

Lesson **1**

Lesson: Introduction to Management and Organizations


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Who Are Managers? >>

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



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Classifying Managers

- First-line Managers
 - Individuals who manage the work of **non-managerial** employees.
- Middle Managers
 - Individuals who manage the work of **first-line managers**.
- Top Managers
 - Individuals who are responsible for making **organization-wide decisions** and establishing plans and goals that affect the entire organization.

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What Is Management? >

- Managerial Concerns >
 - Efficiency
 - "Doing things right"
 - Getting the most output for the least inputs
 - Effectiveness
 - "Doing the right things"
 - Attaining organizational goals
- How to sustain!!!! >



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What Do Managers Do? >>

- Functional Approach
 - Planning >
 - Defining goals, establishing strategies to achieve goals, developing plans to integrate and coordinate activities.
 - Organizing >
 - Arranging and structuring work to accomplish organizational goals.
 - Leading >
 - Working with and through people to accomplish goals.
 - Controlling >
 - Monitoring, comparing, and correcting work.

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What Do Managers Do? (cont'd)

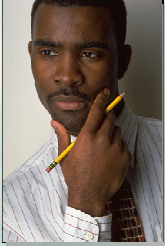
- Management Roles Approach (Mintzberg)
 - Interpersonal roles
 - Figurehead, leader, liaison
 - Informational roles
 - Monitor, disseminator, spokesperson
 - Decisional roles
 - Disturbance handler, resource allocator, negotiator, entrepreneur.



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What Managers Actually Do (Mintzberg)

- Interaction
 - with others
 - with the organization
 - with the external context of the organization
- Reflection
 - thoughtful thinking (pondering and contemplate)
- Action
 - practical doing



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What Do Managers Do? (cont'd)

- Skills Approach
 - Technical skills
 - Knowledge and proficiency in a specific field
 - Human skills
 - The ability to work well with other people
 - Conceptual skills
 - The ability to think and conceptualize about abstract and complex situations concerning the organization

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Skills Needed at Different Management Levels

Top Managers	Conceptual Skills	Human Skills	Technical Skills
Middle Managers	Conceptual Skills	Human Skills	Technical Skills
Lower-level Managers	Conceptual Skills	Human Skills	Technical Skills

■ Level of Importance

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Conceptual Skills

- Using information to solve business problems
- Identifying of opportunities for innovation
- Recognizing problem areas and implementing solutions
- Selecting critical information from masses of data
- Understanding of business uses of technology
- Understanding of organization's business model

Source: Based on American Management Association Survey of Managerial Skills and Competencies, March/April 2000, found on AMA Web site (www.ama.org), October 30, 2002.

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Communication Skills

- Ability to transform ideas into words and actions
- Credibility among colleagues, peers, and subordinates
- Listening and asking questions
- Presentation skills; spoken format
- Presentation skills; written and/or graphic formats

Source: Based on American Management Association Survey of Managerial Skills and Competencies, March/April 2000, found on AMA Web site (www.ama.org), October 30, 2002.

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Effectiveness Skills

- Contributing to corporate mission/departmental objectives
- Customer focus
- Multitasking: working at multiple tasks in parallel
- Negotiating skills
- Project management
- Reviewing operations and implementing improvements

Source: Based on American Management Association Survey of Managerial Skills and Competencies, March/April 2000, found on AMA Web site (www.ama.org), October 30, 2002.

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Effectiveness Skills (cont'd)

- Setting and maintaining performance standards internally and externally
- Setting priorities for attention and activity
- Time management

Source: Based on American Management Association Survey of Managerial Skills and Competencies, March/April 2000, found on AMA Web site (www.ama.org), October 30, 2002.

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Interpersonal Skills (cont'd)

- Coaching and mentoring skills
- Diversity skills: working with diverse people and cultures
- Networking within the organization
- Networking outside the organization
- Working in teams; cooperation and commitment

Source: Based on American Management Association Survey of Managerial Skills and Competencies, March/April 2000, found on AMA Web site (www.ama.org), October 30, 2002.

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Management Skills and Management Function Matrix

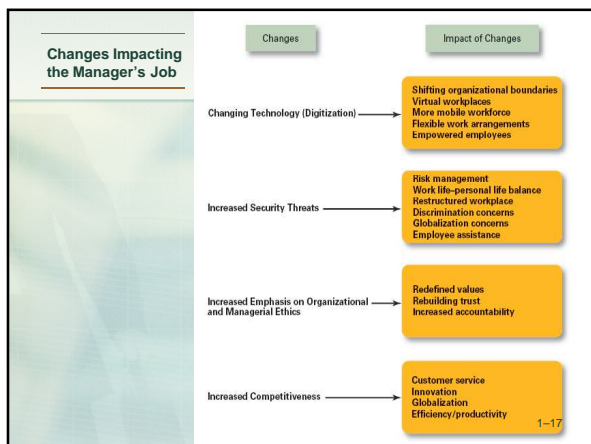
Skill	Function			
	Planning	Organizing	Leading	Controlling
Acquiring power		✓	✓	
Active listening			✓	✓
Budgeting	✓			✓
Choosing an effective leadership style			✓	
Coaching			✓	
Creating effective teams		✓	✓	
Delegating (empowerment)		✓	✓	
Designing motivating jobs		✓	✓	
Developing trust			✓	
Disciplining			✓	✓
Interviewing		✓	✓	
Managing conflict			✓	✓
Managing resistance to change		✓	✓	✓
Mentoring			✓	
Negotiating			✓	
Providing feedback			✓	✓
Reading an organization's culture		✓	✓	
Running productive meetings		✓	✓	
Scanning the environment	✓			✓
Setting goals	✓			✓
Solving problems creatively	✓	✓	✓	✓
Valuing diversity	✓	✓	✓	✓

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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.

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What Is An Organization?

- An Organization Defined
 - A *deliberate arrangement* of people to accomplish some *specific purpose* (that *individuals independently could not accomplish alone*).
- Common Characteristics of Organizations
 - Have a distinct purpose (goal)
 - Composed of people
 - Have a deliberate structure

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The Changing Organization

Traditional Organization	Contemporary Organization
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

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- ### Why Study Management?
- The Value of Studying Management
 - The universality of management >
 - Good management is needed in all organizations. >
 - The reality of work
 - Employees either manage or are managed.
 - Rewards and challenges of being a manager
 - Management offers challenging, exciting and creative opportunities for meaningful and fulfilling work.
 - Successful managers receive significant monetary rewards for their efforts.
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Rewards and Challenges of Being A Manager

Rewards	Challenges
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

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- ### Terms to Know
- manager
 - first-line managers
 - middle managers
 - top managers
 - management
 - efficiency
 - effectiveness
 - planning
 - organizing
 - leading
 - controlling
 - management roles
 - interpersonal roles
 - informational roles
 - decisional roles
 - technical skills
 - human skills
 - conceptual skills
 - organization
 - universality of management
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- ### References
- Robbins, S. P. and Coulter, *Management*. 9th ed. Prentice Hall.
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