PART ONE

MANAGEMENT (INTEGRATIVE) FUNCTIONS AND PROCESSES

CONTENTS OF PART ONE

Management involves effective deployment of resources but also integration of specialized jobs and units. Chapter Two provides an overview of the managerial process and its functions. The chapter also relates the major functions to the phases of the analytic approach to problem solving.

Chapter Three covers the analysis phase of the management or integrative process, including useful analytic methods and tools.

Chapter Four describes the overall planning phase of the managerial process, the component functions and methodological and organizational processes involved in planning, analytic considerations in writing effective goals, and planning methods and tools.

Chapter Five discusses decision making, including concepts, approaches, and tools for choosing among alternatives.

Chapter Six describes the implementation functions of management, providing concepts, methods, and tools for organizing, delegating, staffing, guiding and coordinating activities, and measuring and evaluating organizational results and individual performance.

Chapter Seven discusses time management and its relationships to the integrative process.

HOW PART ONE FITS INTO THIS BOOK AND TRAINING PROGRAM

It is advisable to cover the topics in Part One first for two main reasons: (1) performing management functions (with team members) is the most basic job of managers and supervisors; and (2) initially covering the functions of the integrative process establishes a context for discussing the topics covered in all subsequent modules. Indeed, the first model presented in Chapter Two establishes the core framework for interrelating the book's concepts, models, methods, and

practices from chapter to chapter and then finally tying all those pieces together within the integrated, unified model presented in Chapter Eighteen.

MODULE 1'S SUPERIOR-SUBORDINATES DISCUSSION, OD APPLICATION, AND TEAM-BUILDING SESSIONS

As discussed in Chapter One, superior-subordinates discussion, OD application, and team-building sessions are conducted once everyone involved in the program has completed the training portion of each particular module. Immediately following Chapter Seven, the last chapter in Part One, are recommendations for OD consultants or facilitators to use when conducting the project's first round of superior-subordinates sessions. The recommendations cover (a) general information; (b) the sessions' objectives; (c) preparation steps; (d) suggested topics for discussion; (e) commitments between superiors and subordinates regarding their actions and results; (f) facilitation of the sessions; and (g) evaluating sessions and following up on activities and results.