

# **Week 1 – Introduction to Management**

## **Working in today's economy**

- A new workplace.
- Today's economy is a networked economy.
- The new economy is a global economy. National economies are becoming increasingly interdependent.
- Organisations are expected to continuously excel on performance criteria.
- For individuals, there are no guarantees of long-term employment.

## **Intellectual capital**

- Employees represent the firm's intellectual capital. The challenge is to combine the talents of many people, sometimes thousands, to achieve unique and significant results.
- Intellectual capital
  - The collective brain power or shared knowledge of a workforce.
- Knowledge worker
  - Someone whose knowledge is an important asset to employers.

## **Globalisation**

- Globalisation is the worldwide interdependence of:
  - resource flows
  - product markets
  - business competition

## **Technology**

- Computers allow organisations of all types and sizes, locally and internationally, to speed transactions and improve decision-making.
- In 'virtual space' people in remote locations can hold meetings, access common databases, share information/files, make plans and solve problems together, without having to meet face to face.
- Computer literacy must be mastered and continuously developed as a foundation for career success.

## **Diversity**

- Workforce diversity
  - Differences among workers in gender, race, age, ethnic culture, able-bodiedness, religious affiliation and sexual orientation.
- The legal context of HRM is very strict in prohibiting the use of demographic characteristics to make decisions about things like hiring and promotion.
- By valuing diversity, organisations can tap a rich talent pool and help people work to their full potential.
- Diversity bias is still a limiting factor in many work settings.
- Prejudice
  - The display of negative, irrational attitudes towards members of diverse populations.
- Discrimination
  - Occurs when someone is denied a job or a job assignment for reasons not job-relevant.

- The glass ceiling effect refers to an invisible barrier limiting the advancement of women and minority groups.

## Ethics

- Ethical and social responsibility issues involve all aspects of organisations, the behaviour of their members and their impact on society.
- Expectations now include:
  - Sustainable development, environmental protection
  - Product safety and fair practices
  - Protection of human rights
  - In the workplace: equal employment opportunities, equity of compensation, privacy, job security, health and safety, and freedom from sexual harassment.

## Careers

- Today's career implications include:
  - Core workers: full-time, pursuing a traditional career path
  - Contract workers: perform specific tasks as needed
  - Casual and part time workers: hired as needed.
- The term free agency is increasingly used to describe career management – you must be prepared to change jobs over time, and your skills must be portable and of current value in the market.

## Organisations in today's workplace

- Organisation
  - A collection of people working together with a division of labour to achieve a common purpose.
  - An organisation should return value to society and satisfy customers' needs to justify its continued existence.
- Open systems
  - Transform resource inputs from the environment into product or service outputs.



## Organisational performance

- Value is created when resources are used in the right way, at the right time, at minimum cost to create high-quality goods/services.
- Performance measures include:
  - Productivity – the quantity and quality of work performance, with resource use considered.
  - Performance effectiveness – an output measure of task or goal accomplishment.

- Performance efficiency – a measure of resource cost associated with goal accomplishment.



### Changing nature of organisations

- Important organisational transitions include:
  - pre-eminence of technology
  - demise of command and control
  - focus on speed
  - embrace networking
  - belief in empowerment
  - emphasis on teamwork
  - new workforce expectations
  - concern for work-life balance
- Total quality management (TQM) is managing with commitment to continuous improvement, product quality & customer satisfaction.

### Managers in today's workplace

- Managers
  - The people in organisations who directly support and help activate the work efforts and performance accomplishments of others.
- Top managers
  - Guide the performance of the organisation as a whole, or one of its major parts.
  - Common job titles include chief executive officer, chief operating officer, managing director and director.

### Level of managers

- Managers work in different capacities within organisations.
  - Middle managers oversee the work of large departments or divisions.
  - Project managers coordinate complex projects with task deadlines and people with many areas of expertise.
  - Team leaders or supervisors report to middle managers and directly supervise non-managerial workers.

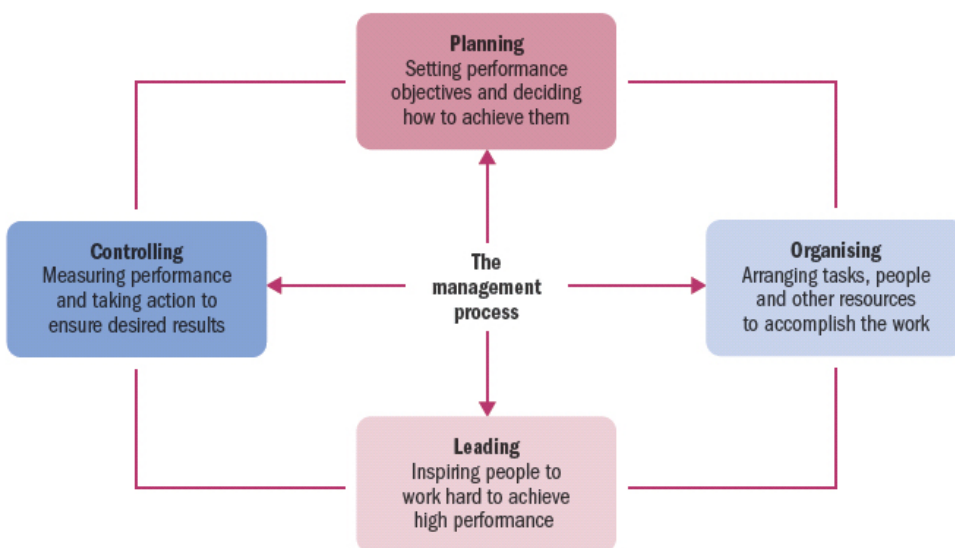
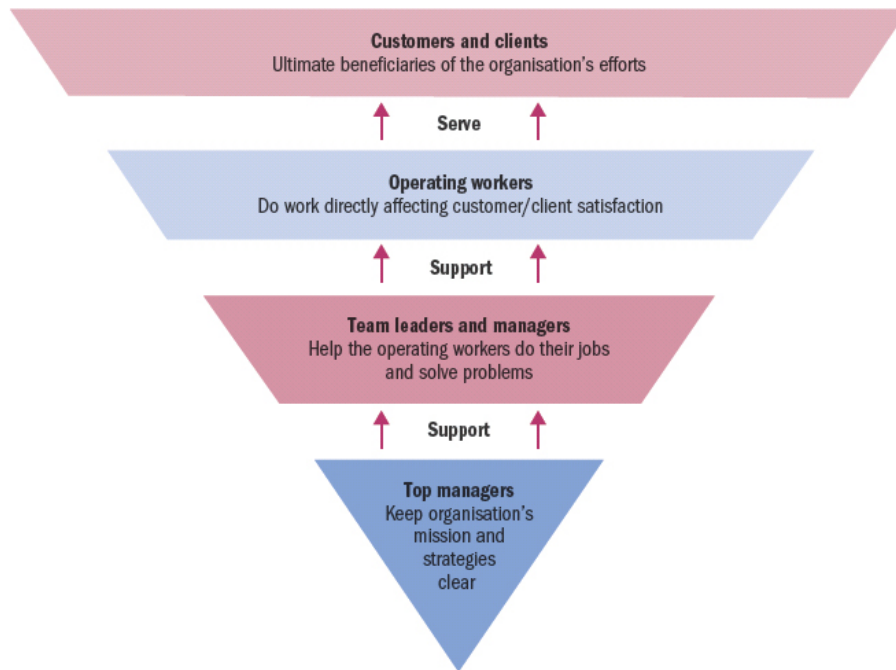
### Types of managers

- Line managers directly contribute to the production of basic goods or services.
- Staff managers use special technical expertise to advise and support line workers.
- Functional managers are responsible for one area of activity such as finance, marketing or sales.

- General managers are responsible for complex organisational units that include many areas.
- Administrators work in public or not-for-profit organisations.

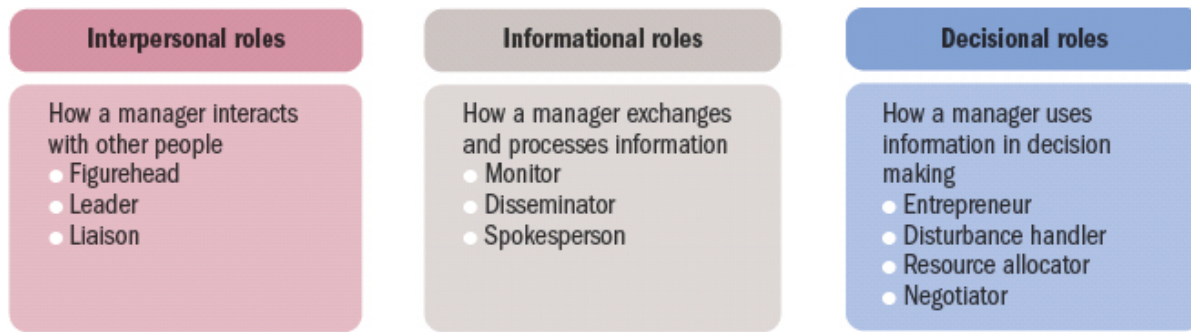
## Managerial performance

- Accountability
  - The requirement to show performance results to a supervisor.
- Quality of work life (QWL)
  - The overall quality of human experiences in the workplace.



## The management process

- Management: The process of planning, organising, leading & controlling the use of resources to accomplish performance goals.
- Planning: The process of setting objectives and determining how to accomplish them.
- Controlling: The process of measuring performance and taking action to ensure desired results.
- Organising: The process of assigning tasks, allocating resources and arranging activities to implement plans.
- Leading: The process of arousing enthusiasm and directing efforts towards organisational goals.

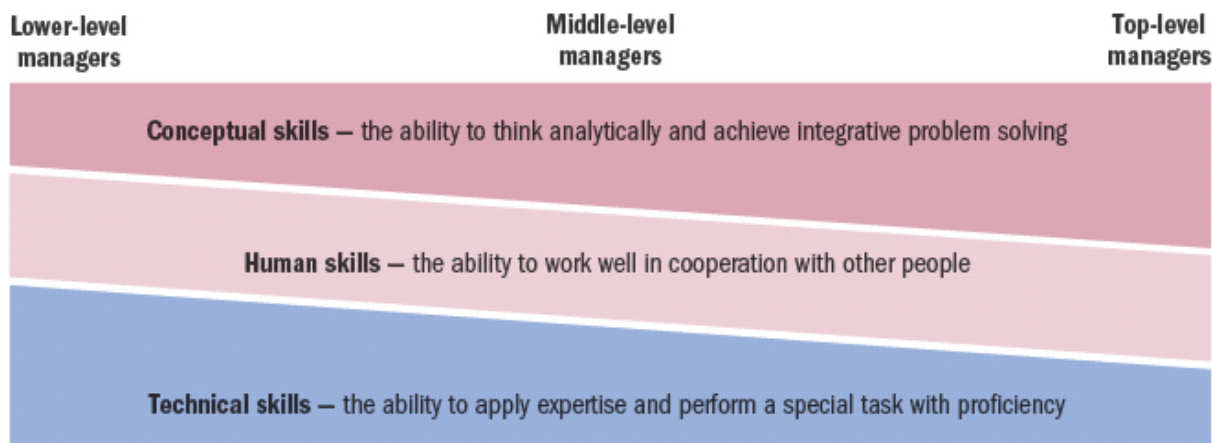


## Managerial agendas and networks

- Agenda setting
  - Action priorities that include goals and plans that span long and short time frames.
  - Good managers implement their agendas by working with people inside and outside the organisation, which is made possible by networking.
- Networking
  - The process of building and maintaining positive relationships with people whose help may be needed to implement work agendas.

## Managerial learning

- Lifelong learning
  - Continuous learning from daily experiences and opportunities.
  - Especially in today's dynamic environment, a commitment to lifelong learning helps us build skills that are up-to-date and valuable in the market.
- Skill
  - The ability to translate knowledge into action that results in desired performance.



## Essential managerial skills

- Technical skill
  - The ability to use a special proficiency or expertise in your work.
- Human skill
  - Ability to work well with other people.
- Emotional intelligence
  - Ability to manage ourselves and our relationships.
- Conceptual skill
  - Ability to think analytically and solve complex problems.

## **Skill and outcome assessment**

- Managerial competency
  - A skill-based capability for high performance in a management job.
- Competencies for managerial success include:
  - Communication
  - Teamwork
  - Self-management
  - Leadership
  - Critical thinking
  - Professionalism