Alternative Role Conceptions of the Manager

- **Traditional Conception**
  - **Functional Model:** represents the basic activities of management
  - **Human Relations Perspective:** motivation of individuals to the achievement of organizational ends
  - **Human Relations school:** focuses on individuals and the benefits which come from letting them be involved.
Alternative Role
Conceptions of the Manager

- Political-Personal Conception
  Emphasizes that personal tactics and power are central to the managerial role.
  Centers around the charisma of the person or the “politics of power.”
  Stresses the importance of leadership ability
  Leaders are born, not made.
Alternative Role Conceptions of the Manager

- **Organizational Conception**
  More complex view of the manager
  Takes into account factors both within the organization and in its environment
  Systems approach
New Managerial Challenges

- American public has lost confidence in the U.S. health care system
- Health is a right, not a privilege
- Health care is no longer seen as a public service, but as a business more interested in its own gain
- 90%+ of American public thinks the system needs a major change
New Roles for Managers

- Need a broader view
  - *Responsibilities within organization*
  - *Responsibilities outside organization*
  - *Dynamics of interrelationship between organization and environment*
MANAGER ROLE TRINITY

- **Designer**
  - Development and management of org. structure

- **Leader**
  - Ensure org. members know, understand and accept org. values

- **Strategist**
  - Identify and evaluate developments that may affect organization