

# Managing Organisations and People

## Introduction to Organisations and Management

Explain why managers are important to organisations

Three such reasons are:

- Managerial skills and abilities are needed in uncertain, complex and chaotic times
- They are critical to getting things done in organisations
- They contribute to employee productivity and loyalty

Describe the characteristics of an organisation

Organisation: a deliberate arrangement of people to accomplish some specific purpose.

Characteristics of organisations

- They have a distinct purpose
- They are composed of people
- They have a deliberate structure

Changes to modern organisations

- More sustainable organisational practices
- Spread of information technology
- Increasing globalisation
- Changing employee expectations

Classify managers and non-managerial employees

Managers

- Someone who coordinates and oversees the work of other people so that organisational goals can be accomplished
- Types of managers
  - Top managers: managers at or near the top level of the organisation who are responsible for making organisation-wide decisions and establishing the goals and plans that affect the entire organisation
  - Middle managers: managers between the first-line level and the top level of the organisation who manage the work of first-line managers
  - First-line managers: managers at the lowest level of the organisation who manage the work of non-managerial employees who are directly involved with the production or creation of the organisation's products

Define the terms management, efficiency and effectiveness

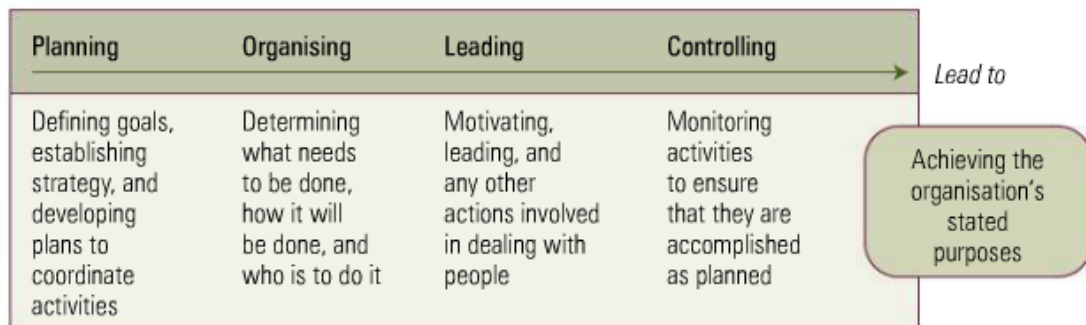
Management: the process of coordinating and overseeing the work activities of others so that their activities are completed efficiently and effectively

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

## Describe the functions, roles and skills of managers

### Management functions

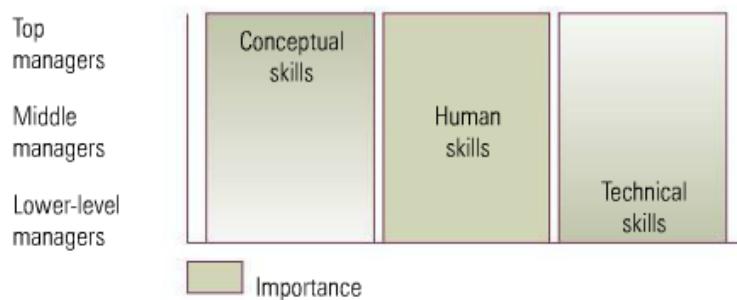


### Management roles

- Specific categories of managerial behaviour expected of and exhibited by a manager
- Mintzberg's types of managerial roles
  - Interpersonal roles – involves people and other duties that are ceremonial and symbolic in nature
  - Informational roles – involves receiving, collecting and disseminating information
  - Decisional roles – revolves around making decisions

### Management skills (Katz)

- Technical skills: knowledge of and proficiency in a certain specialised field
- Human skills: the ability to work well with other people individually in a group
- Conceptual skills: the ability to think and to conceptualise about abstract and complex situations



## Discuss whether the manager's job is universal

### Mostly universal but some differences

- Organisational level
- Organisational area
- Organisational type
- Organisational size
- Cross-national transferability

## Outline the factors that are reshaping and redefining the manager's job

### Changes impacting on the manager's job

- Technological change

- Increased threats to security
- Increased emphasis on organisational and managerial ethics
- Increased competitiveness
- Increased environmental concerns

Importance of the following factors

- Customers
- Social media
- Innovation
- Sustainability

Explain the value of studying management

- The universality of management
  - Managers are needed in all types and sizes of organisations, at all organisational levels and work areas, and in all global locations
- The reality of work
  - You will either manage or be managed
- Managing yourself
- The challenges and rewards

## Foundations of Management Theory

Provide some examples of early management practice

Division of labour/job specialisation – Adam Smith (1766)

- The breakdown of jobs into narrow and repetitive tasks

Industrial Revolution (pre-20<sup>th</sup> century)

- When machinery substituted human power → more economical

Discuss the important contributions of scientific management within the classical approach

Classical approach: first studies of management, which emphasised rationality and making organisations and workers as efficient as possible

Scientific management

- Involves using scientific methods to define the 'one best way' for a job to be done
- Frederick W. Taylor – guidelines for improving production efficiency
  - Use scientific methods to find the best way to do a job
  - Scientifically select, train and develop the workers
  - Ensure cooperation from the workers by offering incentives
  - Allocate work and responsibilities to workers and managers
- Frank and Lillian Gilbreth – "time and motion studies"
  - Therbligs: a classification system for labelling basic hand motions
- Current uses – to analyse basic work tasks, eliminate wasted motions (time-motion studies), design incentive systems based on output → increasing efficiency of operations