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Overview of management

Chapter- 1 **lecture-1**

MGM111

Principle of Management

Learning Outcomes

- Explain the meaning of management
- Understand organization and its performance

- Explain the Managers and their types
- Summarize the essential roles of managers

- Describe the essential skills for managers

What is Management?



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- Management is the process of working with people and resources to accomplish organizational goals.

MANAGEMENT

- Management is the attainment of organizational goals in an effective and efficient manner through planning, organizing, leading and controlling organizational resources. (Daft,2012)

- Organizational resources include men(human beings), money, machines and materials.

What is
Management

What is Management? Cont...

- Management is the art of getting things done through other people.

Mary Parker Follet (1868-1933)

- Management is the art of getting things done through and with people in formally organized group. (Koontz)

- Management is the process of planning, organizing, commanding, coordinating and controlling. (Fayol, 1930)

- Management is the process of planning, organizing, leading and controlling, the efforts of organization members and of using all other organizational resources to achieve organizational goals.

What is Management? Cont...



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Management can be broadly defined as a process of planning, organizing, leading and controlling the limited resources efficiently and effectively to achieve predetermined goals and objectives in an ever changing business environment.

- The ultimate aim of management is to enhance the organizational productivity and performance.



Characteristics of Management

- ☐ Management is a distinct process.
- ☐ Management is an organized activity
- ☐ Management aims at the accomplishment of predetermined objectives.
- ☐ Management is both a science and an art.
- ☐ Management is a group activity
- ☐ Management principles are universal in nature
- ☐ Management integrates human and other resources.

Why Study Management?

1. To maximize the utilization of scarce resources
2. To face the increasing competition for inputs and outputs
3. To enhance the quality of the products and services
4. To adopt/plan for the changes in the business environment
5. Helps people deal with their bosses and coworkers
6. Opens a path to a well-paying job and a satisfying career
7. Management offers challenging, exciting and creative opportunities for meaningful and fulfilling work.



What is an Organization?

- A group of people who work together in a structured way for a shared purpose (Cambridge Advanced Learners Dictionary)

- An organization is a two or more people who work together in a structured way to achieve a specific goal or set of goals. (Stoner and Freeman, 2009)

- An organization is a deliberate arrangement of people to accomplish some specific purpose.
(Robbins and Coulter, 2007)

What is an Organization? Cont.

- **An Organization is – An arrangement of people and resources to accomplish some specific purpose**
- **An organization can be any structured body such as department, business, company in private or public sector or nonprofit association.**
- **Common Characteristics of Organizations**
 - ❖ – **Have a distinct purpose (goal)**
 - ❖ – **Composed of people**
 - ❖ – **Have a deliberate structure**

What is an Organization?



Organizational Performance

- A measure of how efficiently and effectively managers use available resources to satisfy customers and achieve organizational goals
 - ✓ **Efficiency** – A measure of how well or how productively resources are used to achieve a goal
 - ✓ **Effectiveness** – A measure of the appropriateness of the goals an organization is pursuing and the degree to which they are achieved

Efficiency and Effectiveness

Efficiency (Means)

Resource
Usage

Low Waste



Effectiveness (Ends)

Goal
Attainment

High Attainment



Management Strives for:
Low Resource Waste (high efficiency)
High Goal Attainment (high effectiveness)



The Changing Organization

Traditional Organization

- Stable
- Inflexible
- Job-focused
- Work is defined by job positions
- Individual-oriented
- Permanent jobs
- Command-oriented
- Managers always make decisions
- Rule-oriented
- Relatively homogeneous workforce
- Workdays defined as 9 to 5
- Hierarchical relationships
- Work at organizational facility during specific hours

Contemporary Organization

- Dynamic
- Flexible
- Skills-focused
- Work is defined in terms of tasks to be done
- Team-oriented
- Temporary jobs
- Involvement-oriented
- Employees participate in decision making
- Customer-oriented
- Diverse workforce
- Workdays have no time boundaries
- Lateral and networked relationships
- Work anywhere, anytime

Manager/s

❑ The people responsible for supervising the use of an organization's resources to meet its goals.

(Stoner, Freeman and Gilbert, 2008)

❑ Someone who coordinates and oversees the work of other people so that organizational goals can be accomplished.

(Robbins and Coulter, 2012)

❑ Someone whose primary responsibility is to carry out the management process.

(Griffin, 2012) 12/26/14 16Contemporary Management

Types of Managers

- **The Level of Authority (Levels of Managers)**

1. First line managers
2. Middle managers
3. Top managers

- **Scope of the Activities**

1. Functional managers
2. General managers

- **Responsibility of the Activities**

1. Line managers
2. Staff managers



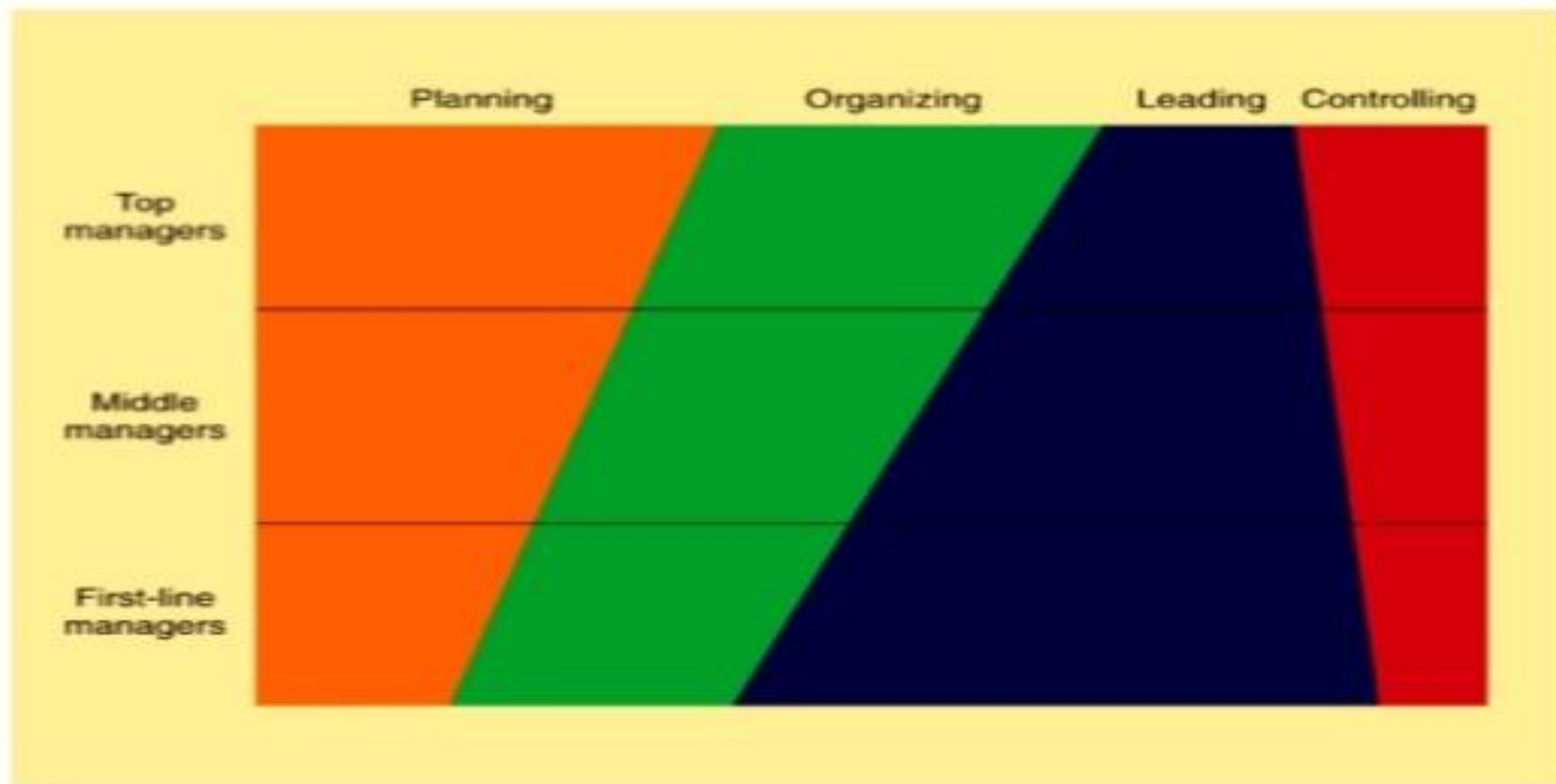
Level of Managers



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Time that Managers Spend on the Managerial Functions



Manager's Roles

**1. Interpersonal
role**

**2. Informational
role**

**3. Decisional
role**

Managerial Roles

Category	Role	Activity
<i>Informational</i>	Monitor	Seek and receive information, scan papers and reports, maintain interpersonal contacts
	Disseminator	Forward information to others, send memos, make phone calls
	Spokesperson	Represent the unit to outsiders in speeches and reports
<i>Interpersonal</i>	Figurehead	Perform ceremonial and symbolic duties, receive visitors
	Leader	Direct and motivate subordinates, train, advise and influence
	Liaison	Maintain information links in and beyond the organisation
<i>Decisional</i>	Entrepreneur	Initiate new projects, spot opportunities, identify areas of business development
	Disturbance handler	Take corrective action during crises, resolve conflicts amongst staff, adapt to external changes
	Resource allocator	Decide who gets resources, schedule, budget, set priorities
	Negotiator	Represent department during negotiations with unions, suppliers, and generally defend interests

Interpersonal role

- ❑ **Roles that managers assume to provide direction and supervision to both employees and the organization as a whole**
 - I. **Figurehead—symbolizing the organization's mission and what it is seeking to achieve.**
 - II. **Leader—training, counseling, and mentoring high employee performance.**
 - III. **Liaison—linking and coordinating the activities of people and groups both inside and outside the organization.**

Informational role

- ❑ **Roles associated with the tasks needed to obtain and transmit information in the process of managing the organization.**
 - I. **Monitor—analyzing information from both the internal and external environment.**
 - II. **Disseminator—transmitting information to influence the attitudes and behavior of employees.**
 - III. **Spokesperson—using information to positively influence the way people in and out of the organization respond to it.**

Decisional role

- ❑ **Roles associated with methods managers use in planning strategy and utilizing resources**
 - I. **Entrepreneur—deciding which new projects or programs to initiate and to invest resources in.**
 - II. **Disturbance handler—managing an unexpected event or crisis**
 - III. **Resource allocator—assigning resources between functions and divisions, setting the budgets of lower managers.**
 - IV. **Negotiator—reaching agreements between other managers, unions, customers, or shareholders.**

Managerial Skills



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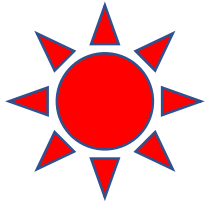
**Technical
skills**

**Human
skills**

**Conceptual
skills**

Technical skills

Technical skills

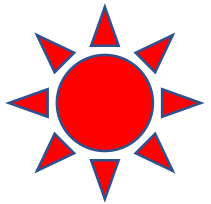


A persons' knowledge and ability to make effective use of any process or technique constitutes his technical skills.

Example: Engineer, Accountant, Data entry operator, Lawyer, Doctor etc.

Human skills

Human skills

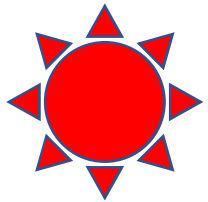


- An individuals' ability to cooperate with other members of the organization and work effectively in teams.

Example: Interpersonal relationships, solving people's problem and acceptance of other employees.

Conceptual skills

Conceptual skills



“Ability of an individual to analyze complex situations and to rationally process and interpret available information”

Example: Idea generation and analytical process of information.

What Makes a Good/Not-so-good Manager?

Good Manager

Technical Skills

- Professional,
- Goodwill, willing to share his knowledge

Human Skills

- Good coordinator
- Gain People's support
- Charming
- Friendly
- Nice

Conceptual Skills

- Ability to think
- Logical
- Fast mover
- Chance/ Risk Taker

Not-so-good Manager

- Lack of Knowledge
- Not Organized
- Difficult to find, always not in the office
- Talking but not working
- Highly paid
- Not presentable
- Careless
- Not communicate with Team members
- Not care about group members

Mistakes Managers Make

1. Insensitive to others
2. Arrogant (over confidence)
3. Betrayal (disloyalty) of trust
4. Overly (excessively) ambitions
5. Specific performance problems with the business
6. Over managing: unable to delegate or build a team
7. Unable to staff effectively
8. Unable to think strategically
9. Unable to adapt to boss with different style
10. Over dependent on advocate or mentor

Rewards and Challenges of Being A Manager

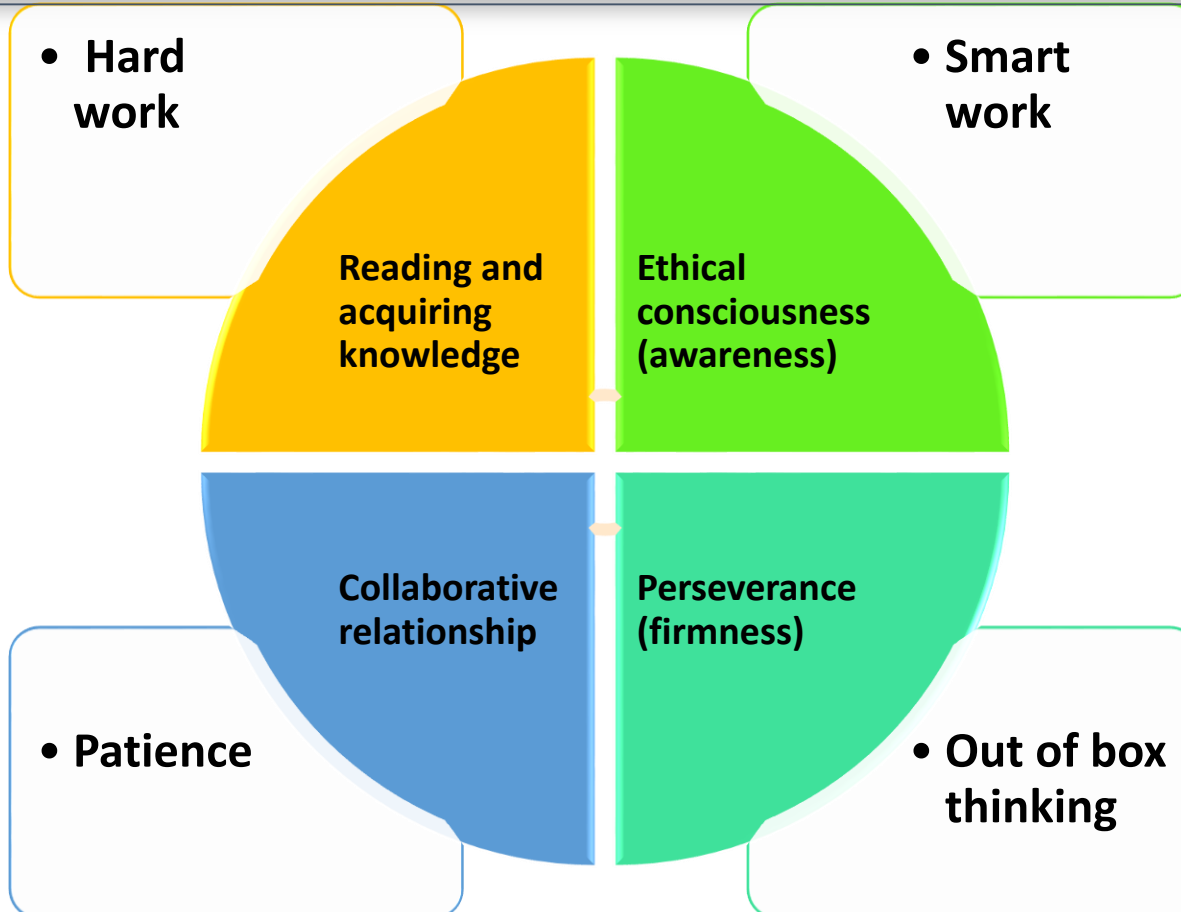
Rewards

- Create a work environment in which organizational members can work to the best of their ability
- Have opportunities to think creatively and use imagination
- Help others find meaning and fulfillment in work
- Support, coach, and nurture others
- Work with a variety of people
- Receive recognition and status in organization and community
- Play a role in influencing organizational outcomes
- Receive appropriate compensation in form of salaries, bonuses, and stock options
- Good managers are needed by organizations

Challenges

- Do hard work
- May have duties that are more clerical than managerial
- Have to deal with a variety of personalities
- Often have to make do with limited resources
- Motivate workers in chaotic and uncertain situations
- Successfully blend knowledge, skills, ambitions, and experiences of a diverse work group
- Success depends on others' work performance

What make managers successful?



How the Manager's Job is Changing?

- ❑ The increasing importance of Customers
 - Customers: the reason that organizations exist
 - Managing customer relationships is the responsibility of all managers and employees.
 - Consistent high quality customer service is essential for survival.
- ❑ Innovation
 - Doing things differently, exploring new territory, and taking risks
 - Managers should encourage employees to be aware of and act on opportunities for innovation.

TANKS