

## Week 2: Managers, Management and Organisations

What is an organisation?

A deliberate arrangement of people to accomplish some specific purpose. Organisations have a distinct purpose, goal or a set of goals, composed of people and a deliberate structure

Why are managers important?

During chaotic times and uncertain and complex times, organisations are in need of managerial skills to drive the organisation through the times. There are specific roles a manager needs to be able to do: Identifying critical issues, creating responses and critically getting things done

**Manager:** Someone who coordinates and oversees the work of other people so that the organisational goals can be achieved. There are a number of different types of 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
- Middle managers: Managers between the first-line level and the top level of the organisation who manage the work of first-line 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

**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 input, EFFECTIVENESS → Doing the right things or completing activities so that the organisational goals are attained. These two ideas are closely related

**Management Functions:**

Planning	Organising	Leading	Controlling
Defining the goals, establishing a strategy, and developing plans to coordinate particular activities	Determining what needs to be done, how it will be done, and who will be doing it	Motivating, leading, and any other actions involved in dealing with people	Monitoring activities to ensure that they are accomplished as planned

These all lead to the organisations GOALS and PURPOSES being achieved

**Management Roles:** The specific categories of managerial behaviour expected of and exhibited by a manager. Studies conducted by Henry Mintzberg who found that managers perform ten different but highly interrelated roles