# MMM132 – MANAGEMENT NOTES

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## Topic 1: Managers and Management (Chapter 1) – Not Examinable

**Assessment 1**: Individual Business Report in three parts

- (Topics 1-4: Value 40%)
    - A1.1 due 27/07/17 (online academic integrity module)
    - A1.2 due 03/08/17 (answer questions)
    - A1.3 due 31/08/17 (business report)

**Assessment 2:** Team Academic Concept Summary and Reflection

- (Topics 5-10: Value 10%)
    - Upload team PPTs due 21/09/17
    - Team presentation due in week 11

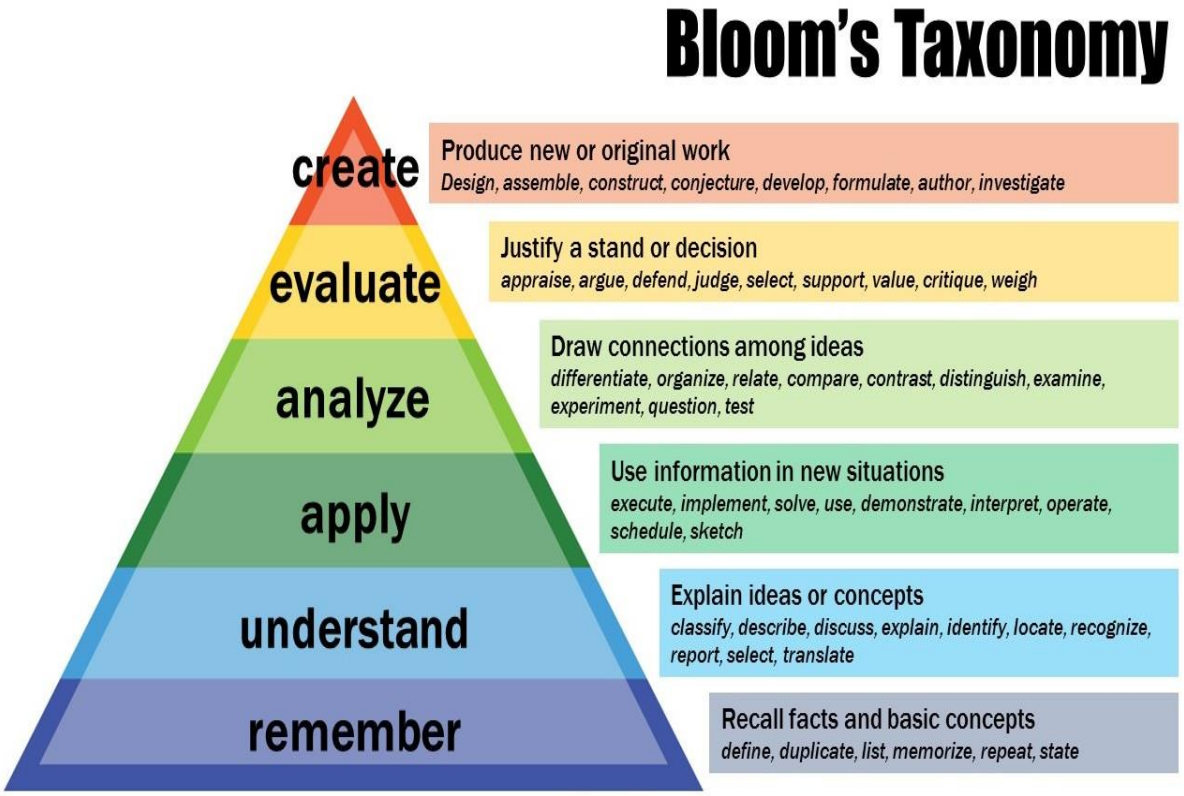
**Exam:** Answer 5 questions from choice of 6

- (Topics 5-10: Value 50%)

**There are no hurdles in this unit**

How to Answer an Exam Question (IDEECC):

- Introduction - Why this concept/theory is important to organisations/managers
- Define - Describe theories, models and concepts
- Explain - Theories, models and concepts
- Example - Of theories models and concepts
- Critique - Evaluate theories, models and concepts (strengths and weaknesses)
- Conclude - Give summary

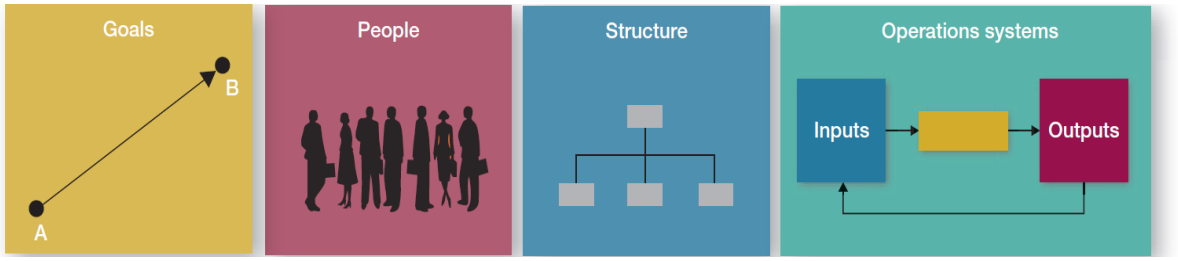


## Chapter 1.1 –Who Managers Are and Where They Work (pp. 4-7)

### Where Do Managers Work?

Managers work in organisations - a systematic arrangement of people brought together to accomplish some specific purpose.

### Common Characteristics of Organisations




Organisational Theory | Behavioural Theory | Admin/Bureaucratic Theory | Systems Theory

### How Are Managers Different from Non-managerial Employees?

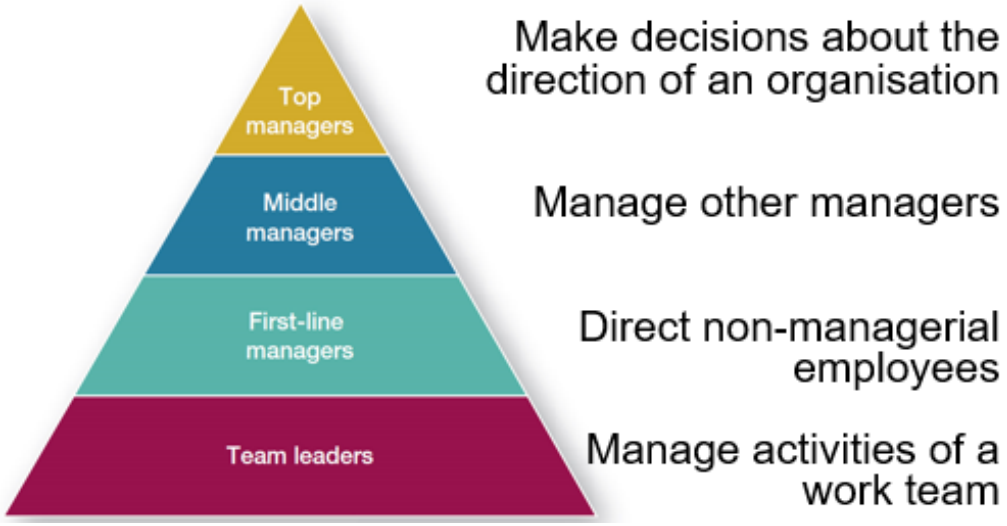
**Non-managerial Employees**

- Work directly on a job or task
- Have no responsibility/accountability for overseeing the work of others

**Managers**

- Direct and oversee the activities of others
- May also have work duties not directly related to overseeing others

### Management Levels



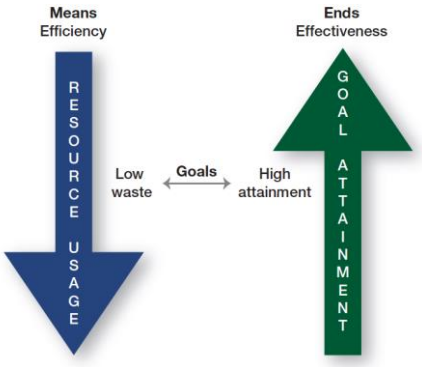

## Chapter 1.2 – What Is Management? (pp. 7-8)

Management is the process of getting things done, **effectively and efficiently**, through and with people.

**Efficiency**: Doing things right, or getting the most output from the least amount of inputs.

**Effectiveness**: Doing the right things, or completing activities so that organisational goals are attained.

Frederick Taylor (1855 -1915) had a lot to say about the scientific way to manage

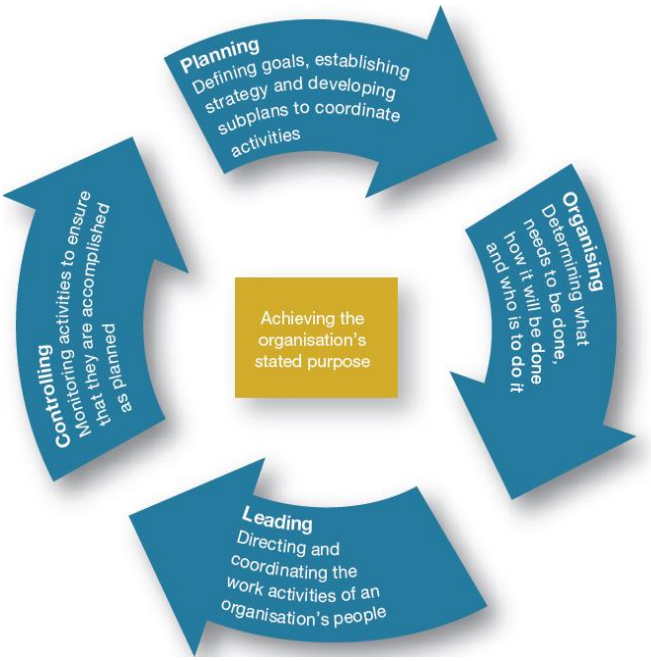


## Chapter 1.3 – What Do Managers Do? (pp. 8-14)

### The Functional Approach

- Planning
- Organising
- Leading
- Controlling

Henri Fayol (1916-1947) identified these common functions

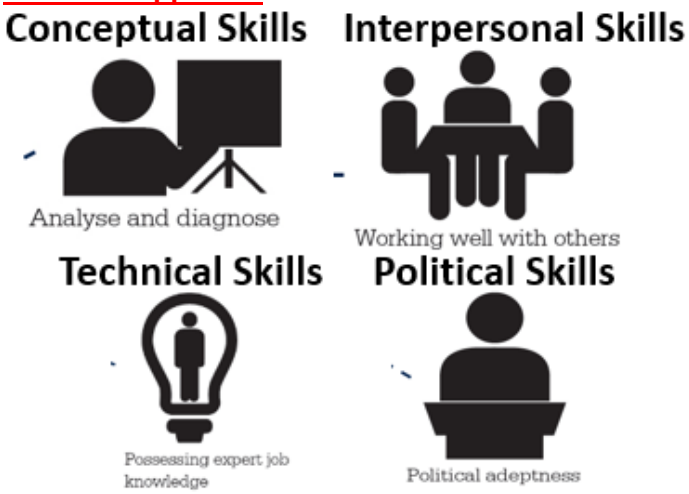



### The Roles Approach

| Interpersonal roles | Informational roles | Decisional roles |
|---|---|---|
| How a manager interacts with other people<br>• Figurehead<br>• Leader<br>• Liaison | How a manager exchanges and processes information<br>• Monitor<br>• Disseminator<br>• Spokesperson | How a manager uses information in decision making<br>• Entrepreneur<br>• Disturbance handler<br>• Resource allocator<br>• Negotiator |

Henry Mintzberg (1939- ) said managerial work was 'contingent'

### The Skills Approach




Robert L Katz (1939) identified the 'three-skill' approach to managerial.