Management and Manager’s Job

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Background: Management involves directing and organizing people or resources under one’s influence, to ensure better co-ordination, productivity and best possible positive output in any field. Objective: This paper analyzes some key points which make management vital to any process. Methods: This is descriptive study about Health management as academic, scientific and practical discipline used in all parts of biomedicine and health care protection. Results and Discussion: In the first part, it describes the basic terms in management, such as effectiveness and efficiency, explains the managerial roles, resources and levels in management. In the second part the list of the world’s top management gurus and their fascinating stories are presented. In the third part, the basics of the health management are introduced and the question of transition from physician to manager is overviewed. Conclusion: Health management plays a key role in providing a good health care quality, ultimately improving the health of an entire population. Therefore, it is important to provide good education in management to physicians who aspire to be managers and to lead hospitals, clinics and different health institutions.

Keywords: management, managerial skills, management gurus, health management.

1. BACKGROUND

1.1. Definition and Significance of Management
As there is no universally accepted definition for management, it is difficult to define it.

Father of scientific management, Frederick W. Taylor gave the following definition: “Management is an art of knowing what is to be done and seeing that it is done in the best possible manner.” A more elaborate definition was given by Henri Fayol (1841-1925), one of the most influential contributors to modern concepts of management. He considers a management as a process that comprises planning, organizing, staffing, leading or directing, and controlling an organization or initiative to accomplish a goal (1, 2).

The verb ‘manage’ comes from the Italian maneggiare (to handle, especially tools), which derives from the Latin word manus (hand). The French word mesnagement (later ménagement) influenced the development in meaning of the English word management, that literally means to conduct, control and direct the affairs of a business, institution, etc. (1).

The size of management can range from one person in a small organization to hundreds or thousands of managers in multinational companies. The success of any business depends heavily on the effectiveness of its managers.

The significance of management is huge to that point that some people agree that in order to evaluate a company’s current and future worth, the most important factors are the quality and experience of the managers.

1.2. The Difference between Efficiency and Effectiveness
Efficiency and effectiveness are both commonly used management terms. These words, while they sound similar and start with the same letters, are often considered synonyms. Yet they both mean different things.

Efficiency refers to doing things in a right manner. Scientifically, it is defined as the output to input ratio and focuses on getting the maximum output with minimum resources (1).

Effectiveness, on the other hand, refers to doing
the right things (1). It constantly measures if the actual output meets the desired output. Therefore, efficiency is generally an internal measure and effectiveness an external measure (Figure 1).

If managers achieve the organization goals—they are effective, and by using the resources in a limited manner they are efficient (Figure 2).

1.3. Levels of Management

Managers are classified in a hierarchy of authority and perform tasks into three levels: first-level, middle-level and top-level manager. Each level is explained below in specifications of their different responsibilities and likely job titles (Figure 3).

Top level managers are the ultimate source of authority and they manage goals and policies for an enterprise. They devote more time on planning and coordinating functions. They set a tone at the top and develop strategic plans, company policies, and make decisions on the direction of the business.

Middle level managers are accountable to the top management for their department’s function. They devote more time to organizational and directional functions.

First-level managers are role models for employees that provide: basic supervision, motivation, career planning and performance feedback.

1.4. Classification of Managerial Roles and Resources

To meet the enormous demands of performing their management functions, managers nowadays assume multiple roles in the wide range of managerial activities to achieve the objectives and goals of the organization. The concept of “managerial role” was first introduced into the analysis of managerial work by Henry Mintzberg in 1973 (3). Mintzberg identifies ten roles common to the work of all managers regardless of the functional or hierarchical level. However, differences do exist in the importance and effort dedicated to each managerial role based on job content, different skill levels, and expertise. These ten roles consist of three interpersonal roles (figurehead, leader, and liaison), three informational roles (monitor, disseminator, and spokesperson), and four decisional roles (entrepreneur, disturbance handler, resource allocator, and negotiator) (Figure 4).

Resourcing in management encompasses the deployment and manipulation of human resources, financial resources, financial resources, and physical resources in management.
2. BACKGROUND
The aim of this paper is to provide description of the principles of management and managers’ work, to present the world’s top management gurus and their fascinating stories, as well as to introduce health management and how physicians become managers and leaders.

3. METHODS
This is descriptive study about Health management as academic, scientific and practical discipline used in all parts of biomedicine and health care protection at all level of health care systems.

4. RESULTS AND DISCUSSION
4.1. The Most respected management gurus
There are many management experts or gurus providing thought leadership. The web provides a wide range of information and resources about these successful individuals and their business thinking. Their contribution to management theory and practice, and their contribution to the international business and academic world, is acknowledged by their selection. Many of the experts provide excellent guidance in human resources strategy and organisation development. All hold “guru” status in their field of expertise. Many are authors of management books and other resources (4, 5).

Due to importance of one’s work, media coverage, recognition within the consulting, academia and international management community, we divided them into three groups: engineering managers, computer and information systems managers and medical and health services managers.

4.2. Engineering Managers
Engineering Management is a multidisciplinary field that involves the application of engineering methods and technologies to business practices. Below in the table is list of the world’s most influence engineering managers (Table 1).

<table>
<thead>
<tr>
<th>Eiji Toyoda</th>
<th>Toyota – A Global Engineering Success</th>
</tr>
</thead>
<tbody>
<tr>
<td>Henry Ford</td>
<td>Ford Motors – A Pioneering Automobile “Enterprise Engineer”</td>
</tr>
<tr>
<td>John Rockefeller</td>
<td>Father of US Oil Industry</td>
</tr>
<tr>
<td>Soichiro Honda</td>
<td>Honda – The Fastest Motorcycle in the World</td>
</tr>
<tr>
<td>Thomas Edison</td>
<td>General Electric GE – The Business of Invention</td>
</tr>
</tbody>
</table>

Table 1. List of top engineering managers

4.2.1. Eiji Toyoda
“The Japanese excel in improving things.” This sentence was asserted by one of the greatest Japanese: Eiji Toyoda. Eiji Toyoda (1913–2013) dedicated his life to a family-run business that made revolutionary changes in the way automobiles were made. He was the man who was in the driver’s seat of the Toyota Motor Company for over 25 years (Figure 6). Toyoda highlighted the importance of management describing himself as a combination engineer-administrator: “I don’t really think of myself as an engineer, but rather as a manager. Or may be a management engineer. Actually, I graduated from engineering school, but more important is the work a person accomplishes in the 10 or 15 years after school.” (6, 7).

The key of Eiji Toyoda’s successful story is hidden in his own words:
“I tried in the past to see how much I could really tell by touch. It was hard for me to recognize a difference of one hundredth of a millimeter. I must have had a lot of free time. Still, I think it is important to know how much of a difference one can sense. How can you expect to do your job without getting your hands dirty?”

<table>
<thead>
<tr>
<th>Bill Gates</th>
<th>Microsoft Founder – The Greatest Entrepreneur of All Times</th>
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<tbody>
<tr>
<td>David Sarnoff</td>
<td>RCA – A Media Pioneer</td>
</tr>
<tr>
<td>Jeffery Bezos</td>
<td>Amazon.com – Pioneering Global E-Commerce</td>
</tr>
<tr>
<td>Michael Dell</td>
<td>Dell Computers – Youngest CEO of a Fortune 500 Ever</td>
</tr>
<tr>
<td>Steve Jobs</td>
<td>Co-founder and Apple Former CEO</td>
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</tbody>
</table>

Table 2. List of top computer and information systems managers

Figure 6. Eiji Toyoda stands in front of the first-generation Toyota Crown at the Toyota Commemorative Museum of Industry and Technology in Nagoya in 1995.

Bottom line: In order to be a good manager, one has to improve himself/herself first and not hesitate to work hard and to be patient in order to excel in own profession and eventually to run the company.
“We must produce superior automobiles, and we can do it with creativity, resourcefulness and
wisdom - plus hard work. Without this ... and the willingness to face adversity, we will crumple and fall under the new pressures.”

**Bottom line: creativity, resourcefulness, wisdom and hard work are keys to success.**

“...employees are offering a very important part of their life to us. If we don’t use their time effectively, we are wasting their lives.”

**Bottom line: being a good manager requires meaningful and respectful behavior to employees.**

<table>
<thead>
<tr>
<th>Andrija Štampar</th>
<th>1st President of the World Health Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>John H. Noseworthy</td>
<td>President and CEO, Mayo Clinic</td>
</tr>
<tr>
<td>Margaret Chan</td>
<td>CEO, WHO</td>
</tr>
<tr>
<td>Toby Cosgrove</td>
<td>President and CEO, Cleveland Clinic</td>
</tr>
<tr>
<td>John E. McDonough</td>
<td>Director of the Center for Public Health Leadership, Harvard</td>
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**Table 3. List of top medical and health services managers**

“People at the top are just flag-wavers. So they must wave their flags in ways that make people want to follow.”

**Bottom line: It is not enough just to be on top. One has to know how to behave in order to create a productive environment.**

### 4.3. Computer and information systems managers

Computer and information systems managers plan, coordinate and direct research, and design the computer-related activities of firms. Below in the table is list of the world’s most influence computer and information systems managers (table 2).

**4.3.1. Bill Gates as manager**

Bill Gates, billionaire chairman and chief executive officer of the Microsoft Corporation was born in Seattle in The United States on October 28, 1955 (8). Described as a greatest entrepreneur of all times, he published a few books and defined qualities that make good manager (Figure 7).

**Choose a field thoughtfully.**

Make it one you enjoy. It’s hard to be productive without genuine enthusiasm. This is true whether you’re a manager or employee.

**Hire carefully and be willing to fire.**

You need a strong team, because a mediocre team gives mediocre results, no matter how well managed it is. One common mistake is holding onto somebody who doesn’t quite measure up. It’s easy to keep this person on the job because he’s not terrible at what he does. But a good manager will replace him or move him to a set of responsibilities where he can succeed unambiguously.

**Create a productive environment.**

This is a particular challenge because it requires different approaches depending on the context. Sometimes you maximize productivity by giving everybody his or her own office. Sometimes you achieve it by moving everybody into open space. Sometimes you use financial incentives to stimulate productivity. A combination of approaches is usually required. One element that almost always increases productivity is providing an information system that empowers employees. When I was building Microsoft, I set out to create an environment where software developers could thrive. I wanted a company where engineers liked to work. I wanted to create a culture that encouraged them to work together, share ideas and remain highly motivated. If I hadn’t been a software engineer myself, there’s no way I could have achieved my goal. As the company grew, we developed supportive cultures in our international operations and in sales and marketing, too.

**Define success.**

Make it clear to your employees what constitutes success and how they should measure their achievements. Goals must be realistic. Project schedules, for example, must be set by the people who do the work. People will accept a “bottom-up” deadline they helped set but they’ll be cynical about a schedule imposed from the top that doesn’t map to reality. Unachievable goals weaken an organization. At my company, in addition to regular team meetings and one-on-one sessions between managers and employees, we use mass gatherings periodically and e-mail routinely to communicate what we expect from employees. If a reviewer or customer chooses another company’s product over ours, we analyze the situation carefully. We say to our people, “The next time around we’ve got to win. What will it take? What’s needed?” The answers to these questions help us define success.

**You have to like people and be good at communicating.**

This is hard to fake. If you don’t genuinely enjoy interacting with people, it’ll be hard to manage them well. You must have a wide range of personal

![Figure 7. Bill Gates (1955-)](image-url)
contacts within your organization. You need relationships – not necessarily personal friendships – with a fair number of people, including your own employees. You must encourage these people to tell you what’s going on (good or bad) and give you feedback about what people are thinking about the company and your role in it.

Develop your people to do their jobs better than you can.

Transfer your skills to them. This is an exciting goal but it can be threatening to a manager who worries that he’s training his replacement. If you’re concerned, ask your boss: “If I develop somebody who can do my job super well, does the company have some other challenge for me or not?” Many smart managers like to see their employees increase their responsibilities because it frees the managers to tackle new or undone tasks. There’s no shortage of jobs for good managers. The world has an infinite amount of work to be done.

Build morale.

Make it clear there’s plenty of good will to go around and that it’s not just you as some hotshot manager who’s going to impress others if things go well. Give people a sense of the importance of what they’re working on – its importance to the company, its importance to customers. When you achieve great results, everybody involved should share in the credit and feel good about it.

Take on projects yourself.

You need to do more than communicate. The last thing people want is a boss who just doles out stuff. From time to time try to prove you can be hands-on by taking on one of the less attractive tasks and using it as an example of how your employees should meet challenges.

Don’t make the same decision twice.

Spend the time and thought to make a solid decision the first time so that you don’t revisit the issue unnecessarily. If you’re too willing to reopen issues, it interferes not only with your execution but also with your motivation to make a decision in the first place. After all why bother deciding an issue if it isn’t really decided? People hate indecisive leadership so you have to make choices. However that doesn’t mean you have to decide everything the moment it comes to your attention. Nor that you can’t ever reconsider a decision.

Let people know whom to please

Maybe it’s you, maybe it’s your boss and maybe it’s somebody who works for you. You’re in trouble – and risking – paralysis in your organization, when employees start saying to themselves: “Am I supposed to be making this person happy or this other person happy? They seem to have different priorities.”

After stating his ten ideas that are provided below, Bill goes on to say in the epilogue: “I don’t pretend that these are the only 10 approaches a manager should keep in mind, or even that they’re the most important ones. There are lots of others... But these 10 ideas may help you manage well, and I hope they do.” (8, 9, 10)

4.4. Medical and Health Services Managers

Health care services, like any other business, need effective managers. Medical and health service managers are either specialists, supervising a clinical department, or generalists, overseeing an entire facility. Below in the table are listed the world’s most influential medical and health services managers (Table 3).

4.4.1. Andrija Stampar

Andrija Stampar (1888-1958) was one of the most charismatic figures of the 20th century public health and a typical representative of social medical ideology at the turn of 20th century (11, 12).

Stampar was born in the village of Drenovac, Croatia, on September 1, 1888. After graduating from gymnasium in 1906, he enrolled at the University of Vienna Medical School (Figure 8). As a young man, he started publishing programmatic and popular science articles. His endeavors and sociomedical ideas found fertile ground and left a mark not only in the national, but also in international setting (12, 13).

The international community saw Stampar as a capable organizer and a man with leadership qualities. Therefore, he played a key role in many health-related institutions in Croatia and world-wide. Some of them are listed below:

- Head of the Department of Public Health in Belgrade, Yugoslavia
- Founder of the School of Public Health and the Institute of Hygiene in Zagreb
- The Chair of Hygiene and Social Medicine at Medical School Zagreb
- Dean of the Medical School Zagreb

Figure 8. Young Andrija Stampar
What was Stampar’s secret to being a successful physician and, in the same time, outstanding manager? I will present the facts of his life in a nutshell.

Young Andrija absorbed his father’s values, who had liberal views and had to move frequently to escape the consequences of his political convictions. Thus, Andrija sometimes came into conflict with his teachers, when he asserted his right to be a “free thinker”. However, he was a brilliant student and during his studies he published over 70 articles and pamphlets with the intention to educate people in health matters (12, 13).

Stampar, as a doctor of medicine became progressively a doctor of public health, but never lost touch with the science of medicine. When his country, Yugoslavia, was created at Versailles, he became its first director of health. To be more accurate, he gave leadership to the development of what became later public health service in this new country. It was characterized by quality, breadth of coverage, and the spirit of service. It reflected the intensity and the quality of the man himself and soon became a model health service on which the eyes of the world were focused.

Hallmarks of his personality were the clarity of vision, the decisiveness, and indeed the shyness persisted through the years. Stampar never hesitate to use his position to disseminate social-medical ideas about the physicians as an agent of not just medical, but also social and economic reforms at local and international levels.

His country and his colleagues recognized his worth and his greatness, signalizing it by electing him president of the Yugoslav Academy of Science which is one of the highest distinctions that can come to a man of his country (13, 14, 15).

Stampar presided over the first World Health In-

• Rector of Zagreb University
• The 1st president of World Health Organization Assembly
• Leon Bernard Foundation Prize and Medal, the greatest international recognition of merit in the field of social medicine.

4.4. Health management in the medical and health praxis

Health care financing and organization are rapidly changing. Future medical and health service managers must understand health care delivery systems, technology changes, increasingly complex regulations, work restructuring, and preventative care policies. They will be asked to improve facility efficiency and health service quality. Large facilities generally employ several assistant administrators who assist the top administrator and direct daily activities. Assistant administrators coordinate clinical activities in the following areas: health information, medical records, therapy, surgery, and nursing. Top administrators at smaller facilities supervise daily operations.

Medical and health service managers move up in their organization by accepting positions with more responsibility such as a chief executive officer, a department head, or an associate administrator. Managers with a lot of experience can become health care management professors or consultants (18).

3.1. How are physicians managers made?

To become medical doctor, one requires a long period of formal study for qualification and specialization. Physicians are highly trusted as soon as they graduate by all patients without needing to earn that trust. Just the initials Dr/MD indicate trust, but also the fact that patients are in generally very respectful, listen to and take the advice that the physicians give them.

Physicians usually take on a management position without any specific training, but just through leadership capabilities and ambitions or they simply want to improve the system, power and influence. However, health management is a two-edged sword, since the leadership is often not accepted by colleagues and colleagues are also difficult to manage. They are often the ones with good ideas and they want to make changes. On the other hand, their leadership is not organizationally, but clinically based with little concept of how their ideas fit
The 3 A’s key to being a physician are:

- Autonomy,
- Authority,
- Accountability.

These change when a physician becomes a manager leader (Table 4). The key skills of manager compared to the ones of physician are listed in the Table 5 (17).

The solutions to a successful transition from physician to physician manager are:

- Provide some education at the beginning of their tenure in management roles and then continuously so that they can build their skills as their experience grows.
- Ensure that during the initial education they are able to identify the paradigm changes and the need to change themselves to be successful in the management role.
- Discuss partnership with and within the organization so that they know what this is, how it will benefit themselves, other staff and consumers.
- Educate them:
  - How to build teams,
  - Implementing and managing change processes,
  - Influencing skills,
  - Report writing skills,
  - Time management skills,
  - Resource management,
  - Managing difficult people (17).

5. CONCLUSION

According to Peter Drucker, “Management is what the modern world is all about.” This statement means that all the development that has taken place in the world is due to efficient management. Management encourages innovation, improves life of workers, facilitates growth and expansion, motivates employees, makes optimum use of resources and encourages team work. Thus, every business requires, in order to excel, efficient and effective managers.

The web provides a wide range of information and resources about successful individuals and their thinking. They excel in different fields of life. Bill Gates is one of the greatest entrepreneurs of all times. Although he did not finish college, he was a hard worker and had a vision: he founded “Microsoft” with his childhood friend Paul Allen and eventually changed the world. Eiji Toyoda was not a founder of the Toyota Motor Company, but he was the man who was in the driver’s seat of the Company for over 25 years. With a great managerial skills acquired during his life, he made Toyota one of the leading automaker and died at age 100. Andrija Štampar is considered as the best medical manager of the all times. Described as a brilliant student, “free thinker” and a man who believed and acted on his belief that all human beings have a right to health and well-being, he dedicated his life to improving people’s health and quality of life in all segments.

Health management plays a key role in providing a good health care quality, ultimately improving the health of an entire population. Therefore, it is important to provide good education in management to physicians who aspire to be managers and to lead hospitals, clinics and different health institutions.

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