

# Managers and management

## Who are managers?

- **Management** is defined as the pursuit of organisational goals efficiently and effectively by integrating the work of people through **planning, organising, leading and controlling** the organisation's resources.
- **Efficiency:** Efficiency is the means of attaining the organisation's goals. To be efficient means to use resources (people, money, raw materials etc) wisely and cost-effectively
- **Effectiveness:** Achieving results, to make the right decisions and to successfully carry them out so that they can achieve the organisation's goals
- **Organisation:** A group of people who work together to achieve some specific purpose

## What managers do: the four principle functions (the management process)

- **Planning:** Setting goals and deciding how to achieve them
- **Organising:** Arranging tasks, people and other resources to accomplish work
- **Controlling:** Monitoring performance, comparing it with goals, and taking corrective action as needed
- **Leading:** Motivating, directing and influencing people to work hard and achieve the organisation's goals

## Areas of management

- **Functional manager:** Responsible for just one organisational activity
- **General manager:** Responsible for several organisational activities

## Managers for the 3 types of organisations

- For profit organisations: For making money
- Non-profit organisations: For offering services (Salvation Army, Red Cross)
- Mutual-benefit organisations: For aiding members (trade unions etc.)

## Roles managers must play successfully

### The manager's roles: Mintzberg's useful findings:

- A manager relies more on verbal than on written communication
- A manager works long hours at an intense pace
- A manager's work is characterised by fragmentation, brevity and variety

## 3 types of managerial roles

- Interpersonal roles: Figurehead, leader, liaison
- Informational roles: Monitor, disseminator, spokesperson
- Decisional roles: entrepreneur, disturbance handler, resource allocator, negotiator

## The skills exceptional managers need

- **Technical skills:**
  - The job-specific knowledge needed to perform well in a specialised field
- **Conceptual skills:**
  - The ability to think analytically, to visualise an organisation as a whole and understand how the parts work together
- **Human skills:**
  - The ability to work well in cooperation with other people to get things done

## 5 hallmarks of a good manager

1. Gives employees challenging work to do
2. Creates space for employees to demonstrate their capacity to do the job
3. Provides support when needed in ways that offer feedback without interfering in the work they have asked others to do
4. Gives recognition and praise when a piece of work is done well
5. Is not afraid to make tough decisions

## 7 challenges managers face

1. **Managing for competitive advantage**
  - **Competitive advantage** is the ability of an organisation to produce goods or services more effectively than competitors do, thereby outperforming them
  - **4 key areas:** Being responsive to customers, innovation, quality, efficiency
2. **Managing for diversity**
  - In 2011, 27% of Australia's young adults were born overseas; of these 53% were born in Asia
  - In 2006, a quarter of the population of New Zealand were born overseas
  - In the coming years there will be a different mix of women, immigrants, and older people in the general population and in the workforce
3. **Managing for globalisation**
  - The whole world has become more open to international trade and investment
  - Globalisation is giving foreign-owned companies more freedom to determine whether they manufacture in Australia or New Zealand or serve these markets by importing from another country
4. **Managing for information technology**
  - The **internet** is the global network of independently operating but interconnected computers, linking hundreds of thousands of smaller networks around the world
  - **E-commerce** refers to the buying and selling of goods/services over computer networks
  - **E-business** refers to using the internet to facilitate every aspect of running a business:
    - Far-ranging e-management and e-communication
    - Accelerated decision-making, conflict and stress
    - Changes in organisational structure, jobs, goal setting and knowledge management

**5. Managing for ethical standards**

- Ethical behaviour is not just a nicety; it is a very important part of doing business

**6. Managing for sustainability**

- Sustainability is defined as the economic development that meets the needs of the present without compromising the ability of future generations to meet their own needs (intergenerational equity)

**7. Managing for your own happiness and life goals**

- Many people simply do not find being a manager fulfilling
- If you truly like people and enjoy mentoring and helping others to grow and thrive, management is a great job

## Communication and interpersonal skills

### Why study communication?

- The transfer of information and understanding from one person to another
- Some suggest that 81% of a manager's time in a typical workday is spent communication

### Selecting the right Medium Media Richness

#### Medium richness

- Indicates how well a particular medium conveys information and promotes learning

#### Rich medium

- Best for non-routine situations and to avoid oversimplification

#### Learn medium

- Best for routine situations and to avoid overloading

### Formal communication channels

- Follow the chain of command and are recognised as official
- Vertical
- Horizontal
- External

### Informal communication channels

- Develop outside the formal structure and do not follow the chain of command
- "Is not defined by the organisations structural hierarchy" (Robbins et al, 2003)

#### Examples:

1. Management by wandering around
2. Grapevine

### Why should we think about informal communications?

- Survey evidence suggests that 75% of employees initially hear information through

the grapevine. (Robbins et al, 2003)

- Can be a way of finding out information that would otherwise be difficult to access. (Michelson and Mouly, 2004)
- May humanise environment and/or provide entertainment. (Michelson and Mouly, 2004)
- Management need to consider how they will respond to rumour and gossip. What will they ignore and what will they act on?

### Consequences of informal communication

- Negative consequences for management
- Time wasting, reduced productivity
- Means to enhance control over management
- May increase insecurity particularly during periods of organisational change (Tebbutt and Marchington 1997).

### Nonverbal communications

- Body language
  - Nonverbal communication cues such as facial expressions, gestures, and other body movements
- Verbal notation
  - An emphasis given to words or phrases that conveys meaning

1. Eye contact
2. Facial expressions
3. Body movements and gestures
4. Touch
5. Setting
6. Time

### Are written communications more effective than verbal ones?

- Written communications
  - Memos, letters, e-mail, newsletter, etc.
  - Tangible, verifiable, and more permanent
- Oral communications
  - Allow receivers to respond
  - Presents feedback evidence that the message has been received and understood

### Communication differences

- Gender differences
- Cultural differences
- Communication and conflict

### Communication barriers

1. Physical barriers
2. Semantic and jargon barriers (semantics – study of the meaning of words)

