

## Week 2

### Introduction to management

#### **Organisational levels**

1. Top managers (Top)
2. Middle managers
3. First-line managers
4. Non-managerial employees

#### **What are managers?**

- Someone who coordinates and oversees the work of other people so that organisational goals can be accomplished

#### **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 first-line level/top level of the organisation

#### **First-line managers**

- The lowest level of management, and 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**

#### **Managers are analysed by studying their:**

- Functions
- Roles
- Skills

#### **Management Functions**

- **Planning**
- **Organising**
- **Leading**
- **Controlling**

#### **Interpersonal roles**

- How a manager interacts with people
  - Figurehead
  - Leader
  - Liaison

#### **Informational roles**

- How a manager exchanges and processes information
  - Monitor
  - Disseminator
  - Spokesperson

#### **Decisional roles**

- How a manager makes decisions
  - Entrepreneur
  - Disturbance handler
  - Resource allocator
  - Negotiator

#### **Management function vs. management roles**

- The functions approach still represents the most useful way of conceptualising the manager's job

#### **Management skills**

- Skills will continue to be an important way of describing what a manager does

#### **How is the manager's job changing?**

- **Changing technology**
  - Virtual workplaces, empowered employees
- **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