

MGMT1001 Notes

MGMT1001 Week 1 Notes- Introduction

What is an org?

- Distinct purpose (goals)
- Deliberate structure- flexible vs traditional
- People
- Nature of orgs are changing due to the ext enviro (econ, global, tech)- e.g. more team oriented, customer oriented, dynamic and flexible (work times and places)

Who are managers?

- Managers **coordinate and oversee** the work of others so goals can be achieved
- Classification of managers:
 - *First line managers*: manage non-managerial employees **directly involved with production and services**
 - *Middle managers*: manage the work of first line managers
 - *Top managers*: responsible for making org wide decisions and establishing goals and plans

What do managers do?

- Responsible for the *efficient (maximising outputs from inputs-resource usage)* and *effective (goal attainment)* regulation of tasks
- Managers are responsible for **balancing efficiency and effectiveness**- high effectiveness = right goals but high costs & low efficiency + high effectiveness = costly product

Management functions

- **Planning**: identifying **goals**, establishing **strategies** and creating plans to coordinate activities
- **Organising**: **arranging and structuring work** for employees to achieve goals (e.g. ordering and grouping of tasks)
- **Leading**: **commanding and coordinating** people to achieve tasks and goals
- **Controlling**: **monitoring, comparing and correcting** work performance

Mintzberg's managerial roles

- **Interpersonal roles**: **figurehead** (legal or social duties- e.g. signing docs), **leader** and **liaison** (maintaining external networks- e.g. acknowledging mail)
- **Informational**: receiving, collecting and disseminating info (e.g. reading reports, holding info and board meetings)
- **Decisional**: entrepreneur (identifying opportunities for innovation), disturbance handler (initiating corrective action), resource allocator and negotiator

Management skills

- **Technical skills:** Job specific knowledge and skills typically important to **lower level managers**
- **Human skills:** working well with people and groups
- **Conceptual skills:** thinking of abstract and complex situations to aid in decision making (of greater significance to **upper management levels**)

Is the manager's job universal?

- **Function doesn't change but degree and emphasis does**
- Jobs differ depending on **organisational level**- upper= more planning and less direct supervising
- Managerial roles can change depending on **org area** (e.g. marketing/sales manager- more interpersonal role vs accounting manager- more info heavy) → functions are still universal
- Mgt roles can change depending on **org size**- small= more concerned with external activities & large= internal activities such as resource distribution

How is the manager's job changing?

- *Changing tech* influences how a manager **communicates** with people (e.g. social media- less direct) and increases the need to innovate
- *Changing tech* influences how a manager **organises** people due to more mobile workforce, flexible work arrangements, virtual workplaces etc.
- *Security threats and political uncertainty* changes the **workplace structure** and how a manager deals with **risk**
- Increased emphasis on *org and managerial ethics* changes how a manager organises information
- Increased *environmental concerns* changes **resource management** and the structure of operations
- Management is revolving more around the **customer**, changing **org structures** (flatter and more responsive) and **values**