

Week 2: Managers, Management, & Organisations

All organisations...

- Have a distinct purpose
- Are composed of people
- Have a deliberate structure

The changing face of organisations

Traditional	Contemporary
Stable	Dynamic
Inflexible	Flexible
Individual oriented	Team oriented
Command oriented	Involvement oriented
Top-down decision making	Participative decision making
Homogeneous workforce	Diverse workforce
9am-5pm	No time boundaries
Work at one location	Anywhere, anytime

Who are managers?

- Someone who coordinates and oversees the work of other people to achieve organisational goals
 - Top level managers: responsible for making organisation-wide decisions and establishing the goals and plans that affect the entire organisation
 - Middle managers: all levels of management between the top and first-line
 - First-line managers: the lowest level of management, manage the work of non-managerial employees

What is management?

- Management involves coordinating and overseeing the work activities of others so that their activities are completed **efficiently** and **effectively**
 - **Efficiency**: doing things *right*, getting the most output from the least amount of inputs
 - **Effectiveness**: doing the *right things*, doing those work activities that will help the organisation reach its goals
- Efficiency and effectiveness are related

What do managers do?

Can be analysed by studying the:

- Functions of management
 - Planning
 - Organising
 - Controlling
 - Leading
- Roles of management
 - Interpersonal

- Informational
- Decisional
- Skills of management
 - Technical
 - Human Conceptual

What do managers do — Functions

- Fayol: a manager performs 5 functions:
 1. Planning
 2. Organising
 3. Commanding
 4. Coordinating
 5. Controlling
- By the 1980s many researchers and writers in management concluded that Commanding and Coordinating equates to Leading, resulting in condensing the functions from 5 to 4

What do managers do... (cont.) According to Mintzberg

- Management is about influencing action
- Managers can do so by:
 - Managing actions directly
 - Managing those who take action
 - Managing information that influences people to take action

Mintzberg's managerial roles:

- Mintzberg (1973) in "The Nature of Managerial work" divided the work of a manager into ten roles and three broad action categories: (pg. 15)
 1. Interpersonal
 - How a manager interacts with other people
 - o Figurehead
 - o Leader
 - o Liaison
 2. Informational
 - How a manager exchanges and processes information
 - o Monitor
 - o Disseminator
 - o Spokesperson
 3. Decisional
 - How a manager makes decisions
 - o Entrepreneur
 - o Disturbance handler
 - o Resource allocator
 - o Negotiator

What do managers do... (cont.) According to Katz

- **Skills:**
 - Technical skills: knowledge of and proficiency in a certain specialised field
 - Human skills: the ability to work with other people individually and in a group
 - Conceptual skills: the ability to think and to conceptualise about abstract and complex situations

Roles and managerial level

- Managers perform the same roles regardless of the type of organisation, or level in the organisation
- The emphasis placed on a given role however is likely to change with organisational level
 - Lower levels: leader, disturbance handler, resource allocator roles more important
 - Higher levels: disseminator, figurehead, negotiator, liaison and spokesperson roles more important

Which approach explains what managers do best?

- The functional approach still represents the most useful way of conceptualising a manager's job
- However, managerial roles also provide additional insight into what a manager does
- Skills outline abilities a manager must develop and possess to be effective in his/her job

Are functions, roles & skills applicable in all cultures?

- Most of our research is "Western" — USA mostly
- Do managers perform the same functions, roles and need the same skills in China, India, Brazil, Egypt, Iran, France, Russia, Thailand, Burma, etc.?
- We don't really know... research on managerial practices between countries have not generally supported the universality of management concepts

How is the manager's job changing?

- Changing technology — virtual workplaces, empowered employees, social media
- Increased threats to security — work-life balance, discrimination concerns
- Increased emphasis on ethics — increased accountability, corporate governance
- Increased competitiveness — customer service, innovation
- Increased environmental concerns — recycling, sustainability, carbon emissions (required by society, and almost required by law)

Real-life corporate examples

- Turnaround of Coles supermarkets to be more like Bunnings — simply done by changing top-line manager group
- New principal at Glenala State High School to improve the schools image and increase both parent & student satisfaction