЕ МНЕНИЯ И РЕАЛЬНЫЕ ФАКТЫ

If you ask managers what they do, they will most likely tell you that they plan, organize, coordinate, and control. Then watch what they do. Don't be surprised if you can't relate what you see to these words.

These four words, which have dominated management vocabulary since the French industrialist Henri Fayol first introduced them in 1916, tell us little about what managers actually do. At best, they indicate some vague objectives managers have when they work.

The field of management, so devoted to progress and change, has not seriously addressed the basic question "What do managers do?" for more than half a century. Without a proper answer, how can we teach management? How can we design planning or information systems for managers? How can we improve the practice of management at all?

There are five subjective opinions about a manager's job. They derive from management vocabulary and different studies on how various managers spend their time.

1. A manager is a reflective, systematic planner.
2. An effective manager has no regular duties to perform.
3. A manager needs aggregated information, which a formal management information system best provides.
4. Delegating tasks is necessary for an effective work.
5. Management is, or at least is quickly becoming, a science and a profession.

It is interesting that the real facts just show otherwise. The manager's job is enormously complicated. The pressures of his job are becoming worse; he has nowhere to turn for help. The first step in providing such help is to analyze all the facts and find out what the manager's job really is. Today it is time to strip away all the subjective opinions about it in order to begin the difficult task of making significant improvement in its performance.

Чем занимаются менеджеры, какие функции выполняют? На этот вопрос даже сами менеджеры не всегда готовы ответить. В работе предлагается пять существующих утверждений о работе менеджера. Цель автора — показать, что не всегда классическое представление оказывается верным. Пять субъективных мнений, которые можно найти практически в любой книге по менеджменту, и реальные факты, полученные в исследованиях работы менеджеров из разных стран, позволяют понять, что менеджмент — это одна из самых малоизученных сфер деятельности человека.