

Management Summary Notes

Week One: Managers in the Workplace and the History of Management Thought

Managers in the Workplace

1.1 Explain why managers are important to organisations

1. Organisations need their managerial skills and abilities in uncertain, complex and chaotic times.
2. Managers are critical to getting things done in organisations.
3. Managers contribute to employee productivity and loyalty; the way employees are managed can affect the organisation's financial performance; and managerial ability has been shown to be important in creating organisational value.

1.2 Identify managers and the organisations where they work

- Managers coordinate and oversee the work of other people so that organisational goals can be accomplished. Non-managerial employees work directly on a job or task and have no-one reporting to them.
- In traditionally structured organisations, managers can be first-line, middle or top. In other more loosely configured organisations, the managers may not be as readily identifiable, although someone must fulfil that role.
- Managers work in an organisation, which is a deliberate arrangement of people to accomplish some specific purpose.
- Organisations have three characteristics:
 1. They have a distinctive purpose.
 2. They are composed of people.
 3. They have a deliberate structure.
- Many of today's organisations are structured to be more open, flexible and responsive to changes, and have undergone some major changes in relation to how they operate.

1.3 Describe the functions, roles and skills of managers

- Management is what managers do, and management involves coordinating and overseeing the efficient and effective completion of others' activities.
- *Efficiency* means getting the most output from the least amount of input, or doing things right. *Effectiveness* means doing those work activities that help the organisation to reach its goals, or doing the right things.
- The four functions of management include: planning, organising, leading and controlling.
- Mintzberg's managerial roles include interpersonal roles, informational roles and decisional roles.
- Katz's managerial skills include *technical* (job-specific knowledge and techniques), *human or interpersonal* (ability to work well with people) and *conceptual* (ability to think and conceptualise).
- Technical skills are most important for lower-level managers, while conceptual skills are most important for top managers. Human skills are equally important for all managers.