

Managing of Three Tasks Teacher in Higher Education: Based on Henry Mintzberg Book “Managing”

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Abstract

This article uses a narrative research approach, with a type of personal narrative research based on Henry Mintzberg's managing book. In writing this article, I focused on the concept of managing and the style of managing. The focus that has been established in writing as a guide for authors in narrating the topic of the managing book according to personal experience, to then potentially be a new field of research and expand the understanding of managing in the study of leadership, management, and organization.

Keywords: Managing, Henry Mintzberg Book, Teacher Tasks, Higher education

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Introduction

Being both an individual and a social being, the person is unable to divorce themselves from managerial actions. People who participate in in different activities need to be managed. Managing is the processes of carrying out actions that help people reach the objectives that have been specified. . Managers are people, or groups of people, who participate in the process of carrying out tasks in order to accomplish objectives. In the meantime, management is a method that works with the actions to accomplish the objectives.

Over time, managers typically address various challenges, but not through management. The comparison is made with labor, where an individual will always purchase the same item, just as they will eventually purchase new clothing and gasoline. This shows that the car's engine and buttons have nit changed and despite

the constant talk about change., the fundamentals of how people behave in managing situation have not altered much (Mintzberg, 2009)

Managing is the act of an individual or group of individuals carrying out a collectively designed target or goal. Managing as a task was unable to distinguish between each person's activities. In certain cases, the word "managing" can be found in many different words, including "managing oneself, managing one's emotions,, mind, school, company, country, and so on. Henry Mintzberg is one of the references used to comprehend managing. The purpose of this article is to review Henry Mintzberg's 2009 book. Published in 2009, the book features the following systematics:

- 1) Managing ahead is the title of the first chapter;
- 2) The dynamic of managing is covered in the second chapter;
- 3) The managing model is covered in third chapter;
- 4) The chapter on the many different types of management;
- 5) The fifth chapter on the inescapable conundrums of managing;
- 6) The fifth chapter deals with managing effectively

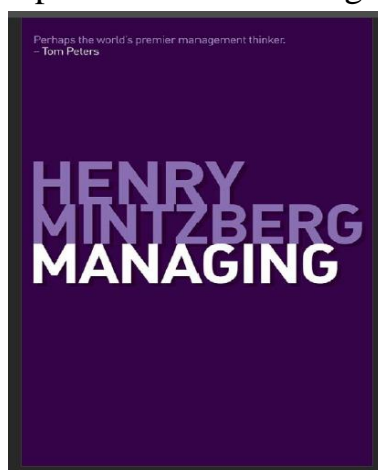


Figure 1. Cover of book Managing Henry Mintzberg, 2009.

This article focuses on three things, namely the concept of managing, the managing way, and managing effectively in Henry Mintzberg's thinking, and matching these thoughts in my personal experience as a lecturer at Nurdin Hamzah University Jambi, Indonesia.

Methods

The writing of this article uses a narrative research approach, which is a comprehensive approach to research activities, with the type of research adjusted

to the research objectives (Creswell, 2012). One type of research used in this study is a personal narrative, which is based on personal and social experiences using field data in the form of text (Denzin, 1989; Clandinin, 2007). This writing uses a type of personal narrative because it aims to explore the author's personal experience in managing. The data in this writing comes from Henry Mintzberg's managing book. This article is analyzed by identifying text based on two predetermined writing focuses based on personal experience.

RESULTS

In this section, the discussion is divided into two parts, namely about concept management and style of managing based on Henry Mintzberg's book.

Managing concepts

Summary # 1

Managing is not a science or a profession but a practice that is learned through experience and rooted in context. Managing is not science; because science is the development of knowledge through research, and not a profession because it cannot be called directly as it is called for a job owned by a person. Managing is management as a practice that contains the values of art, science, and craft (Henry Mintzberg, 2009: 10-11).

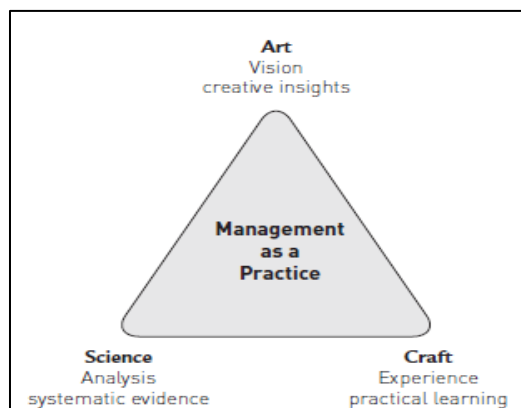


Figure 2. Managing as a practice of management

The three elements of managing according to Mintzberg are described as follows:

1. Managing as art is an art of managing more creatively.
2. Managing as science is managing an activity carried out by systematically analyzing evidence, events, or events.
3. Managing as a craft is managing as a practical learning experience.

According to Mintzberg, the concept of managing each person is different based on experience in the work environment and profession (2009: 8-9) among them are:

1. Managing on the edges is the concept of managing from experience in an environment of political pressure.
2. Managing up, down, in, and out is the concept of managing a hierarchical work environment.
3. Hard dealing and soft leading, the concept of managing originate from the film company environment that divides managing into two parts, namely managing externally and internally.
4. Yin and Yang managing, is the concept of managing that contrasts with the work environment that works without any restrictions.
5. Managing without exception in an extraordinary way

Furthermore, Mintzberg mentioned that experts provide managing experiences with different concepts such as controlling (Henry Fayol), doing (Tom Peters), thinking (Michael Forter), leading (Warren Bennis), and making decisions (Herbert Simon); however Mintzberg posits that managing is not one of these things but all of them, managing is controlling and doing and dealing and thinking and leading and deciding and more, not added up but blended (2009: 43-44).

Mintzberg mentioned that management takes a role in three things, namely information, people, and action to carry out from the concept level to the factual (2009; 43).

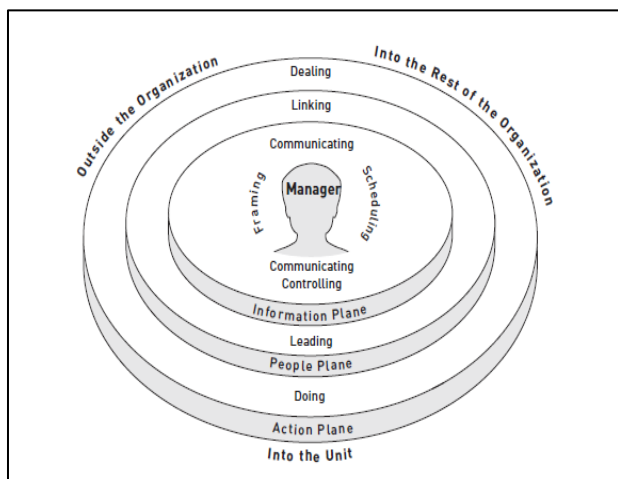


Figure 2. Role of management (Mintzberg, 2009: 48).

In figure 2, there are two roles in each planning, at the level of the information plane, the leader is thoroughly communicating, and exercising control from within. While in the people plane section there are two actions, namely leading inside and linking outside. Meanwhile, in the action plane, the actions that occur are done inside and dealt with outside.

There are two individual tasks in managing, namely framing the job, and scheduling the work. Framing the job means making decisions, focusing on the decisions made, developing strategies, and building contexts with all workers. While the scheduling of work is the most essential activity to realize what has been set so that it can influence everyone in managing their work. Table 1 shows an explanation of the managing role.

Table 1.

Roles of Managing

The form of managing roles	Framing the Job and scheduling the work	
	Internal	External
Information plane	Communicating	
	Monitoring	Spokesperson
	Nerve center	Nerve center
		Disseminating
	Controlling:	
	1. Designing	
	2. Delegating	
	3. Designating	
	4. Distributing	
	5. Deeming	
People Plane	Leading:	Linking:
	• Energizing individuals	• Networking
	• Developing individuals	• Representing
	• Building teams	• Convincing/conveying
		• Transmitting
		• Buffering



- Strengthening culture

Action Plane	Doing:	Dealing:
	<ul style="list-style-type: none"> • Managing projects • Handling disturbances 	<ul style="list-style-type: none"> • Building coalition • Mobilizing support

Source: Managing, Henry Mintzberg (2009: 90)

Based on table 1, there are three roles of managing and managing tasks (framing the job and scheduling the work.), where in carrying out these tasks it is necessary to consider the external and internal environment. In the first role, namely, the Information plane, communicating and controlling are two tasks that must be considered. Communicating involves both external and internal environments. The internal environment consists of monitoring every piece of information that is useful in managing and leading as an information center (nerve center) while the external in the form of a leader is an information funnel both from within and from outside (spokesmen), information center (nerve center), and disseminating information (disseminating). Meanwhile, controlling in this first role includes designing, delegating, designating, distributing, and deeming carried out in decision- making.

The second and third roles are readily read, and in these roles, there are internal and external sides that have different elements. In the role of the people plane, there are two activities framing jobs and scheduling the work in the internal and external environments. The internal area is in the form of energizing individuals, developing individuals building teams, and strengthening culture. Meanwhile, the role of the external people plane is in the form of linking which consists of actions in the form of networking, representing, convincing/conveying, transmitting, and buffering. Meanwhile, in the role of the action plane, there are internal activities called doing, namely related to managing projects and handling disturbances, and dealing with activities by managing coalition building and mobilizing support.

Style of Managing



Summary # 2

Mintzberg in his book "managing" suggests that the style of managing has been widely discussed by experts, one of which is that Myers-Bringg has put forward 16 combination styles in managing such as Sensing (S) versus Intuition (N), Thinking (T) versus Feeling (F), Introversion (I) versus Extroversion (E), and Judging (J) versus Perceiving (P), Maccoby's with his managing style craftsmen, jungle fighters, company man, gamesmen and Khandwalla divide managing styles into conservative, risk-taking, the seat of the pants, technocratic, participative, coercive, mechanistic, and organic (2009, 126). From what other researchers have agreed with managing, Mintzberg divides the managing style into maximal managing, participative managing, shared managing, distributed managing, supportive managing, and minimal managing. Table 2 describes the style of management proposed by Mintzberg.

Table 2

Style of managing beyond the managers' Henry Mintzberg

Style of managing	Definition
Maximal managing	Managing every stage of activities carried out, starting from planning, organizing, coordinating, commanding, and controlling.
Participative managing	Managing is due to the delegation of activities to others
Shared managing	Managing by sharing, called co-management, where two individuals divide the same work both formally and informally
Distributed /collective managing	Manage by distributing certain activities that have been decided, so that each individual who carries out these activities has the same responsibility.
Supportive managing	Manage by providing support and protection, so that the activities carried out are completed with minimal obstacles even without obstacles.
Minimal managing	Managing without a leader means managing every job done by yourself.



Source: Henry Mintzberg, *Managing* (2009:149)

Discussion

Managing Concepts

Reflection #1

According to law number 12 of 2012 concerning higher education, there are three tasks of lecturers, namely:

- 1) Transforming the science and technology they master for students by creating a learning and learning atmosphere so that students actively develop their potential.
- 2) Develop science and or technology through scientific research and disseminate it.
- 3) Mandatory to write textbooks personally and or in groups.

Based on these three tasks, a lecturer needs to manage well so that the three tasks can be carried out properly. Lecturers are leaders for themselves and leaders in learning activities in the classroom. Managing is not a science or profession that can be learned through education, but learning from the experience gained in carrying out activities, even though the activities carried out are regular, still managing always changes in every step following the experience gained in the past. For example, in the activities of transforming science and or technology, lecturers carry out face-to-face or online learning activities. When managing learning activities in the classroom (online and offline) cannot run the same as the previous activities, because it is dependent on the situation and conditions that take place at that time.

In managing learning activities, the three elements of managing, namely art, science, and craft, are three elements that cannot be separated. For example, when I was teaching in class A on the first day, I had set out the steps in managing learning activities in the classroom in general that were contained in the plan of learning activities on the day. However, when in practice, the steps that I have written in the learning activity plan have shifted due to the situation and conditions at that time, such as too hot weather, study hours that are not conducive, and so on. So there is a change in managing learning. The concept of managing in this case as

by Mintzberg is managing on the edge, that is, there is a need for strategies in managing so that learning activities can run well.

Carrying out research and publications is the second task that must be done by lecturers. Based on the author's experience, when carrying out research activities and publishing research results, it needs to be managed from the inside and outside. The point is, in managing research activities involves various levels, ranging from permission to conduct research, conduct research, and make research reports.

Managing research permits starts with the permission of the leader, permission from the research object, and permission to the research subject. Managing these permissions is not easy because they are integrated with each other. When conducting research, managing what is done includes collecting data, making research instruments, and conducting a series of research completions, of course, the author in this case must be able to manage himself to remain enthusiastic about carrying out research, and of course, it is necessary to manage the involvement of others or materials involved in research. The concept of managing in this case is managing as an activity that involves all components so that the activities carried out are achieved. Managing up, down, in, and out is a concept that is represented in carrying out research tasks and publishing research results. The third task of the lecturer is to write a book, be it a textbook or a text, in the writing experience, the author needs to manage himself and time so that the book written is completed at a predetermined target time and managed in publishing the book.

The question is whether there has been a change in the work of a lecturer from year to year. Surely not, Then what's different? What is different is managing it, so that the concept of managing can be drawn from what is conveyed by Mintzberg and the practice carried out, then, managing is an activity related to the process of achieving goals, that is, the individual sets the steps in the process of completing his task based on his abilities with principles on the elements proposed by Mintzberg (art, science, and craft). So managing is dynamic and highly dependent on the work environment, type of work, and individual profession, as well as external and internal environments.

Style of Managing



Reflection # 2

The duties of lecturers in the law of the Republic of Indonesia number 12 of 2012 require management so that these three tasks can run following the decisions that have been made by the government. Carrying out the first task, namely conducting education and teaching with schedules and courses that have been set by the campus for one semester requires good management. The assignment of teaching in the classroom with courses that have been set by the academic department is part of my participation in carrying out activities on campus.

Managing learning activities in the classroom, by making learning plans, organizing learning activities, coordinating with students in every activity carried out, directing students to the nature of each learning process, and controlling every learning activity that takes place, at this stage the management style used is the maximum management. However, during the core learning process, the management style carried out is to distribute and support learning activities in the classroom.

In research activities and publication of research results, it is necessary to carry out a series of stages starting to plan research activities and publications, placing and choosing friends who are used as partners in these activities. and so is the lecturer's job in writing textbooks or textbooks. The style of managing, as stated by Mintzberg in practice, cannot stand alone in carrying out one activity. A style of managing cannot play its role in carrying out one activity. That is, in one individual activity, a managing style is used in each part of the activity. Table 3 illustrates the managing style in the duties of lecturers following the law of the Republic of Indonesia number 12 of 2012.

Table 3.

Style of lecturers managing to carry out the duties contained in the Law of the Republic of Indonesia number 12 of 2012.

Style of managing	Teacher's Tasks		
	Teaching	Researching and publication	Book publication
Maximal managing	Start from organize a lesson plan to control it	Start from organizing the research proposal to publish in Journal	Start from organizing the topic to publish
Participated managing	Engaging students to present learning topics	Involving research teams from compiling research proposals to reporting research results.	Involve others to correct the writing.
Shared managing	Assigning to students through the class leader	There is a division of duties in conducting research and reporting research results in the form of scientific publications.	Divide the time in writing when as a personal author, and divide the topic in writing if writing is done together.
Distributed managing	It's almost the same as shared managing, in this style of managing. I give the responsibility to the class leader, and the group is in charge of conducting learning activities	Give responsibility to each research and publication team to complete the tasks that are part of their work	In book writing activities that are carried out in groups, I give responsibility to each author to complete their tasks.
Supportive Managing	In teaching activities, I am the person in charge as well as the protector	As the head of the research team, what is done is to ensure that during the activity, it	Ensure that the writing and publication process does not experience

	so that learning does not face obstacles or activities run significant obstacles, smoothly. meaning that the obstacles faced can be minimized both in the preparation, data collection, analysis, and publication of research results both in the form of reports and publications
Minimal Managing	Providing opportunities for students to carry out learning activities independently here is the confidence that each team member can complete the tasks that are responsible to them. There is the confidence that each team member can complete the tasks that become their responsibility

Source: Author's analysis

The question is whether the style of managing written by Mintzberg is relevant to the task of managing?, in my opinion, basically the style of managing put forward by Mintzberg has summarized all the managing styles used. However, the terms used in referring to managing styles may be different without distinguishing the implied meanings. For example, the term maximal managing; according to this style, individuals managing activities of any kind carry out a series of processes ranging from planning to control. This kind of style can also be called total managing, complete managing, or other terms according to the author's tendency to mention it. So are the other terms that have been presented by Mintzberg.

Implications of findings

The book "Managing" written by Henry Mintzberg (2009) is a book that contains important knowledge for anyone, in managing the activities carried out to achieve the goals that have been set. This book provides basic knowledge



accompanied by facts about the practice of pinning in various fields. Managing is not a science or a profession but a practice that is learned through experience and rooted in context. So managing requires its way or style according to the context. Mintzberg mentioned six styles of managing that are from the process of completing tasks performed by individuals, and managing is something that is beyond our expectations, because it depends on the environment, situation, and conditions faced when managing.

Declaration of conflicting interests

No conflict of interest

Funding

The author(s) received no financial support for the research, authorship, and/or publication of this article.

ORCID iDs

Supplemental material

Supplemental material for this article is available online.

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