

Pengantar Management Organisasi

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Disampaikan di Seminar Manajemen PMIJ, Komaba, Japan, 29 Desember 2001

Isi

- ◆ Pengertian Management
- ◆ Tugas dan Peran Manager
- ◆ Pengertian Organisasi
- ◆ Kultur dan Karakteristik Organisasi

Siapa Itu Manager

◆ Jenis Pekerja:

- Non-managerial employees
- Managers

◆ Manager:

- Seseorang yang bekerja dengan dan melalui orang lain,
- mengkoordinir aktifitas kerja mereka untuk mencapai suatu tujuan organisasi.



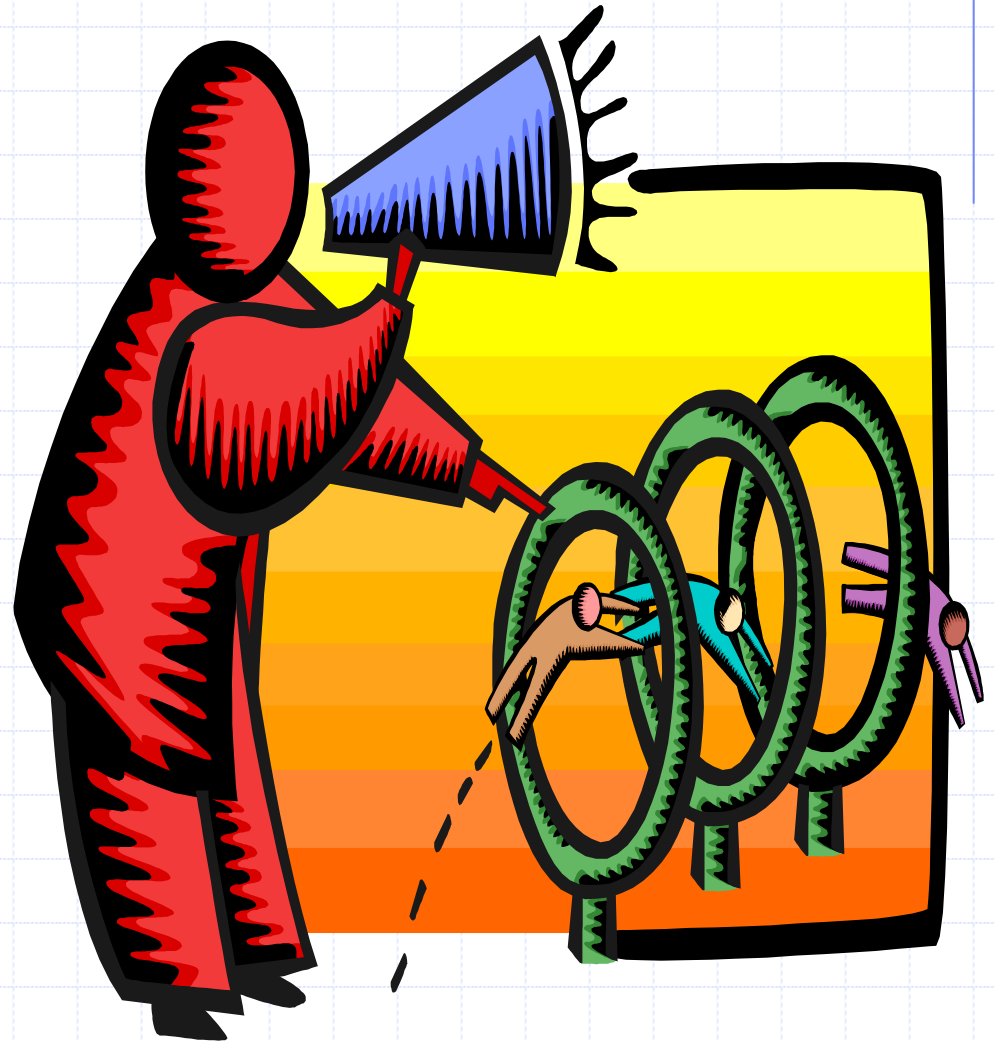
Klasifikasi Manager



Apa Itu Management

◆ Management:

Proses pengkoordinasian aktifitas kerja beberapa orang, sehingga kerja bisa terselesaikan secara efektif dan efisien



Efektif dan Efisien dalam Management

Efficiency
(doing things right)

**Resource
Usage**

Low Waste



Effectiveness
(doing the right things)

**Goal
Attainment**

High Attainment

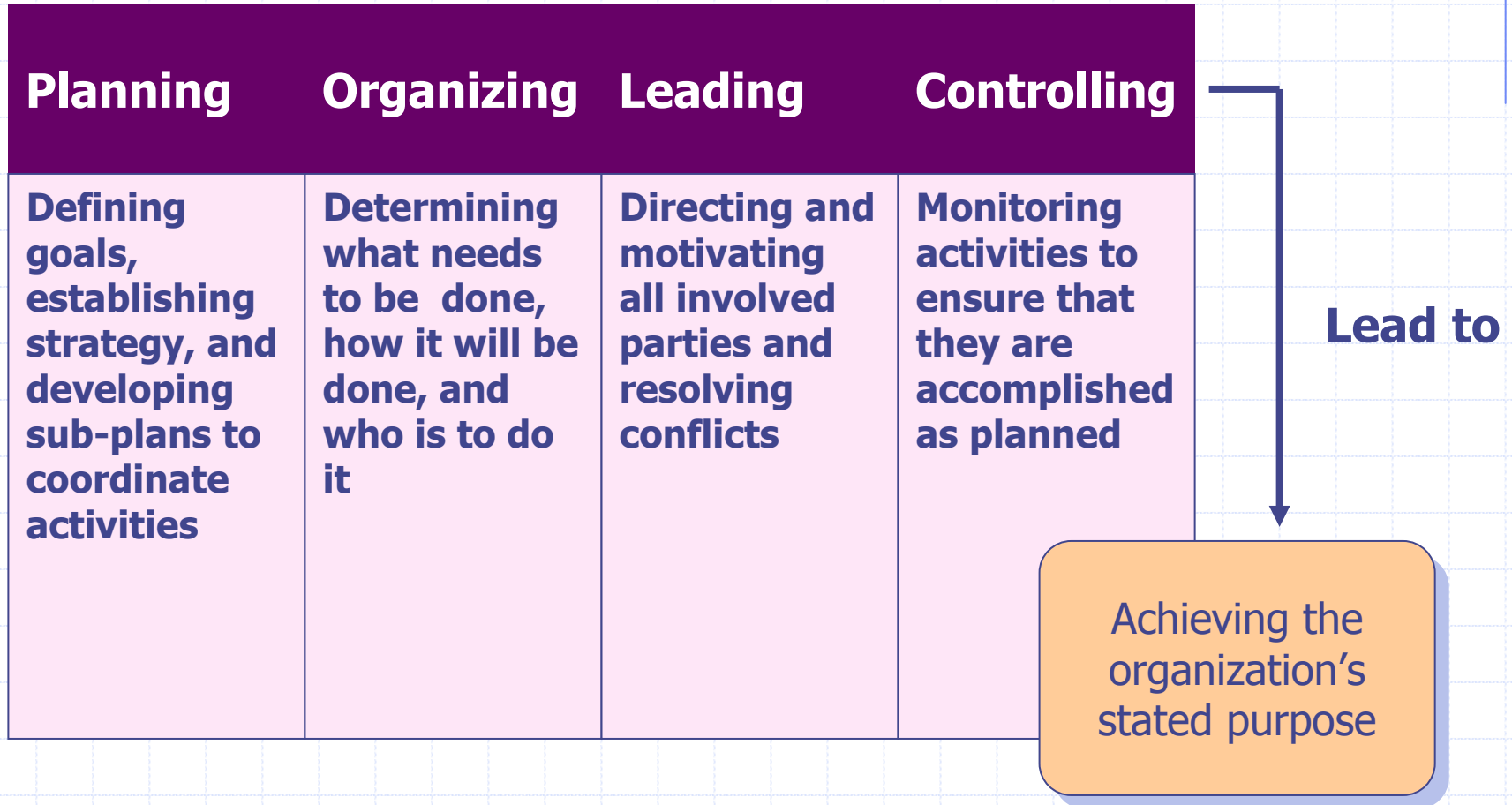


Management strives for:
Low resource waste (high efficiency)
High goal attainment (high effectiveness)

Apa Tugas Manager

- ◆ Management Function and Process
- ◆ Management Roles
- ◆ Management Skills
- ◆ Managing in Changing Situations

Management Functions



Management Roles: Interpersonal

Interpersonal	Description	Examples
<u>Figurehead</u>	<ul style="list-style-type: none">- Symbolic head; obliged to perform a number of routine duties of a legal or social nature	<ul style="list-style-type: none">- <u>Greeting visitors; signing legal documents</u>
<u>Leader</u>	<ul style="list-style-type: none">- Responsible for the motivation of subordinates; responsible for staffing training, and associated duties	<ul style="list-style-type: none">- <u>Performing virtually all activities that involve subordinates</u>
<u>Liaison</u>	<ul style="list-style-type: none">- Maintains self-developed network of outside contacts and informers who provide favors and information	<ul style="list-style-type: none">- <u>Acknowledging mail; doing external board work; performing other activities that involve outsiders</u>

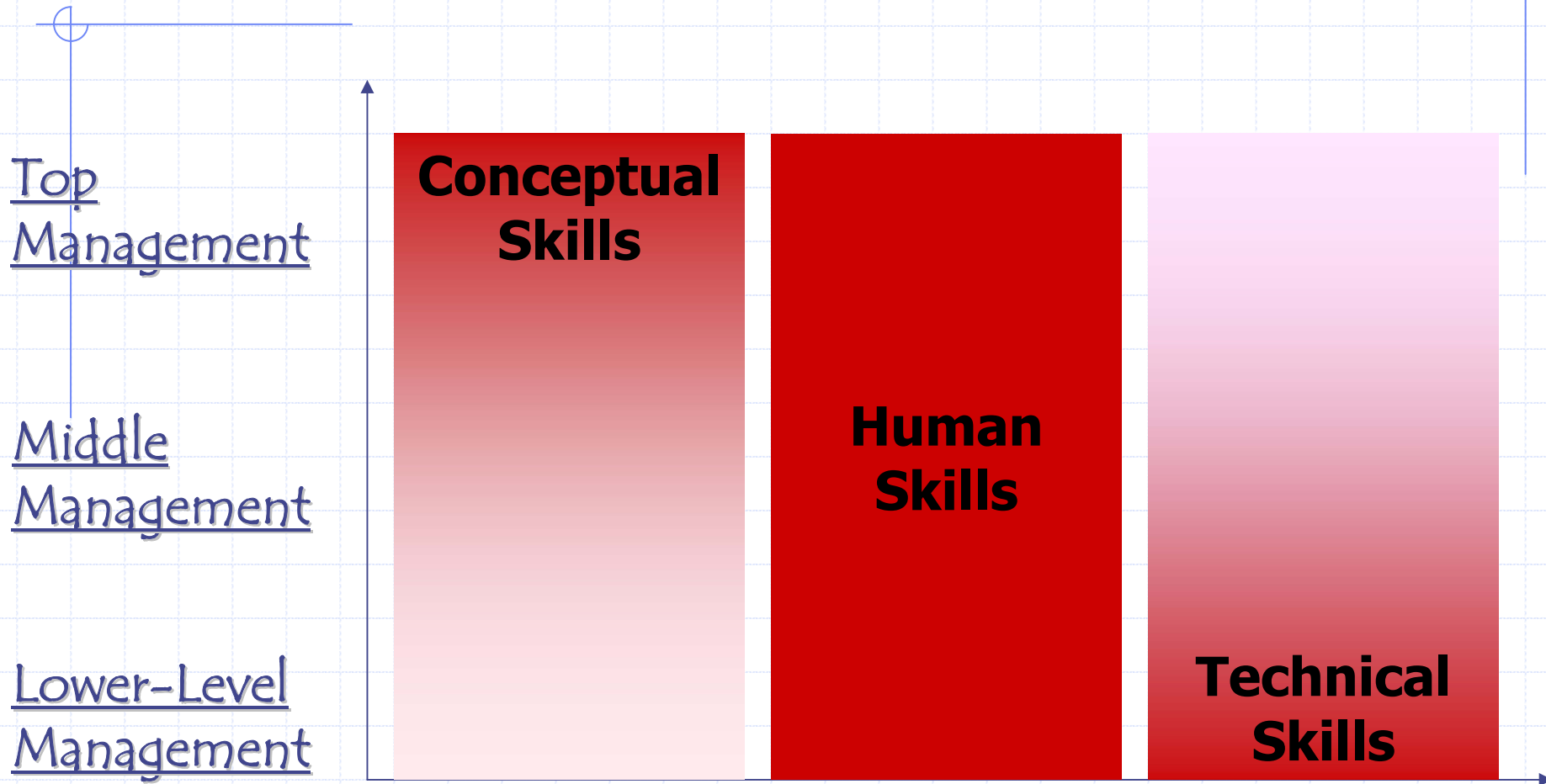
Management Roles: Informational

Informational	Description	Examples
<u>Monitor</u>	<ul style="list-style-type: none">- Seeks and receives wide variety of internal and external information to develop thorough understanding of organizations and environment	<ul style="list-style-type: none">- <u>Reading periodicals and reports; maintaining personal contacts</u>
<u>Disseminator</u>	<ul style="list-style-type: none">- Transmits information received from outsiders or subordinates to members of the organization	<ul style="list-style-type: none">- <u>Holding information meetings; making phone calls to relay information</u>
<u>Spokesperson</u>	<ul style="list-style-type: none">- Transmits information to outsiders on organization's plans, policies, results, etc.	<ul style="list-style-type: none">- <u>Holding board meetings; giving information to the media</u>

Management Roles: Decisional

Decisional	Description	Examples
<u>Entrepreneur</u>	<ul style="list-style-type: none"> - Searches opportunities and initiates improvement projects 	<ul style="list-style-type: none"> - <u>Organizing strategy to develop new programs</u>
<u>Disturbance handler</u>	<ul style="list-style-type: none"> - Responsible for corrective action when organization faces important, unexpected disturbances 	<ul style="list-style-type: none"> - <u>Organizing strategy that involve disturbances and crises</u>
<u>Resource Allocator</u>	<ul style="list-style-type: none"> - Responsible for the allocations of organizational resources of all kinds 	<ul style="list-style-type: none"> - <u>Scheduling; requesting authorization</u>
<u>Negotiator</u>	<ul style="list-style-type: none"> - Responsible for presenting the organization at major negotiations 	<ul style="list-style-type: none"> - <u>Participating in union contract negotiations</u>

Management Skills



 Level of importance

Managing in Changing Situations

- ◆ Management tidak bisa berbasis pada metode yang tetap dan sederhana
- ◆ Perubahan waktu, situasi dan lingkungan mengharuskan manager untuk menggunakan pendekatan dan metode berbeda



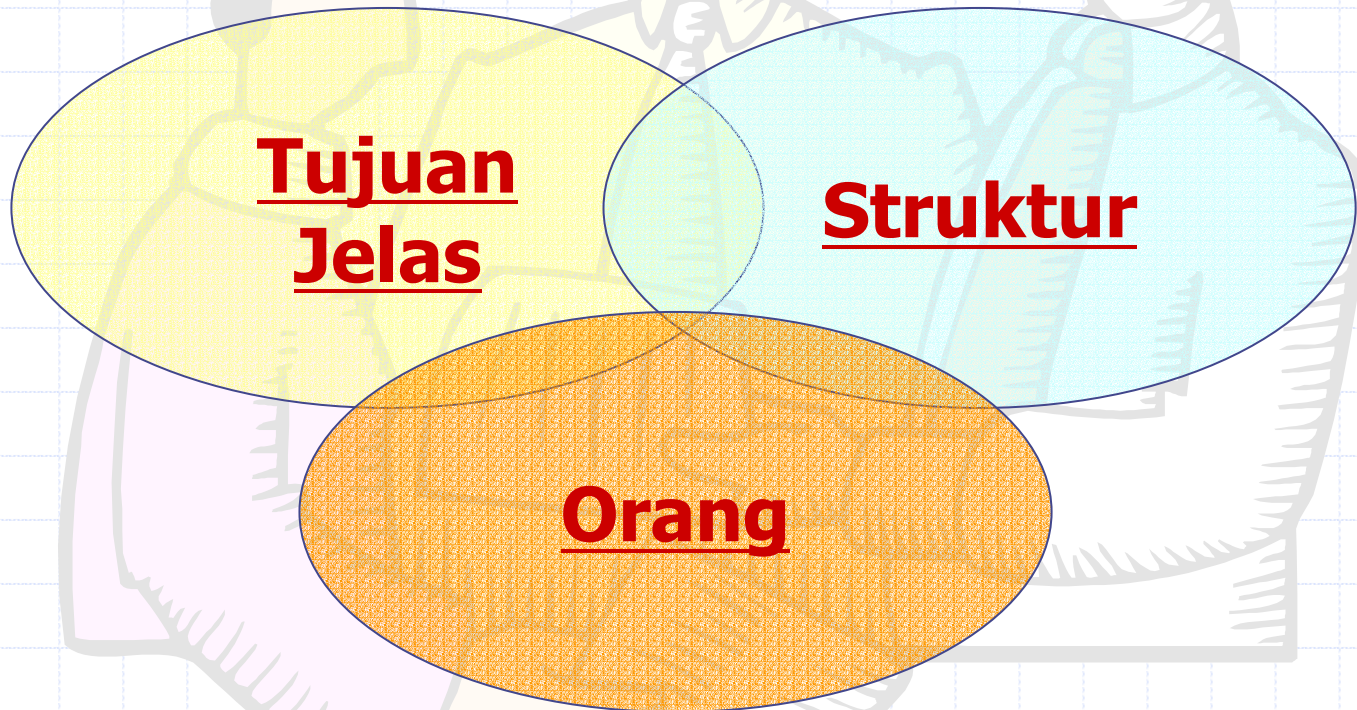
→ Situational Approach

Apa Itu Organisasi

- ◆ Organisasi:
Sekelompok manusia yang bekerjasama, dengan suatu perencanaan kerja dan peraturan, untuk mencapai suatu tujuan tertentu.



Karakteristik Organisasi



The Changing Organization

Traditional Organization

- Stable
- Inflexible
- Job focused
- Work is defined by job position

- Individual oriented
- Permanent jobs
- Command oriented
- Managers always make decisions
- Rule oriented
- Relatively homogeneous workforce
- Workdays defined as 9 to 5
- hierarchical relationship
- Work to organizational facility during specific hours

New Organization

- Dynamic
- Flexible
- Skills focused
- Works is defined in terms of tasks to be done
- Team oriented
- Temporary jobs
- Involvement oriented
- Employees participate in decision making
- Customer oriented
- Diverse workforce
- Workdays have no time boundaries
- Lateral and networked relationships
- Work anywhere, anytime

Learning Organization vs Traditional Organization

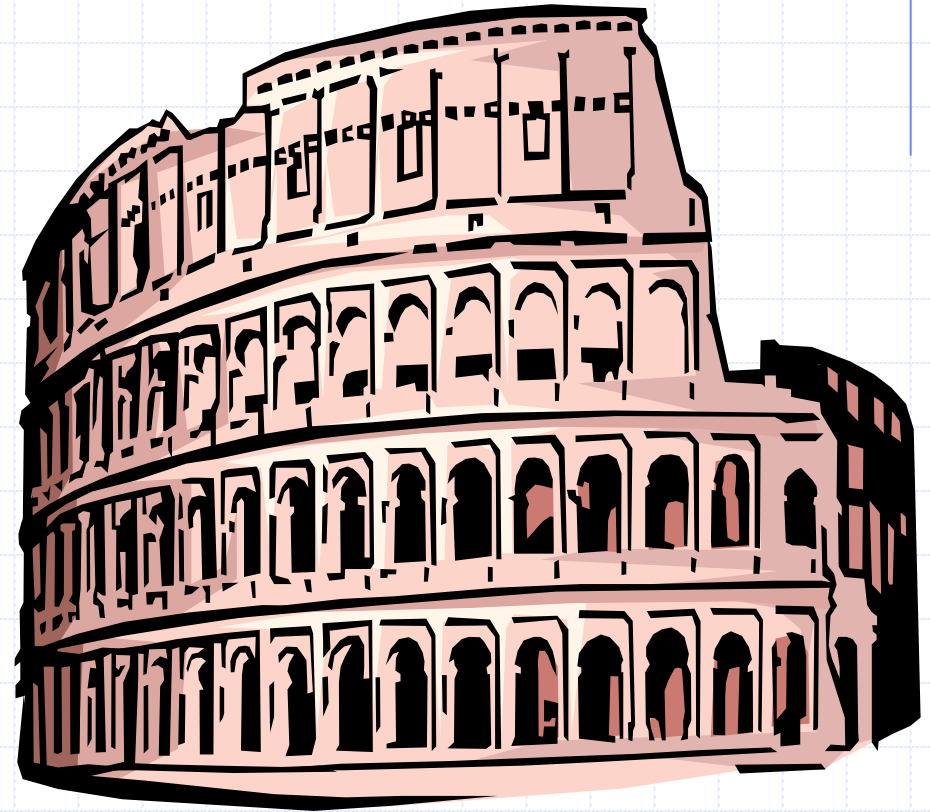
	Traditional Organization	Learning Organization
- Attitude toward change	- If it's working don't change it	- If you aren't changing, it won't be working for long
- Attitude toward new ideas	- If it was not invented here reject it	- If it was invented or reinvented here, reject it
- Who's respons for innovation	- Traditional areas, such as R& D	- Everyone in organization
- Main fear	- Making mistakes	- Not learning, not adapting
- Competitive advantage	- Product and services	- Ability to learn, knowledge and expertise
- Manager's job	- Control others	- Enable others

Organizational Culture

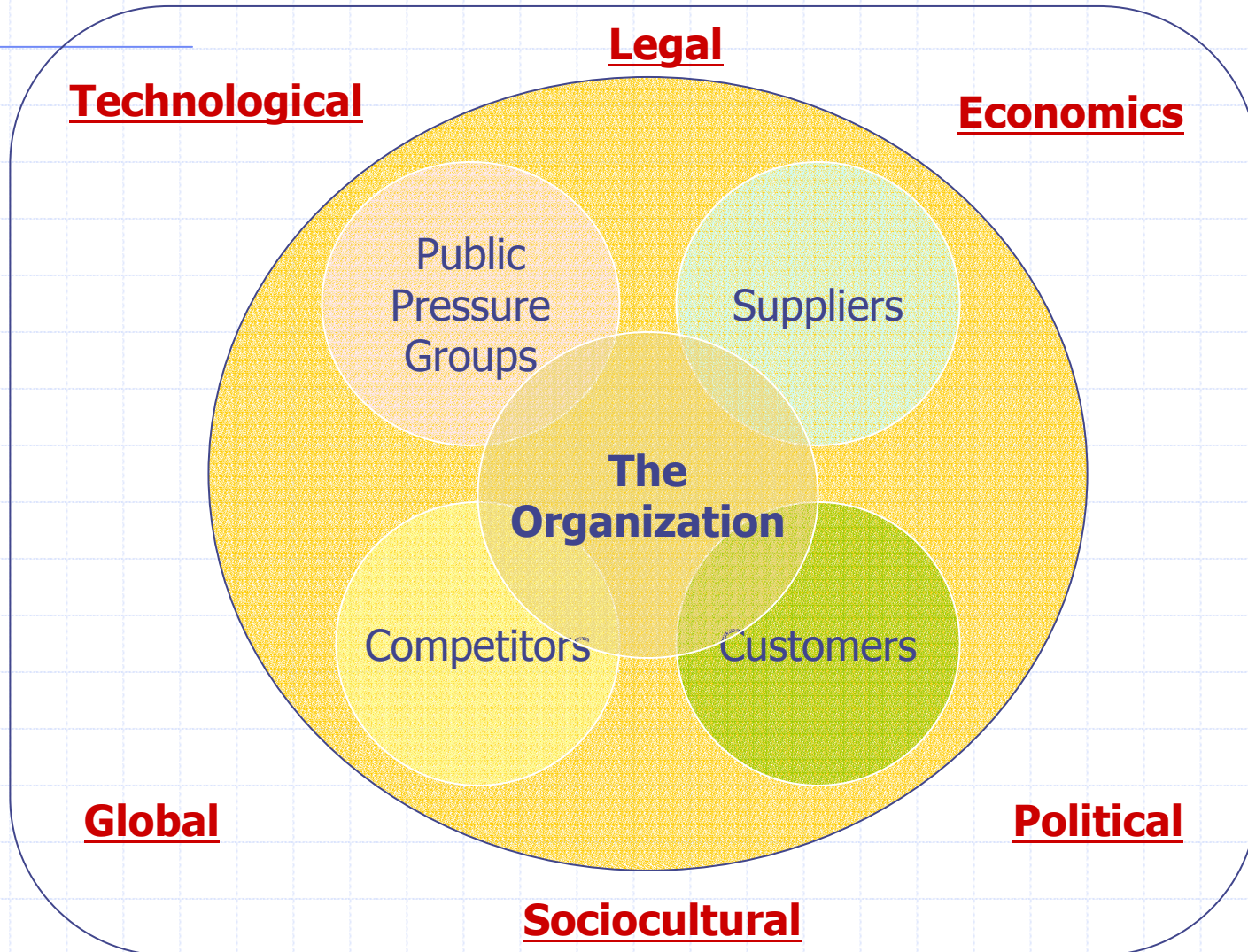


Bagaimana Memahami Kultur Organisasi

- ◆ Stories
- ◆ Rituals
- ◆ Material Symbols
- ◆ Language



Lingkungan Organisasi



Isu-Isu Lain Bidang Management

- ◆ Scientific Management Theory [Frederick W. Taylor] [Frank & Lilian Gilbert]
- ◆ Organizational Behavior
- ◆ E-Business Management
- ◆ Total Quality Management
- ◆ Human Resource Management

Referensi

- ◆ [Robbins-2002] Stephen P. Robbins and Mary Coulter, Management, Prentice-Hall International, 2002.
- ◆ [Mintzberg-1973] Henry Mintzberg, The Nature of Managerial Work, Harper & Row, 1973.