

MGF1010

Lecture 1: Introduction to managers, management and organisations

Define organisations and managers

All organisations have a distinct purpose, people and a deliberate structure.

***Organisations differ in their:**

- Goals pursued: economic, cultural or social
- Ownership: private, public, not for profit
- Primary transformation process: mass production, continuous process
- Member commitment: remunerative, voluntary, involuntary
- Nature of external environment: stable, dynamic, simple, complex
- Nature of the external workforce: unskilled, skilled, professional

***The changing face of organisations and management:**

- Stable
- Inflexible
- Individual orientated
- Rule orientated
- Dynamic
- Flexible
- Team orientated
- Customer orientated

***Who are managers?**

People who work with and through other people by coordinating and overseeing their work activities in order to accomplish organisational goals.

*Managers get things done through other people

The process of coordinating work activities so that they are completed efficiently with and through other people.

Efficiency – “doing things right” (getting the most output for the least inputs)

Effectiveness – “doing the right things” (attaining organisational goals)

1. Top managers

- Responsible for entire organisation goals, plans and decisions

2. Middle managers

- All levels of management between the first-line and top level of an organisation

3. First-line managers

- The lowest level of management, who manage the work of non-managerial employees

Functions

Based on **Fayol's** theory (1916)

- Planning
- Organising
- *Commanding***
- *Coordinating***
- Controlling

Commanding and coordinating are now put under the same umbrella term “leading”

Planning

- Define goals, strategies and plans to achieve goals at all levels

Organising

- Arranging and structuring work to accomplish the organisation’s goals

Leading

- Working with and through people to accomplish organisational goals

Controlling

- Monitoring actual performance

Distribution of time spent using each function of time, by level

TOP LEVEL MANAGEMENT			
Leading: 22%	Organising: 36%	Planning: 28%	Controlling: 14%
MIDDLE LEVEL MANAGEMENT			
Leading: 36%	Organising: 33%	Planning: 18%	Controlling: 13%
FIRST-LEVEL MANAGEMENT			
Leading: 51%	Organising: 24%	Planning: 15%	Controlling: 10%

Roles

Based on **Mintzberg’s** theory (1973)

1. Interpersonal roles

- Figurehead
- Leader
- Liaison

2. Informational roles

- Monitor
- Disseminator
- Spokesperson

3. Decisional roles

- Entrepreneur
- Disturbance handler

- Resource allocator
- Negotiator

***Roles and levels**

- Managers perform the same roles regardless of the type of organisation, or level in the organisation
- Emphasis that manager give to various roles changes with organisational level
- Lower levels: leader role more important
- Higher levels: disseminator, figurehead, negotiator, liaison and spokesperson most important

Skills

*Management skills theory was established by Katz in 1974

1. Technical skills

- Knowledge of and proficiency in a certain specialised field

2. Human skills

- The ability to work well with other people individually and in a group

Conceptual skills

- The ability to think and to conceptualise about abstract and complex situations

***Skills and levels**

Top level management:

- Conceptual skills very important
- Human skills very important
- Technical skills not very important

Middle management:

- Conceptual skills important
- Human skills very important
- Technical skills important

First-line management:

- Conceptual skills not very important
- Human skills very important
- Technical skills very important

Is the manager's job universal?

There is a universal need for management. It is needed:

- No matter how big or small the business is
- At all levels of management

- All organisational areas (human resources, accounting, marketing, IT)
- No matter the business objectives (profit, not for profit)

Is the manager's job changing?

Changing technology

- Shifting organisational boundaries
- Virtual workplaces
- More mobile workforce
- Flexible work arrangements
- Empowered employees

Increased threats to security

- Risk management
- Work life – personal life balance
- Restructured workplace
- Discrimination concerns
- Globalisation concerns
- Employee assistance