All-Star Sports Case (Decision Making)

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Manage Events

Decide, suggest ideas, motivate, etc.

What do managers do?

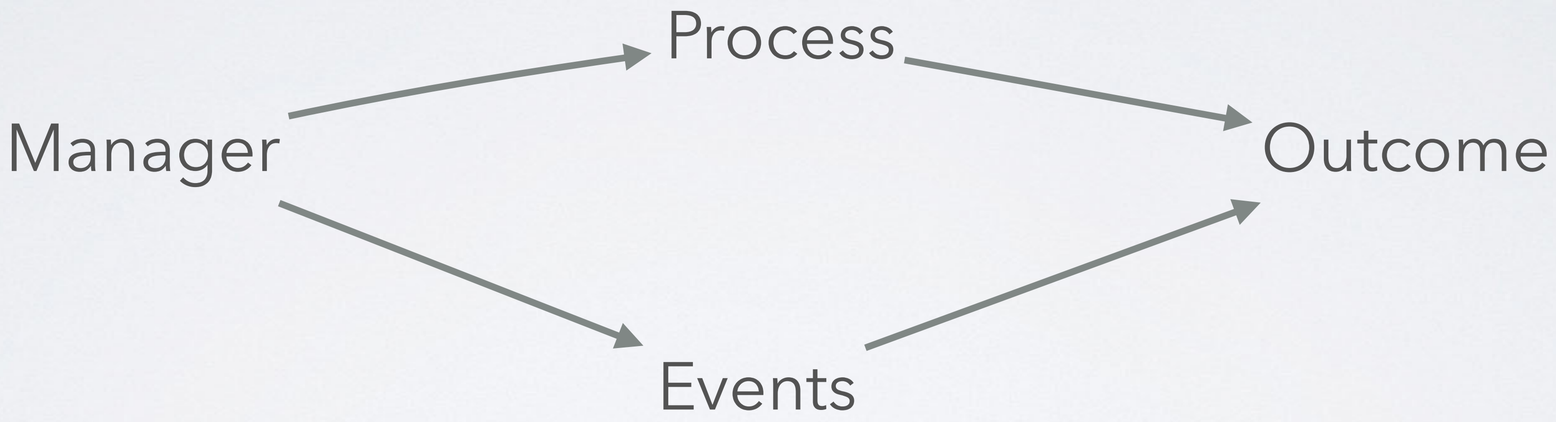
Manage Process

Design and orchestrate the organizational process within which events occur

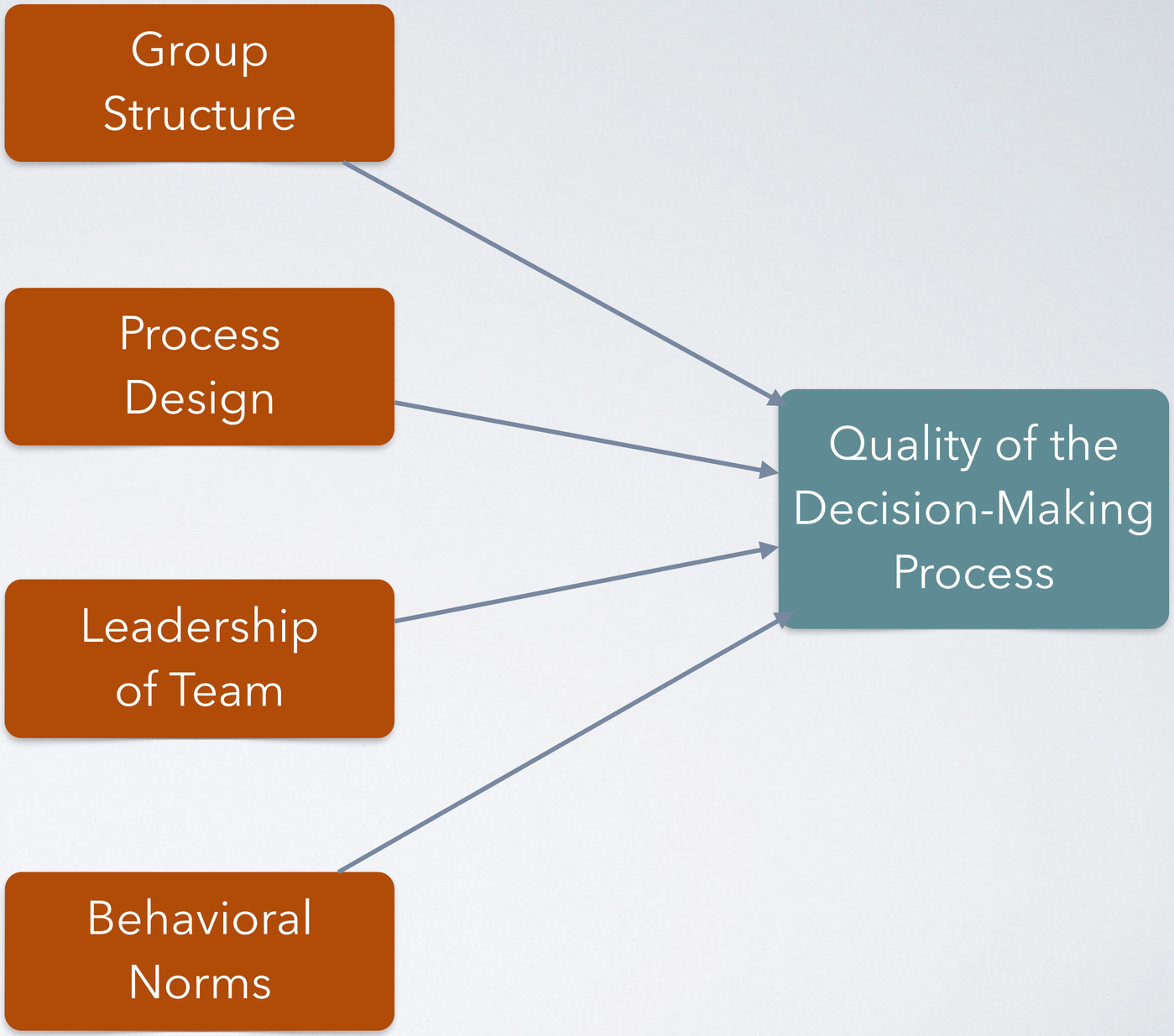
Managerial Process Defined

- A sequence of steps by which people in an organization carry out a specific chunk of work.
- Can be tightly scripted and linear: product flow diagrams, supply chain steps, etc.
- Can be highly organic, loose, and non-iterative: startup product development.

How Managers Improve Performance



Managers Use Four Levers to Design an Effective D-M Process



Requirements for an Effective D-M Process

Managers must design a process that:

- Generates multiple alternatives up front;
- Stimulates constructive debate;
- Minimizes interpersonal conflict;
- Avoids coalitions;
- Reaches closure in time.