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1.1 WHAT DOES IT MEAN TO BE A MANAGER? 4
- Organizations have different types and levels of managers.
- Accountability is a foundation of managerial performance.
- Effective managers help others achieve high performance and satisfaction.
- Managers are coaches, coordinators, and supporters.

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- Managers use technical, human, and conceptual skills.
- Managers should learn from experience.

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WHAT ARE THE LESSONS OF THE CLASSICAL MANAGEMENT APPROACHES?
- Taylor's scientific management sought efficiency in job performance.
- Weber's bureaucratic organization is supposed to be efficient and fair.
- Fayol's administrative principles describe managerial duties and practices.

WHAT ARE THE CONTRIBUTIONS OF THE BEHAVIORAL MANAGEMENT APPROACHES?
- Follett viewed organizations as communities of cooperative action.
- The Hawthorne studies focused attention on the human side of organizations.
- Maslow described a hierarchy of human needs with self-actualization at the top.
- McGregor believed managerial assumptions create self-fulfilling prophecies.
- Argyris suggests that workers treated as adults will be more productive.

WHAT ARE THE FOUNDATIONS OF MODERN MANAGEMENT THINKING?
- Managers use quantitative analysis and tools to solve complex problems.
- Organizations are open systems that interact with their environments.
- Contingency thinking holds that there is no one best way to manage.
- Quality management focuses attention on continuous improvement.
- Evidence-based management seeks hard facts about what really works.

Self-Assessment: Managerial Assumptions
Class Exercise: Evidence-Based Management Quiz
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