

## **BBA102 Principles of Management Notes**

### **Managers and Management**

#### Learning Outcomes

- **Explain** who managers are and where they work.
- **Define** management.
- **Describe** what managers do.
- **Explain** why it's important to study management.
- **Describe** the factors that are reshaping and redefining management.

#### **Who are managers and where do they work?**

- Managers work in organisations.

#### **What are organisations?**

- An organisation is an arrangement of people brought together to accomplish a specific purpose.

#### **Characteristics of an organisation.**

- Has a distinct purpose/goal.
- Achieves goal through people who make decisions to make the goal a reality.
- Develops a deliberate and systematic structure that defines and limits the behaviour of its members.

#### **The operations system**

- Inputs -> Transformation process -> outputs

#### **How are managers different from non-managerial employees?**

- Non-managerial employees
  - People who work directly on the job and have no responsibility for overseeing others.
- Managers
  - Individuals who direct the activities of other people in the organisations.

#### **Management levels**

- Top managers
  - a. Makes decision on the direction of the organisation eg. CEO
- Middle managers
  - a. Typically manage other managers and some non-managerial employees eg. District Manager
- First-line managers
  - a. Responsible for day to day activities of non-managerial employees.

#### **What is management?**

- Management is the process of accomplishing a specific purpose, effectively and efficiently with and through people.
  - Process
    - A set of ongoing and interrelated activities which are required to achieve particular outcomes.
  - Effectiveness
    - The ends or attainment of organisational goals.
  - Efficiency
    - Getting the most output for the least input – efficient use of resources.

### What do managers do?

- Researchers developed **three** approaches to describe what managers do.
  - Henri Fayol four management **functions**
    - Planning – Defining goals, establishing strategy, developing plans.
    - Organising – Determining what tasks are done and by when and whom, How tasks are grouped, who reports to who, where decisions are made.
    - Leading – Directing and coordinating the work of others.
    - Controlling - Monitoring, comparing and correcting work performance, evaluation.
  - Henry Mintzberg research on roles of **management roles** specified ten roles split into three categories.
    - Interpersonal roles – Involves people eg. Figurehead performs routine duties, ie. greeting visitors, signing legal documents.
    - Informational roles – Involves collecting, receiving information eg. Reading periodicals + reports, attending board meetings.
    - Decisional roles – Making decisions or choices eg. Organising strategy to develop new programs, allocation of resources.
  - Robert Katz describes four **characteristics** of skills that managers perform.
    - Conceptual skills – Used to analyse complex situations.
    - Interpersonal skills – Used to communicate, motivate, mentor, delegate.
    - Technical skills – Based on specialise knowledge required.
    - Political skills – Used to build a power base and connections.

### Is the manager's job universal?

- A manager's job varies along several dimensions.
  - Level in the organisation
    - Top level managers do more planning, first-line managers are responsible for day to day activities of non-managerial employees.
  - Size of the organisation
    - Small businesses (up to 19) - require an emphasis in the management role of spokesperson.
    - Large firms – managers are mostly resource allocators.
  - Profit vs non-profit
    - Management performance may be measures on different objectives.
  - National borders

- Management jobs may vary in different environments eg. English speaking countries vs non English speaking.