



# Introduction to Management and Organization

Topic 1 Lecture 1

# Learning Objectives

- A brief Introduction to the role of Managers in organizations
- An overview of the main functions of management
- The characteristics of an organization
- The importance of management in today's business environment

# Who is a Manager

- Manager:
  - Someone who works with and through other people by coordinating their work activities in order to accomplish organizational goals
  - A **manager** is a person **who** is responsible for a part of a company, i.e., they 'manage' the company. **Managers** may be in charge of a department and the people **who** work in it. In some cases, the **manager** is in charge of the whole business. For example, a 'restaurant **manager**' is in charge of the whole restaurant.

# Who is a Manager

- Managerial Titles:

**First-line managers** - manage the work of non-managerial individuals who are directly involved with the production or creation of the organization's products

**Middle managers** - all managers between the first-line level and the top level of the organization who manage first line managers

**Top managers** - responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization

# Organizational levels



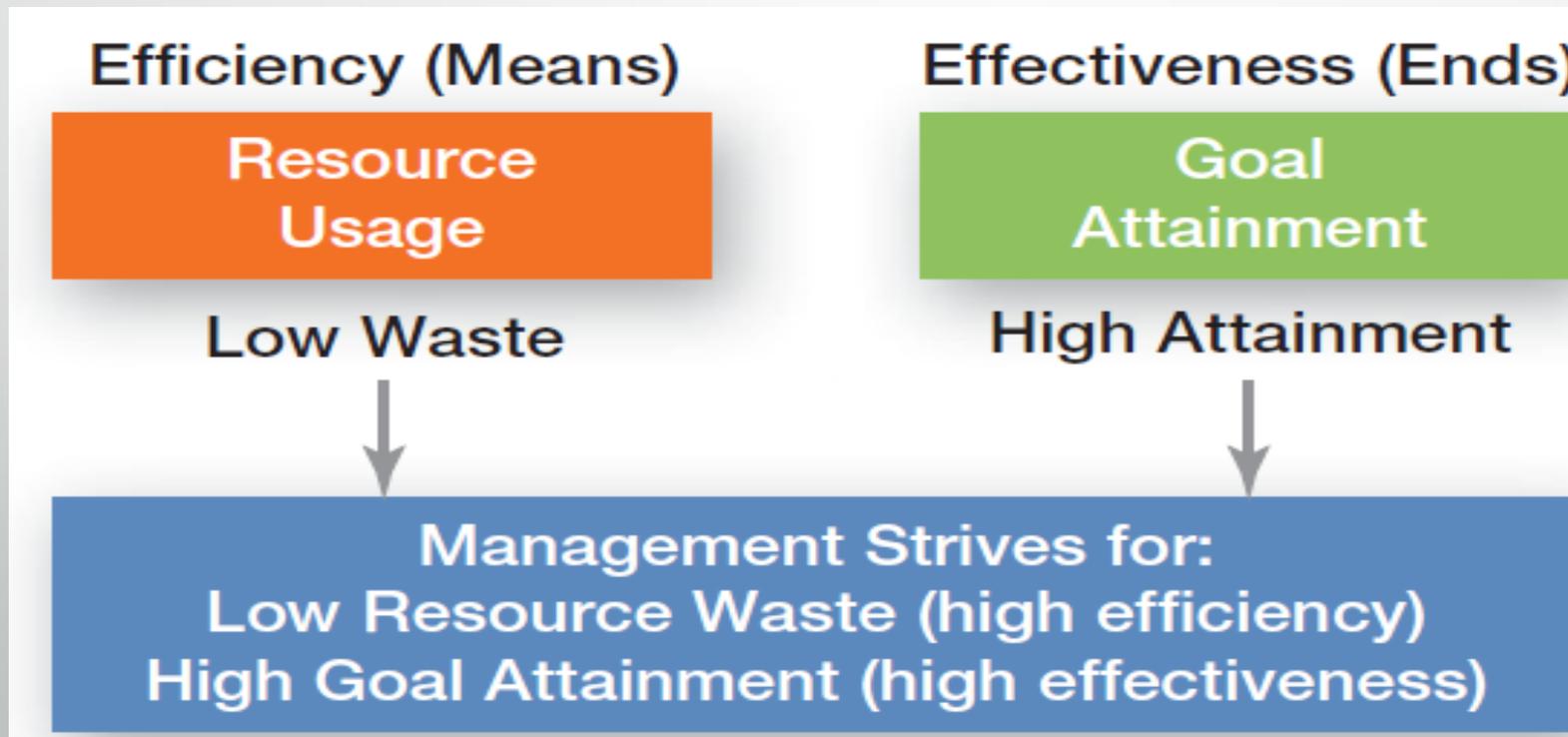
# WHAT IS MANAGEMENT?

- Management:
  - The process of coordinating work activities so that they are completed efficiently and effectively with and through other people
- Process - represents ongoing functions or primary activities engaged in by managers
- Coordinating - distinguishes a managerial position from a non-managerial one

# WHAT IS MANAGEMENT?

- **Efficiency** is defined as a level of performance that uses the lowest amount of inputs to create the greatest amount of outputs.
  - Getting the most output from the least amount of inputs
- **Effectiveness** is the capability of producing a desired result or the ability to produce desired output.
  - Completing activities so that organizational goals are attained
  - Doing the right things

# EFFICIENCY AND EFFECTIVENESS IN MANAGEMENT (Exhibit 1.3)



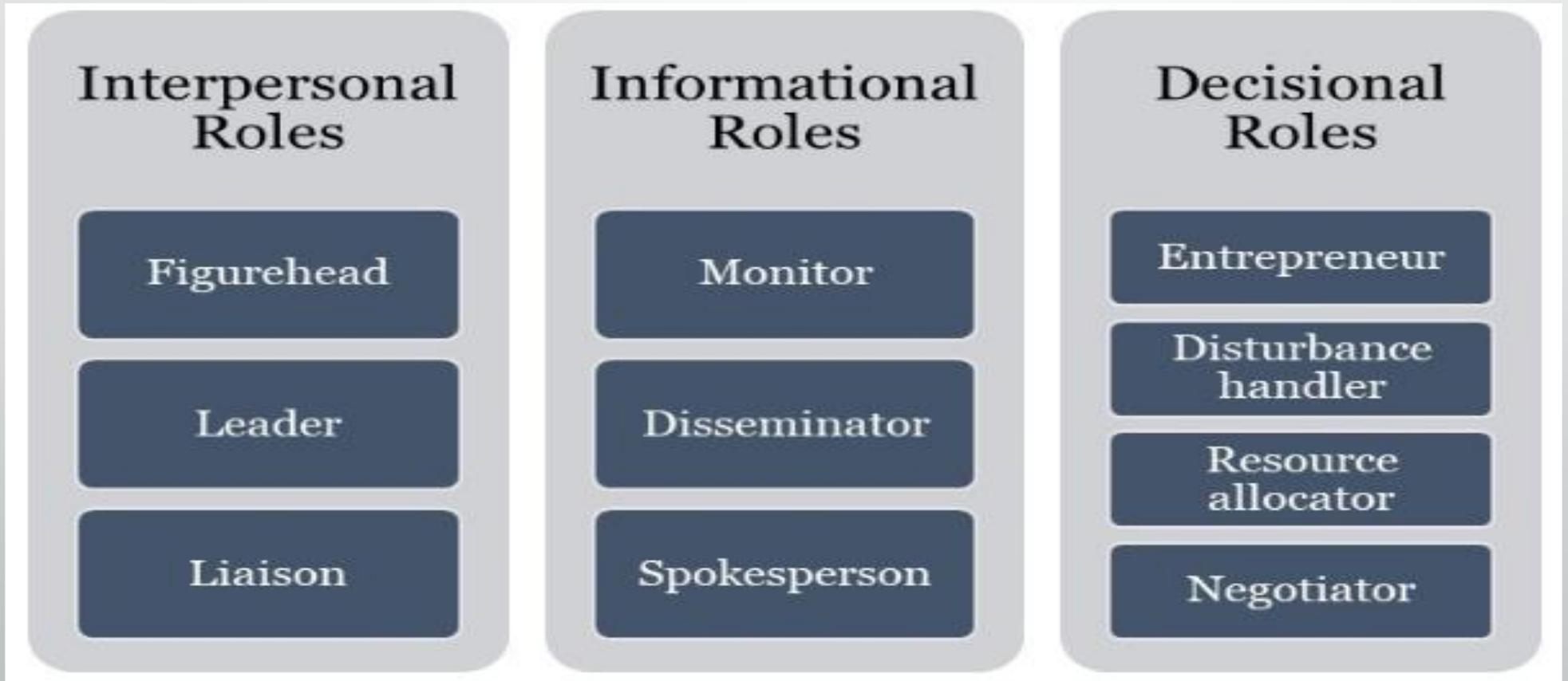
# WHAT DO MANAGERS DO?

- Management Functions
- Planning - defining goals, establishing strategies for achieving those goals, and developing plans to integrate and coordinate activities
- Organizing - determining what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made
- Leading - motivating subordinates and influencing individuals or teams
- Controlling - monitoring actual performance against goals

# WHAT DO MANAGERS DO?

- Management Roles
  - Specific categories of managerial behavior
- *Interpersonal* - involve people and duties that are ceremonial and symbolic in nature
- *Informational* - involve receiving, collecting, and disseminating information
- *Decisional* - revolve around making choices
  - Emphasis that managers give to the various roles seems to change with their organizational level

# MINTZBERG'S MANAGERIAL ROLES



# Interpersonal Roles

- Figurehead – includes symbolic duties which are legal or social in nature.
- Leader – includes all aspects of being a good leader. This involves building a team, coaching the members, motivating them, and developing strong relationship.
- Liaison – includes developing and maintaining a network outside the office for information and assistance.

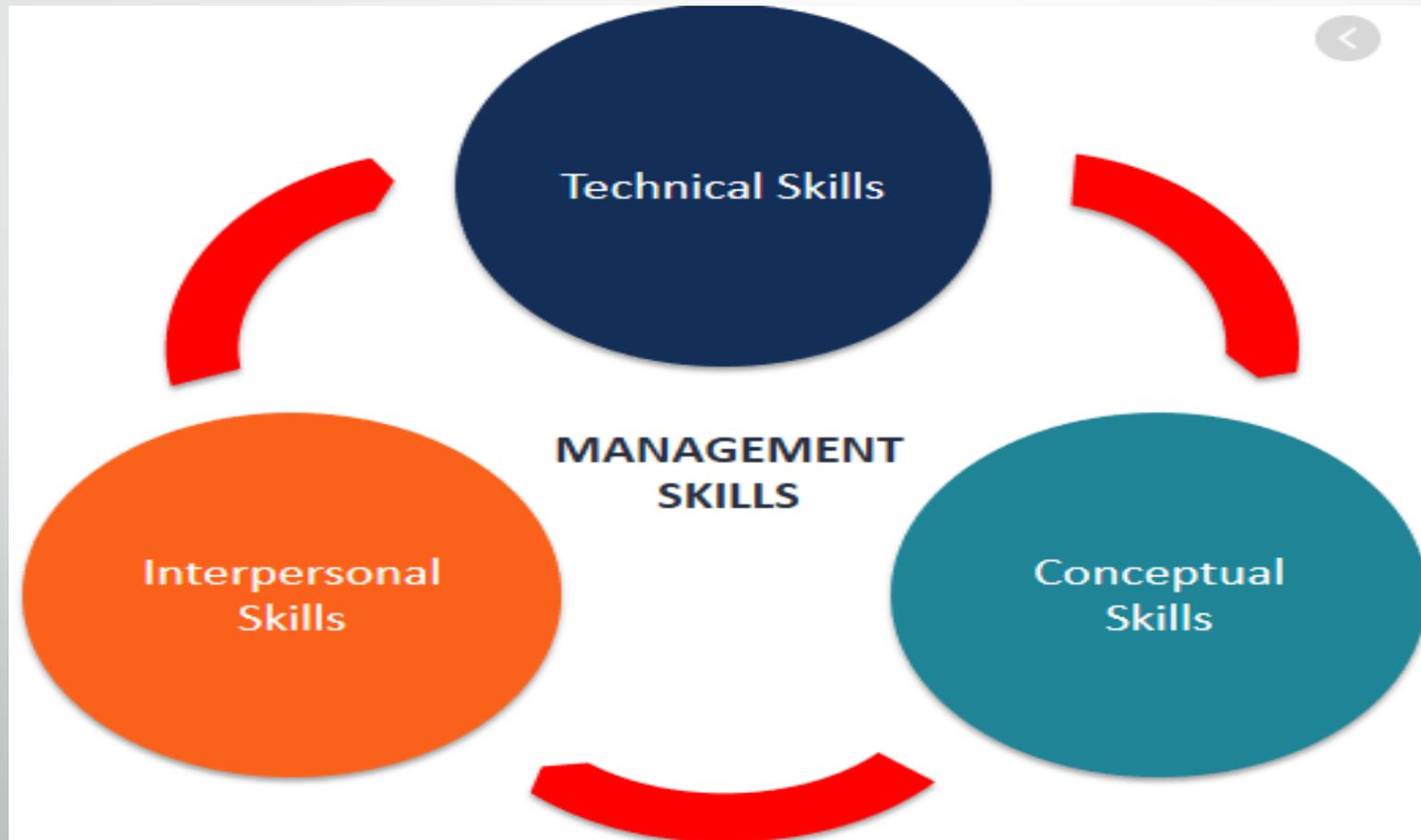
# Informational Roles

- Monitor – includes seeking information regarding the issues that are affecting the organization. Also, this includes internal as well as external information.
- Disseminator – On receiving any important information from internal or external sources, the same needs to be disseminated or transmitted within the organization.
- Spokesperson – includes representing the organization and providing information about the organization to outsiders.

# Decisional Roles

- Entrepreneur – involves all aspects associated with acting as an initiator, designer, and also an encourager of innovation and change.
- Disturbance handler – taking corrective action when the organization faces unexpected difficulties which are important in nature.
- Resource Allocator – being responsible for the optimum allocation of resources like time, equipment, funds, and also human resources, etc.
- Negotiator – includes representing the organization in negotiations which affect the manager's scope of responsibility.

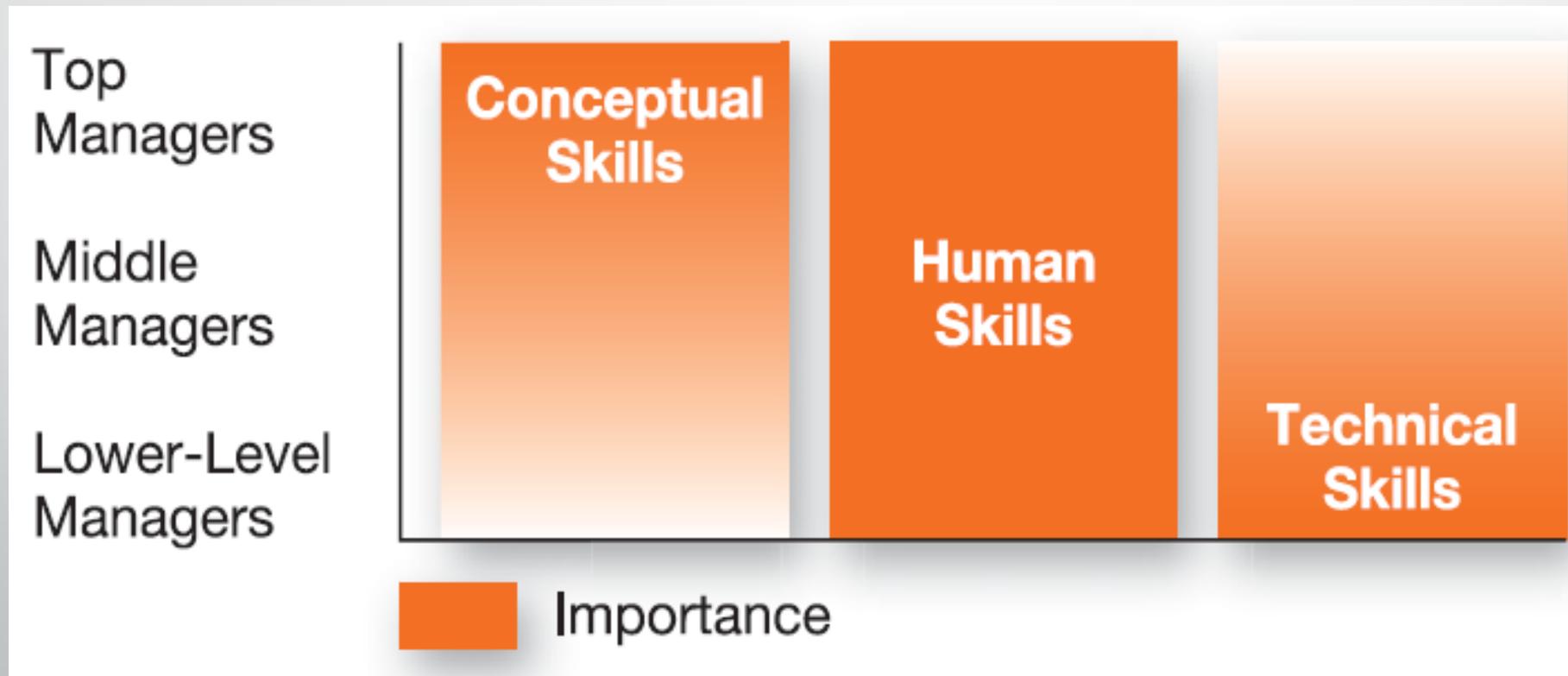
# Management Skills by Robert L. Katz



# Management Skills

- Technical - knowledge of and proficiency in a certain specialized field
- Human - ability to work well with other people both individually and in a group
- Conceptual - ability to think and to conceptualize about abstract and complex situations

# Skills Needed at Different Managerial Levels



# WHAT IS AN ORGANIZATION?

- Organization: Deliberate arrangement of people to accomplish some specific purpose .
- Characteristics of an organization
  - distinct purpose
  - deliberate structure
  - People

# Traditional vs Modern Organization

Traditional Organization	Modern Organization
Stable	Dynamic
Inflexible	Flexible
Job focused	Skills focused
Work is defined by job position	Work is defined in terms of tasks to be done
Individual oriented	Team oriented
Permanent Jobs	Temporary Jobs
Commend oriented	Individual oriented
Managers always take decisions	Employees participates in decision making
Rule oriented	Customer oriented
Relatively homogeneous workforce	Diverse workforce
Hierarchical relationship	Lateral and network relationship
Work day define as 9 to 5	Work day have no time boundaries
Work at organizational facility during specific hours	Work anywhere, any time