

## Managers Not Mbas

A professor of management studies at McGill University discusses the role of MBA programs in shaping, or failing to shape, good managers, offering advice on how to improve academic business education.

"Henry Mintzberg's views are a breath of fresh air which can only encourage the guys." The Observer Tied up in knots by KPIs? Confused by core competencies? Management doesn't have to be this way. In fact, it shouldn't be! One of today's most known and most controversial thinkers on management has joined forces with other leading business figures to provide a thought-provoking mix of writing on management. The cutting edge views depicted in this book are controversially the opposite of what is often held up as the truth in management. Management? Its Not What you Think. This book offers readers an unusual mix of perspectives to help stimulate more creative management thinking and more enjoyable, challenging and more productive ways to lead their teams. This is a book readers can dip into, a book they can savour, a book that won't fail them reflecting on what management really is...

Every year, top performers join management ranks in their companies. As they assume their new roles, managers often receive inadequate training on adopting the right mindsets and behaviors to succeed. Combining his experience as the founder and CEO of MAQ Software, with research by leading management thinkers such as Peter Drucker and Henry Mintzberg, Rajeev Agarwal offers insights on key issues faced by managers, including motivating team members, what a manager does and why they are so successful, how to delegate, train a team, provide feedback, retain employees and whether to pay them. Whether you are a recent MBA graduate or an aspiring manager, What I Did Not Learn in B-School provides useful tools to set you on the path to managerial success. Managing is hard. Managing for the first time is even harder. A new start-up comes onto the scene filled with a team of talented people. The start-up grows, the team expands and those early joiners all of a sudden are responsible for leading a team. Just a few years prior, these folks were barely able to figure out their own roles in their crazy, ever-changing company. Now, as managers, they are expected—often without any direct role models—to know how to develop, coach, structure projects, review, and set performance expectations for a whole bunch of new, incredible people. First-timers want to know how to learn what it takes to be a successful manager—like they learned how to code, design, how to sell—and put those learnings into practice. But what does it mean to manage, and how do you teach someone to be a good manager? Enter Rachel Pacheco, an expert at helping start-ups solve their management and culture challenges. Pacheco, a former chief people officer and founding team executive at multiple start-ups, conducted research on management and works with CEOs and their managers to build the skills necessary to navigate a rapidly scaling organization. In Bringing Up the Boss: Practical Lessons for New Managers, Pacheco shares these skills, along with cutting-edge research, data, anecdotes, how-to exercises, and more, to help overwhelmed employees become expert managers.

What's Wrong with Management Education

Lords of Strategy

A Synthesis of the Research

Mintzberg on Management

Shut Down the Business School

A Crash Course in Management from a Life in the Film Business

*In this sweeping critique of how managers are educated and how, as a consequence, management is practiced, Henry Mintzberg offers thoughtful and controversial ideas for reforming both. "The MBA trains the wrong people in the wrong ways with the wrong consequences," Mintzberg writes. "Using the classroom to help develop people already practicing management is a fine idea, but pretending to create managers out of people who have never managed is a sham." Leaders cannot be created in a classroom. They arise in context. But people who already practice management can significantly improve their effectiveness given the opportunity to learn thoughtfully from their own experience. Mintzberg calls for a more engaging approach to managing and a more reflective approach to management education. He also outlines how business schools can become true schools of management.*

*A sophisticated yet non-technical introduction to microeconomics for MBA students, now in its third edition.*

*The goal: To be a leader who has an agenda, knows the system inside out, is comfortable with fluidity, and recognizes that the parts do not always fit into an integrated whole. Schooled to oversee fixed, almost unvarying routines, managers today are unprepared to manage the conflicts in modern work flow relationships. Sayles shows with vivid case studies how middle managers with an in-depth understanding of the organization can resolve the inherent contradictions and ambiguities among design, sales, and manufacturing.*

*There is a great deal of practice, discussion, and writing about strategy, but little investigation of the processes by which strategies actually form in organisations. This book shares the results of Mintzberg's investigation into this, using case studies drawn from business and governmental organisations.*

*A Hard Look at the Soft Practice of Managing and Management Development: Easyread Large Bold Edition*

*Insights for New Managers*

*Managers Not MBAs*

*Tracking Strategies*

*Microeconomics for MBAs*

*What Managers Do — and Can Do Better*

Leadership expert, Alicia Mckay believes that leaders are made, not born. But they are not made in the lecture halls and seminar rooms; you don't need an MBA to be an effective leader. They need to get smart, be strategic about the next step and expand their range, to face a complex and uncertain future. They need paradox: clear values and open minds, high performance and meaningful space, dedication to detail and big picture perspective. They need to ask different questions, design different options and most of all, they need to do that with others on the same journey. You Don't Need an MBA demystifies the skills leaders of the

future need and epitomises the brave new world of leadership; united leadership that focuses on real outcomes, not quick-fixes. Alicia McKay draws on the latest global thinking on leadership and outlines a way forward, in plain English and with actionable steps.

Henry Mintzberg first became a star with his 1973 classic book, *The Nature of Managerial Work*, which overturned many standard views of what managers do and how they do it. Since then, Mintzberg has written many other important and bestselling books, such as *The Rise and Fall of Strategic Planning* and *Managers Not MBAs*. In this new book Mintzberg provides the most comprehensive, most authoritative, and most revealing examination of managing yet written. He updates his pathbreaking and influential findings in *The Nature of Managerial Work*, comprehensively analyzes research on managing over the

A professor of business and economics outlines the skills and knowledge necessary for success in an M.B.A. program, presenting companion focused review questions and boxes discussing real-world scenarios. 15,000 first printing.

Imagine, if you can, the world of business - without corporate strategy. Remarkably, fifty years ago that's the way it was. Businesses made plans, certainly, but without understanding the underlying dynamics of competition, costs, and customers. It was like trying to design a large-scale engineering project without knowing the laws of physics. But in the 1960s, four mavericks and their posses instigated a profound shift in thinking that turbocharged business as never before, with implications far beyond what even they imagined. In *The Lords of Strategy*, renowned business journalist and editor Walter Kiechel tells, for the first time, the story of the four men who invented corporate strategy as we know it and set in motion the modern, multibillion-dollar consulting industry: Bruce Henderson, founder of Boston Consulting Group Bill Bain, creator of Bain & Company Fred Gluck, longtime Managing Director of McKinsey & Company Michael Porter, Harvard Business School professor Providing a window into how to think about strategy today, Kiechel tells their story with novelistic flair. At times inspiring, at times nearly terrifying, this book is a revealing account of how these iconoclasts and the organizations they led revolutionized the way we think about business, changed the very soul of the corporation, and transformed the way we work.

*Toward a General Theory*

*What I Did Not Learn in B-school*

*The Personal MBA 10th Anniversary Edition*

*Preparing Managers for Action*

*Bridging the Separations Between Care, Cure, Control, and Community*

*Strategy Safari*

The general topic of this volume is education on its intellectual side. One main idea runs through the various chapters, and it is illustrated in them from many points of view. It can be stated briefly thus: the students are alive, and the purpose of education is to stimulate and guide their self-development. It follows as a corollary from this premise, that the teachers also should be alive with living thoughts. The whole book is a protest against dead knowledge, that is to say, inert ideas. - Preface.

"Reilly explores the ten key strategies he utilized to manage big crews, big budgets, and big personalities on major motion pictures, and shows us how these strategies can be leveraged in any business for success"--Dust jacket flap.

"This will be an important textbook in classrooms bringing together not only [Mintzberg's] own research and thoughts but also weaving in a century of writings by others. It will also reassure individual managers that what they do is important and not easy, and no doubt provoke some changes in their thinking." --Harry Schacter, *Globe and Mail*"This is an excellent, must-read book for managers and aspiring managers." --Mary Whaley, *Booklist*Named one of *Library Journal's* Best of 2009 Business Books.From management legend Henry Mintzberg comes the most authoritative and revealing study of the the

nature of managing in our time. Through a holistic synthesis of existing data and analysis on managers, and by studying a day in the worklife of 29 managers, Mintzberg presents a complete picture of what modern managers do, how they do it, the challenges of their jobs, and how they can be most effective. "Perhaps the world's premier management thinker."

--Tom Peters "One of the most original minds in management." --Fast Company

This is a book about management education that is about management. I believe that both are deeply troubled, but neither can be changed without changing the other....

The Personal MBA

The Economic Way of Thinking for Managers

The Mobile MBA

Bringing Up the Boss

Strategy Bites Back ePub eBook

The Seven-Day Weekend

The Essence of Managing Henry Mintzberg appreciates that managers are busy people. So he has taken his classic book *Managing*, done some updating, and distilled its essence into a lean 176 pages of text. The essence of the book remains the same: what Mintzberg learned from observing twenty-nine managers in settings ranging from a refugee camp to a symphony orchestra. *Simply Managing* considers the intense dynamics of this job as well as its inescapable conundrums, for example: □ How is anyone supposed to think, let alone think ahead, in this frenetic job? □ Are leaders really more important than managers? □ Where has all the judgment gone? □ Is email destroying management practice? □ How can managers connect when their job disconnects them from what they are managing? If you read only one book about managing, this should be it!

The MBA is probably the hottest ticket among the current university graduate degree offerings--every year, more than 120,000 students enroll in MBA programs in the United States, and the estimates in Europe do not lag far behind. In addition, job prospects have never looked better for business school graduates; corporations are hiring more business school graduates every year, and compensating them more handsomely. *The Future of the MBA* provides a sorely needed detailed and systematic review of the major contemporary debates on management education. At the same time, it makes a striking new proposal that will certainly have an impact in business schools: that managers need to develop a series of qualitative tacit skills which could be appropriately developed by integrative curricula brought from different disciplines, including sociology, philosophy, and other social sciences. Moldoveanu and Martin, both involved in the greatly respected integrative business education program at the Rothman School of Management, provide a guide on how to design a reliable integrated program for management students. One of the main assets of the book is that it relies not just on speculative thinking, but on real life experience, and that it also includes case studies that will appeal to

practicing managers. As an authoritative reference on MBA education, it will appeal to faculty and staff of business schools, as well as students in related fields like education and public policy.

Business schools are institutions which, a decade after the financial crash, continue to act as loudspeakers for neoliberal capitalism with all its injustices and planetary consequences. In this lively and incendiary call to action, Martin Parker offers a simple message: shut down the business school. Parker argues that business schools are 'cash cows' for the contemporary university that have produced a generation of unreflective managers, primarily interested in their own personal rewards. If we see universities as institutions with responsibilities to the societies they inhabit, then we must challenge the common notion that 'the market' should be the primary determinant of the education they provide. Shut Down the Business School makes a compelling case for a radical alternative, in the form of a 'School for Organising'. This institution would develop and teach on different forms of organising, instead of reproducing the dominant corporate model, enabling individuals to discover alternative responses to the pressing issues of inequality and sustainability faced by all of us today.

SWOTed by strategy models? Crunched by analysis? Strategy doesn't have to be this way. Strategy is really all about being different.

Thinking about it shouldn't make you reach for the snooze button.

Strategy Bites Back brings you a provocative, imaginative and surprising mix of perspectives to help stimulate more creative strategic thinking and more enjoyable strategy making. From voices as diverse as and Lucy Kellaway, Mao Tse Tung and Jack Welch, even Michael Porter and Gary Hamel, you can enjoy exploring the sharper side of strategy. Strategy as a Little Black Dress Forecasting: Whoops!

Management and Magic Strategy and the Art of Seduction The Soft Underbelly of Hard Data Strategy as destiny Jack Welch on Planning The Seven Deadly Sins of Planning Strategy One Step at a Time and many, many more. Why not have a good time reading a strategy book for a change?

The Structuring of Organizations

Inside Our Strange World of Organizations

From Higher Aims to Hired Hands

The Triumph of High Performance Over Conventional Management Principles

A Hard Look at the Soft Practice of Managing and Management Development: Easyread Edition

**Shortlisted for the CMI Management Book of the Year Competition 2011, Commuters' Read Category The Mobile MBA delivers all the knowledge you need to fast track your career - this is your portable business coach,**

explaining MBA skills, models and applications and showing you how to put the grand theory and big talk into practice. Packaged with 11 Skill-Pills, one for each chapter of the book, these can be downloaded to your smart phone, tablet or computer so you can get access to up-to-date advice on the move so you can apply your new skills where and when you need them. How do organizations structure themselves? A synthesis of the empirical literature in the field, supported by numerous examples and illustrations, provides images that produce a theory. The author introduces five basic configurations of structure - the simple structure, the machine bureaucracy, the professional bu- reaucracy, the divisionalized form, and the adhocracy. This book reveals that structure seems to be at the root of many questions about organizations and why they function as they do. Managers Not Mbas A Hard Look at the Soft Practice of Managing and Management Development: Easyread Edition ReadHowYouWant.com

Is management a profession? Should it be? Can it be? This major work of social and intellectual history reveals how such questions have driven business education and shaped American management and society for more than a century. The book is also a call for reform. Rakesh Khurana shows that university-based business schools were founded to train a professional class of managers in the mold of doctors and lawyers but have effectively retreated from that goal, leaving a gaping moral hole at the center of business education and perhaps in management itself. Khurana begins in the late nineteenth century, when members of an emerging managerial elite, seeking social status to match the wealth and power they had accrued, began working with major universities to establish graduate business education programs paralleling those for medicine and law. Constituting business as a profession, however, required codifying the knowledge relevant for practitioners and developing enforceable standards of conduct. Khurana, drawing on a rich set of archival material from business schools, foundations, and academic associations, traces how business educators confronted these challenges with varying strategies during the Progressive era and the Depression, the postwar boom years, and recent decades of freewheeling capitalism. Today, Khurana argues, business schools have largely capitulated in the battle for professionalism and have become merely purveyors of a product, the MBA, with students treated as consumers. Professional and moral ideals that once animated and inspired business schools have been conquered by a perspective that managers are merely agents of shareholders, beholden only to the cause of share profits. According to Khurana, we should not thus be surprised at the rise of corporate malfeasance. The time has come, he concludes, to rejuvenate intellectually and morally the training of our future business leaders.

**A Guided Tour Through The Wilds of Strategic Mangament**  
**A Hard Look at the Soft Practice of Managing and Management**  
**Development**  
**Leadership Lessons That Cut Through the Crap**

## **Changing the Way Work Works**

### **Managing**

#### **Farewell to Lofty Leadership. . . Welcome Engaging Management**

Based on comprehensive research into strategic planning literature and its military antecedents, the successor to *The Rise and Fall of Strategic Planning* offers a penetrating analysis of the ten dominant schools of strategic thought. Reprint of first printing.

This book describes the use of problem-based learning (PBL) in management education. The authors draw upon their experience in using PBL in a broad array of management education programs at the Bachelor, Master, Doctoral and Executive levels, in North American and in Asia. The book explores how PBL can make knowledge about management locally relevant, and clarifies how PBL can enable students to apply their knowledge to real problems.

Describes the qualities of a good manager, discusses the impact of stress, and how to formulate strategy

Want to get an MBA? *The Complete MBA For Dummies, 2nd Edition*, is the practical, plain-English guide that covers all the basics of a top-notch MBA program, helping you to navigate today's most innovative business strategies. From management and entrepreneurship to strategic planning, you'll understand the hottest trends and the latest techniques for motivating employees, building global partnerships, managing risk, and manufacturing. This fun, easy-to-access guide is full of useful information, tips, and checklists that will help you lead, manage, or participate in any business with a high level of competence. You'll find out how to use databases to your advantage, recognize and reward your employees, analyze financial statements, and understand the challenges of strategic planning in a global business environment. You'll also learn the basic principals of accounting, get a grip on the concepts behind stocks and bonds, and find out how technology has revolutionized everything from manufacturing to marketing. Discover how to: Know and respond to your customers' needs Handle budgets and forecasts Recruit and retain top people Establish and run employee Use Sarbanes-Oxley to your company's advantage Negotiate with the best of them Build long-term relationships with clients Avoid common managerial mistakes Increase cash flow Market your products and services Make the most of your advertising Once you know what an MBA knows, the sky's the limit. Read *The Complete MBA For Dummies, 2nd Edition*, and watch your career take off!

Management? It's not what you think!

What the Best MBAs Know

Designing the Thinker of the Future

A Hard Look at the Soft Practice of Managing and Management Development:

Easyread Comfort Edition

The Working Leader

Bedtime Stories for Managers

*Enough of the imbalance that is causing the degradation of our environment, the demise of our democracies, and the denigration of ourselves. Enough of the pendulum politics of left and right and*

*paralysis in the political center. We require an unprecedented form of radical renewal. In this book Henry Mintzberg offers a new understanding of the root of our current crisis and a strategy for restoring the balance so vital to the survival of our progeny and our planet. With the collapse of the communist regimes of Eastern Europe, Western pundits declared that capitalism had triumphed. They were wrong—balance triumphed. A healthy society balances a public sector of respected governments, a private sector of responsible businesses, and a plural sector of robust communities. Communism collapsed under the weight of its overbearing public sector. Now the “liberal democracies” are threatened—socially, politically, even economically—by the unchecked excesses of the private sector. Radical renewal will have to begin in the plural sector, which alone has the inclination and the independence to challenge unacceptable practices and develop better ones. Too many governments have been co-opted by the private sector. And corporate social responsibility can't compensate for the corporate social irresponsibility we see around us “They” won't do it. We shall have to do it, each of us and all of us, not as passive “human resources,” but as resourceful human beings. Tom Paine wrote in 1776, “We have it in our power to begin the world over again.” He was right then. Can we be right again now? Can we afford not to be?*

*This is a book about management education that is about management. I believe that both are deeply troubled, but neither can be changed without changing the other.*

*Sharing the essentials of sales, marketing, negotiation, strategy, and much more, the creator of PersonalMBA.com shows readers how to master the fundamentals, hone their business instincts, and save a fortune in tuition.*

*“Health care is not failing but succeeding, expensively, and we don't want to pay for it. So the administrations, public and private alike, intervene to cut costs, and herein lies the failure.” In this sure-to-be-controversial book, leading management thinker Henry Mintzberg turns his attention to reframing the management and organization of health care. The problem is not management per se but a form of remote-control management detached from the operations yet determined to control them. It reorganizes relentlessly, measures like mad, promotes a heroic form of leadership, favors competition where the need is for cooperation, and pretends that the calling of health care should be managed like a business. “Management in health care should be about dedicated and continuous care more than interventionist and episodic cures.” This professional form of organizing is the source of health care's great strength as well as its debilitating weakness. In its administration, as in its operations, it categorizes whatever it can to apply standardized practices whose results can be measured. When the categories fit, this works wonderfully well. The physician diagnoses appendicitis and operates; some administrator ticks the appropriate box and pays. But what happens when the fit fails—when patients fall outside the categories or across several categories or need to be treated as people beneath the categories or when the managers and professionals pass each other like ships in the night? To cope with all this, Mintzberg says that we need to reorganize our heads instead of our institutions. He discusses how we can think differently about systems and strategies, sectors and scale, measurement and management, leadership and organization, competition and collaboration. “Market control of health care is crass, state control is crude, professional control is closed. We need all three—in their place.” The overall message of Mintzberg's masterful analysis is that care, cure, control, and community have to work together, within health-care institutions and across them, to deliver quantity, quality, and equality simultaneously.*

*112 Skills to Take You Further, Faster*

*The Social Transformation of American Business Schools and the Unfulfilled Promise of Management as a Profession*

*Simply Managing*

*A World-class Business Education in a Single Volume*

*Managers, Not MBAs*

*A Problem-based Approach for Management Education*

*MPD - No Info*

*The 10th anniversary edition of the bestselling foundational business*

training manual for ambitious readers, featuring new concepts and mental models: updated, expanded, and revised. Many people assume they need to attend business school to learn how to build a successful business or advance in their career. That's not true. The vast majority of modern business practice requires little more than common sense, simple arithmetic, and knowledge of a few very important ideas and principles. The Personal MBA 10th Anniversary Edition provides a clear overview of the essentials of every major business topic: entrepreneurship, product development, marketing, sales, negotiation, accounting, finance, productivity, communication, psychology, leadership, systems design, analysis, and operations management...all in one comprehensive volume. Inside you'll learn concepts such as: *The 5 Parts of Every Business: You can understand and improve any business, large or small, by focusing on five fundamental topics.* *The 12 Forms of Value: Products and services are only two of the twelve ways you can create value for your customers.* *4 Methods to Increase Revenue: There are only four ways for a business to bring in more money. Do you know what they are?* Business degrees are often a poor investment, but business skills are always useful, no matter how you acquire them. The Personal MBA will help you do great work, make good decisions, and take full advantage of your skills, abilities, and available opportunities--no matter what you do (or would like to do) for a living.

Ricardo Semler thinks that companies ought to put employee freedom and satisfaction ahead of corporate goals. Imagine a company where employees set their own hours; where there are no offices, no job titles, no business plans; where employees get to endorse or veto any new venture; where kids are encouraged to run the halls; and where the CEO lets other people make nearly all the decisions. This company--Semco--actually exists, and despite a seeming recipe for chaos, its revenues have grown from \$35 million to \$160 million in the last six years. It has virtually no staff turnover, and there are no signs that its growth will stop any time soon. How did Semco become wildly successful despite breaking many of the commonly accepted laws of business? In *The Seven-Day Weekend*, Ricardo Semler shows that for those willing to take a chance, there is a better way to run a workplace. He explains how the technology that was supposed to make life easier--laptops, cell phones, e-mail, pagers--has in fact stolen free time and destroyed the traditional nine-to-five workday. But this can be a good thing--if you have the freedom to get your job done on your own terms and to blend your work life and personal life with enthusiasm and creative energy. Smart bosses will eventually realize that you might be most productive if you work on Sunday afternoon, play golf on Monday morning, go to a movie on Tuesday afternoon, and watch your child play soccer on Thursday. This is a radical book that will challenge the business world to make the seven-day weekend a reality.

If you're like most managers and things keep you up at night, now you can turn to a book that's designed especially for you! But you won't find talking rabbits or princesses here. (There is a cow, but it

doesn't jump.) Henry Mintzberg has culled forty-two of the best posts from his widely read blog and turned them into a deceptively light, sneakily serious compendium of sometimes heretical reflections on management. The moral here is this: managers need to leave their castles and find out what's actually going on in their kingdoms. And like real bedtime stories, these essays have metaphors galore. So prepare to grow strategies like weeds and organize like a cow. Discover the maestro myth of managing, find the soft underbelly of hard data, and learn why downsizing is bloodletting and your board should be a bee. Mintzberg writes, "Just try not to be outraged by anything you read, because some of my most outrageous ideas turn out to be my best. They just take a while to become obvious."

*You Don't Need an MBA*

*The Hollywood MBA*

*How to Apply the Greatest Ideas Taught in the Best Business Schools*

*Financial & Managerial Accounting for MBAs*

*Managers Not Mbas*

*The Secret Intellectual History of the New Corporate World*