



MANAJEMEN

???



Siapa yg membutuhkan manajemen ?

- Perusahaan ?
- Pemerintah ?
- Yayasan ?
- Universitas ?



Semua kegiatan yang terorganisir !
ORGANISASI

What is an organization?

- Sekelompok orang yang bekerja bersama dlm suatu struktur yang terkoordinasi untuk mencapai suatu tujuan tertentu



Apa hubungan organisasi dgn manajemen ?

1. Manajemen dibutuhkan utk mencapai tujuan organisasi
 2. Untuk menjaga keseimbangan diantara tujuan yang mungkin berbeda diantara para stakeholder (Pemilik, Karyawan, Konsumen, Kreditur, Suplier, Pemerintah, Asosiasi dsb)
 3. Untuk mencapai efisiensi dan efektivitas dlm mencapai tuju
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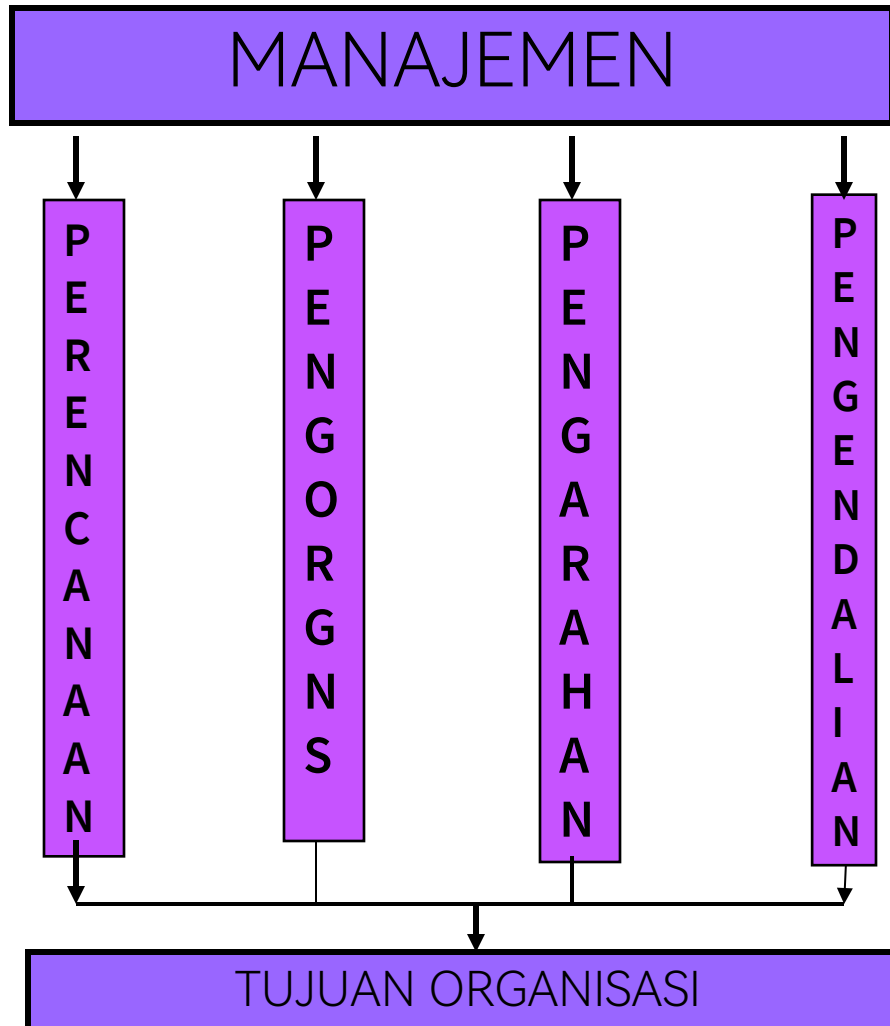
What is Management

- Seni dlm menyelesaikan pekerjaan melalui orang lain (the art of getting things done through the others – **(Mary Parker Follet)**)
- Is the process directing and facilitating the work of people organized in formal group to achieve a desired end **(John D Millet)**
- Proses perencanaan, pengorganisasian, pengarahan dan pengendalian kegiatan anggota organisasi dgn menggunakan sumber daya organisasi untuk mencapai tujuan yg telah ditetapkan **(James AF Stoner)**

Proses : cara sistematis utk melakukan sesuatu

1. **Perencanaan (Planning)** : sebelum melakukan sesuatu manajer memikirkan apa tujuan organisasinya, bagaimana mencapainya, bagaimana sumber dayanya, kapan selesainya.
2. **Pengorganisasian (Organizing)**: bagaimana manajer mengelompokkan kegiatan-kegiatan yang ada dlm organisasinya, menempatkan orang-orang dan mengalokasi sumber daya
3. **Kepemimpinan /mengarahkan (Leading)** : bagaimana manajer mempengaruhi bawahan agar mau bekerja dlm mencapai tujuan organisasi
4. **Pengendalian (Controlling)** : bagaimana manajer mengawal seluruh aktivitas dlm organisasinya agar tetap berada pada jalur yang benar (on the right track)

PROSES MANAJEMEN (James AF Stoner)



Other definition : Management

- A set of activities

(planning and decision making, organizing, leading, and controlling)

directed at an organization's resources

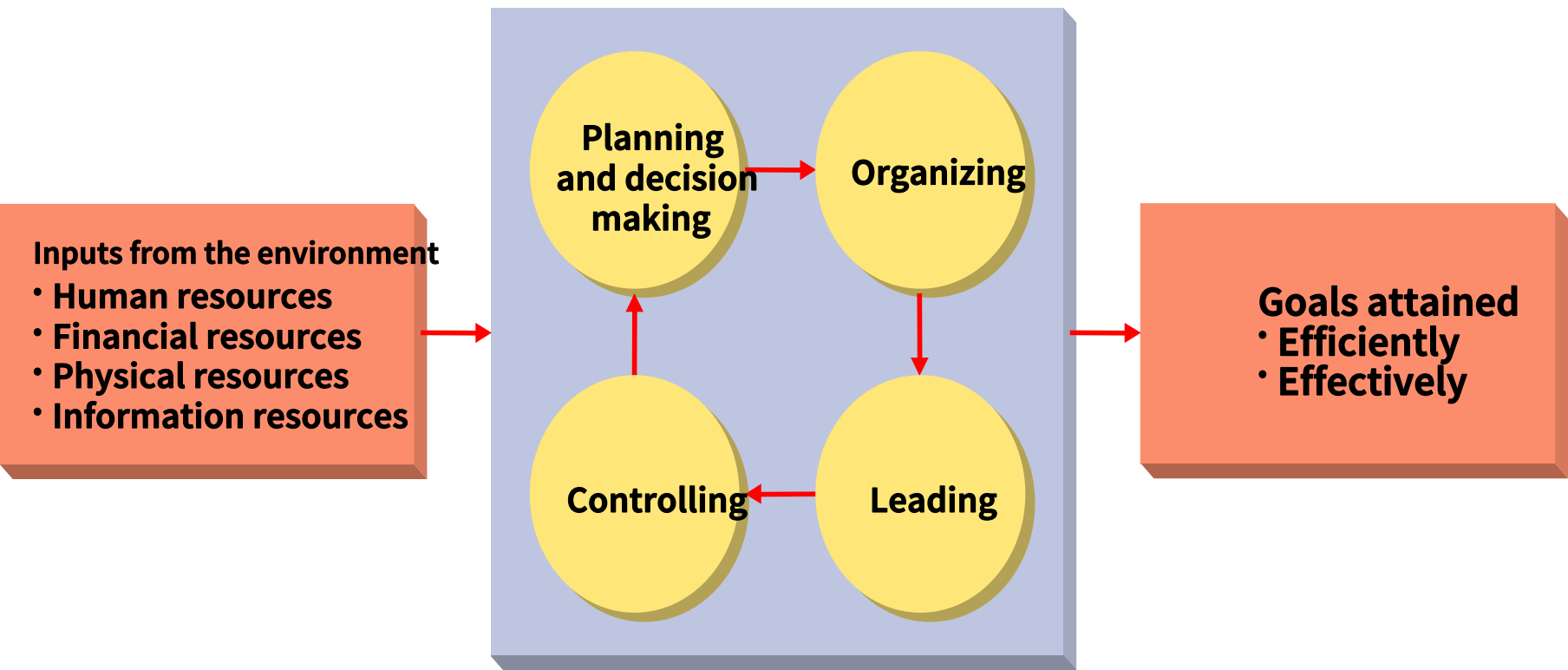
(human, financial, physical, and information)

with the aim of achieving organizational goals in an efficient and effective manner.

(RW Griffin)



Management in Organizations



Sumber Daya Organisasi

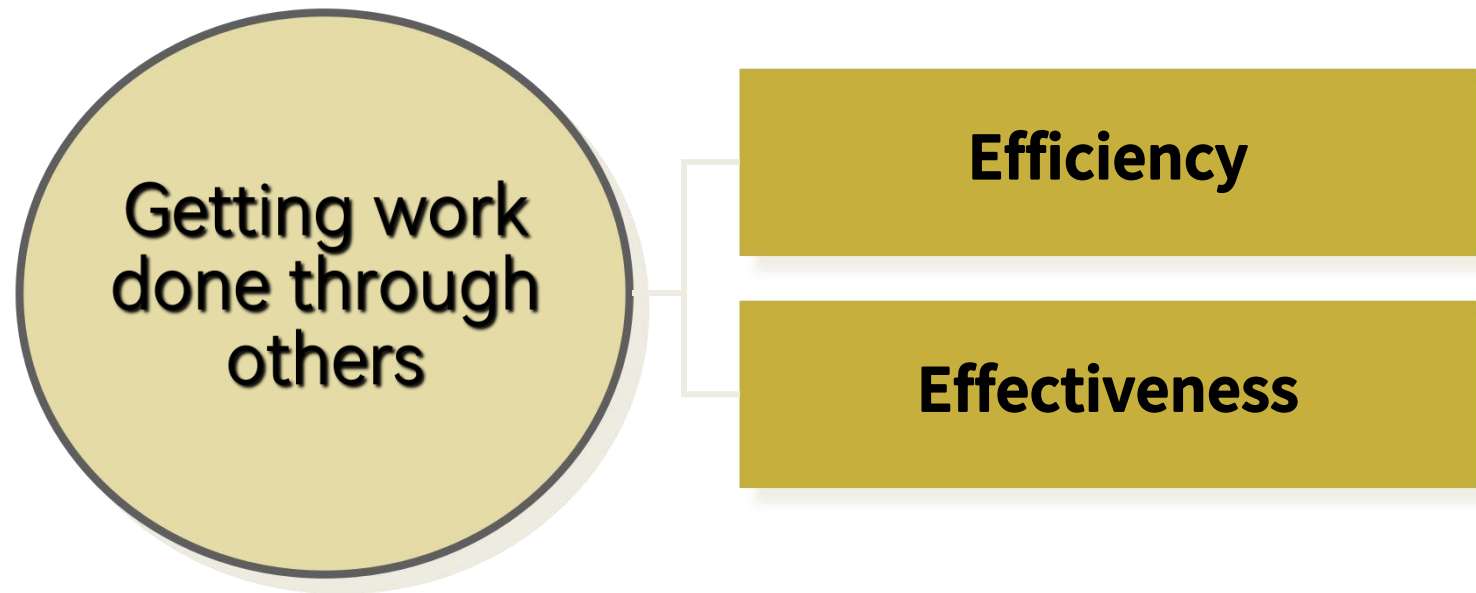
- Human resources
 - Managerial talent and labor
- Financial resources
 - Capital investments to support ongoing and long-term operations
- Physical Assets
 - Raw materials; office and production facilities, and equipment
- Information
 - Usable data, information linkages



Contoh Sumber Daya Organisasi

Organisasi	Human Resources	Financial Resources	Physical Resources	Information Resources
Universitas	Dosen, Karyawan	SPP, SPI, DIPA	Gedung , Peralatan	Laporaran Penelitian, Jurnal
Perusahaan	Manajemen, Karyawan	Modal Sendiri, Modal Asing, Laba	Tanah, Bangunan, Mesin, Peralatan	Rencana Penjualan, Laporan Keuangan
Pemerintah	Karyawan (PNS)	PAD, DAU, DAK	Tanah, Bangunan, Peralatan	Data Badan Statistik

Management Is...



- Efektif

- Kemampuan (seorang manajer) utk memilih/menggunakan cara, metode, peralatan yang tepat, guna mencapai tujuan tertentu

- Efisiensi

- Kemampuan utk menyelesaikan suatu pekerjaan dengan benar

- Seorang manajer yang efisien ialah :

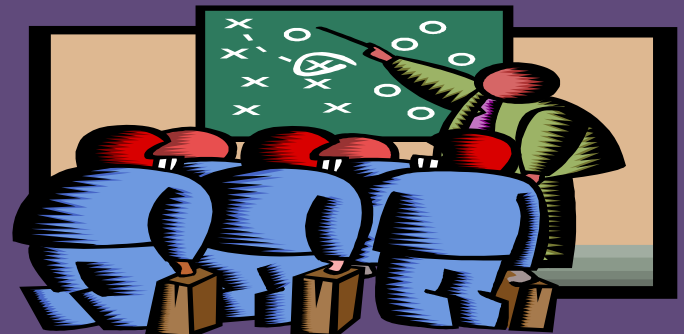
Manajer yang mampu mencapai hasil (output) lebih tinggi dibanding masukan (input) yang digunakan. Dengan sumber daya (input) sekecil-kecilnya bisa memperoleh hasil (output) tertentu atau dengan sumber daya (input) tertentu memberikan hasil (output) sebesar-besarnya.

Efektif dan efisien sbg tolok ukur keberhasilan/kinerja manajemen

- Seorang manajer yg dapat memproduksi mobil (suatu produk) dgn efisien (biaya murah), akan tetapi mobil tsb tidak laku dijual , dia bukan manajer yang berhasil
- Seorang manajer yang produknya laku dipasar, tetapi tidak memberikan profit, sama saja dia bukan manajer yang berhasil

What is a Manager ?

- Seseorang yang tanggung jawab utamanya melaksanakan proses manajemen
- *Seseorang yang merencanakan dan membuat keputusan , mengorganisasikan, memimpin, dan mengendalikan sumber daya manusia, finansial, fisik dan informasi.*



Proses Manajemen (Fungsi Dasar Manajemen)

1. Planning and Decision Making

- Menetapkan tujuan organisasi dan menentukan bagaimana cara terbaik untuk mencapainya
- Pemilihan suatu tindakan dari serangkaian alternatif

2. Organizing

- Menentukan bagaimana cara mengelompokkan berbagai aktifitas dan sumber daya

3. Leading

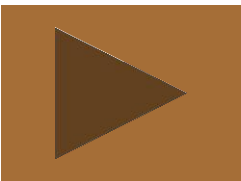
- Serangkaian proses yang dilakukan agar anggota organisasi bekerja bersama demi pencapaian tujuan organisasi

4. Controlling

- Pemantauan perkembangan organisasi dalam mencapai tujuannya

Kinds of Managers

- Top Managers
- Middle Managers
- First-Line Managers



Top Managers

- Chief Executive Officer (CEO)
- Chief Operating Officer (COO)
- Chief Financial Officer (CFO)
- Chief Information Officer (CIO)

Responsibilities of Top Managers

Creating a context for change

**Developing commitment
and ownership in employees**

**Creating a positive organizational
culture through language and action**

Monitoring their business environments

Middle Managers

- Plant Manager
- Regional Manager
- Divisional Manager

Responsibilities of Middle Managers

Plan and allocate resources to meet objectives

**Coordinate and link groups,
departments, and divisions**

**Monitor and manage the performance
of subunits and managers who report to them**

**Implement changes or strategies
generated by top managers**

First-Line Managers

- Office Manager
- Shift Supervisor
- Department Manager

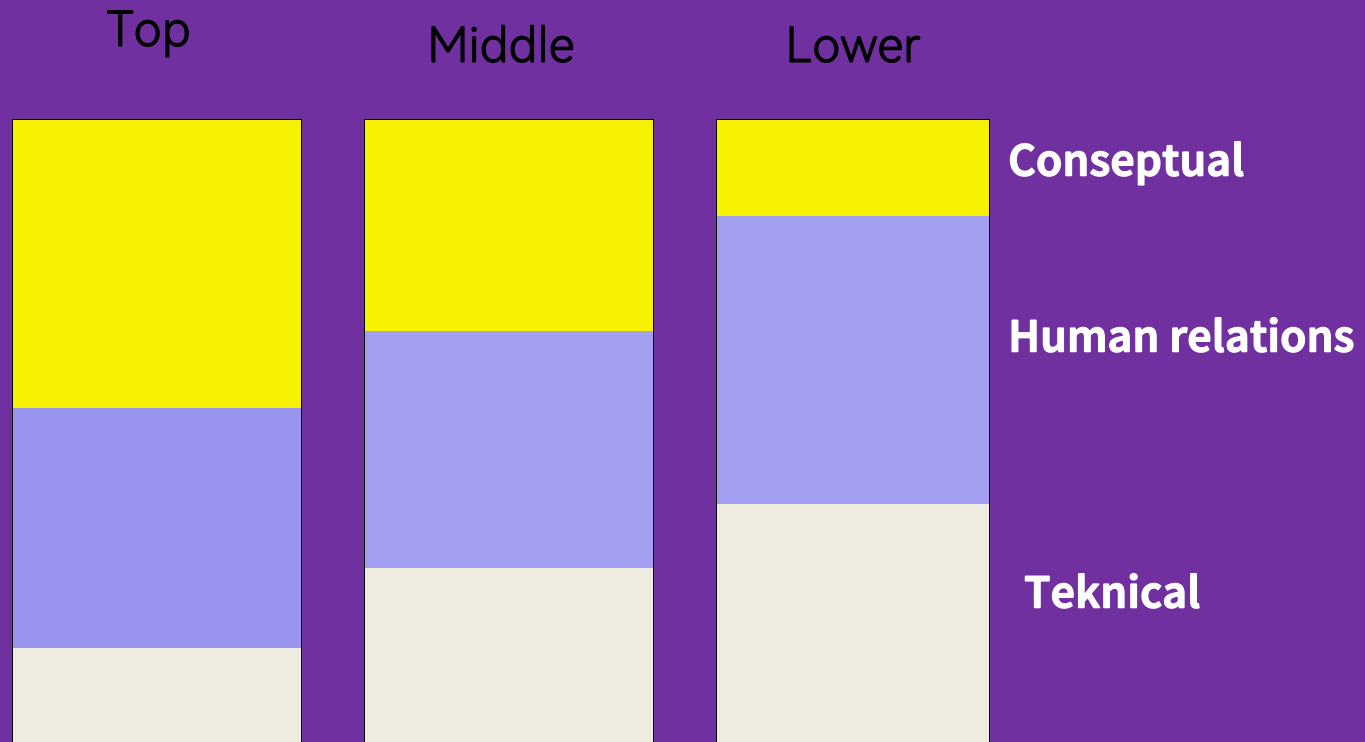
Responsibilities of Team Leaders

Facilitate team performance

Manage external relations

Facilitate internal team relationships

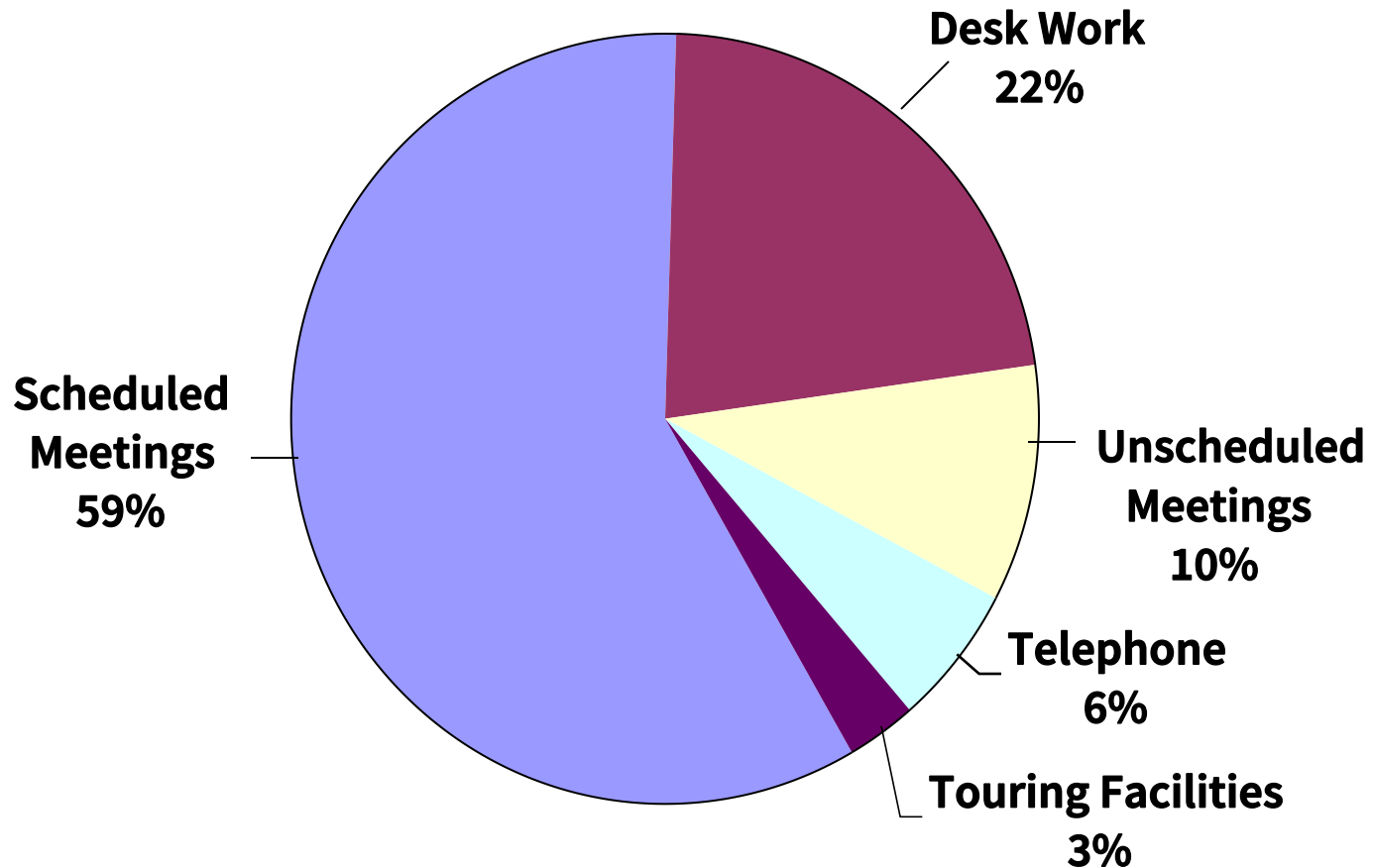
Managerial Skills (R Katz)



Robert L Katz

Pekerjaan Manajerial

- How CEOs spend a typical day.



Managerial Roles

Interpersonal Informational Decisional

Figurehead

Leader

Liaison



Monitor

Disseminator

Spokesperson



Entrepreneur

**Disturbance
Handler**

**Resource
Allocator**

Negotiator



H. Mintzberg, "The Manager's Job: Folklore and Fact:." *Harvard Business Review*, July-August 1975.

Managerial Roles



Interpersonal Roles

Figurehead

Managers perform ceremonial duties

Leader

Managers motivate and encourage workers to accomplish objectives

Liaison

Managers deal with people outside their units

Managerial Roles



Interpersonal Roles

Figurehead

Managers perform ceremonial duties

Leader

Managers motivate and encourage workers to accomplish objectives

Liaison

Managers deal with people outside their units

Managerial Roles



Informational Roles

Monitor	Managers scan their environment for information
Disseminator	Managers share information with others in their company
Spokesperson	Managers share information with others outside their departments or companies

Managerial Roles



Decisional Roles

Entrepreneur

Managers adapt to incremental change

**Disturbance
Handler**

**Managers respond to problems that
demand immediate action**

**Resource
Allocator**

**Managers decide who gets
what resources**

Negotiator

**Managers negotiate schedules,
projects, goals, outcomes, resources,
and raises**

What Companies Look for in Managers



Mistakes Managers Make

- 1. Insensitive to others**
- 2. Cold, aloof, arrogant**
- 3. Betrayal of trust**
- 4. Overly ambitious**
- 5. Specific performance problems with the business**
- 6. Overmanaging: unable to delegate or build a team**
- 7. Unable to staff effectively**
- 8. Unable to think strategically**
- 9. Unable to adapt to boss with different style**
- 10. Overdependent on advocate or mentor**

Mistakes Managers Make

1. Insensitive to others: abrasive, intimidating, bullying style
2. Cold, aloof, arrogant
3. Betray trust
4. Overly ambitious: thinking of next job, playing politics
5. Specific performance problems with the business
6. Overmanaging: unable to delegate or build a team
7. Unable to staff effectively
8. Unable to think strategically
9. Unable to adapt to boss with different style
10. Overdependent on advocate or mentor