

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

