

## WEEK 2: managers, management and organisations

What is an organization? A deliberate arrangement of people to accomplish a purpose. three common characteristics of all organizations are a distinct purpose, a deliberate structure, and a system of authority.

All organizations

- Have a distinct purpose → goal/ set of goals the organization wants to achieve
- Are composed of people → takes more than one person to perform the tasks to achieve these goals
- Have a deliberate structure → in order for employees to do their work

The \_\_\_\_\_

The \_\_\_\_\_

(centralized/decentralized) Organizations (cont.): An example

- Monash University: – Purpose:

- > “We see a brighter future as more than just possible - we see it as something we are responsible for; something we can help to create”

- > Motto: Ancora Imparo - "I am still learning" – People

- > Permanent and casual academic staff, professional and non-professional staff

- Structure

- > 6 local campuses, 2 international campuses, 2 international centres, 10 departments/schools

### The changing face of organizations

Why are they changing? because the world has and is continuing to change. economic, global and technological changes have created an environment where organizations (those who constantly attain their goals) must embrace new challenges and opportunities.

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three common characteristics of all organizations are a distinct purpose, people and a deliberate structure.

Traditional	Contemporary
Stable	Dynamic
Inflexible	Flexible
Individual oriented	Team oriented
Command oriented	Involvement oriented
Top-down decision making	Participative decision making
Homogeneous workforce	Diverse workforce
9am-5pm	No time boundaries
Work at one location	Anywhere, anytime

Who are managers? • Someone who coordinates and oversees the work organizational goals. A managers job is not about personal achievement work and achieve.

Why are managers important? #1 organizations need their managerial sk due to the uncertainty of todays globalized world (external factors) #2 C managers are responsible for creating and coordinating the plans, system the best possible outcome for the organization

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#3 Managers do matter to organizations! The Gallup Organization has fou variable in employee productivity and loyalty is not pay benefits/envirom relationships between employees and their direct supervisors

Organisational levels Top managers→middle managers→first-line managers→nonmanagerial employees

- Top level managers: Responsible for making organization-wide decisions and establishing the goals and plans that affect the entire organization

– Middle managers: All levels of management between the top and first-line who manage the first line managers

– First-line managers: The lowest level of management, manage the work of non- managerial employees

-Non managerial employees: directly involves with the production or creation of the organisations products

What is management?

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

– Efficiency: getting the most output from the least amount of input (efficient use of resources, people, money, equipment) > Doing things right > Getting the most output from the least amount of inputs

– Effectiveness: completing activities so that organizational goals are attained.

• > Doing the right things □

• > Doing those work activities that will help the organisation reach its goals □

– Efficiency and effectiveness are related

## What do managers do?

- Can be analyzed by studying the: – Functions of management – Roles of management
- Applying these to: – Different levels of management – Examining the use of management – Exploring how a manager's job is changing

Functions (Fayol, 1916) According to the functions approach, managers perform four functions as they efficiently and effectively coordinate the work

of others

- Planning: management function that involves setting goals, establishing these goals, and developing plans to integrate and coordinate activities
- Organising: function that involves arranging and structuring work that employees do to achieve goals - what tasks are to be done and who is to do them, how the tasks will be done, whom and what level of decisions are to be made
- Leading: management function working with and through people to accomplish organizational goals - motivate, resolve work conflicts, select the most effective communication channels, and address behavior issues
- Controlling: AFTER goals are set and the plans formulated (planning), arrangements have been put in place (organising), and people are hired (leading), there had to be some evaluation of whether goals are being effectively completed as planned by monitoring and evaluating performance (controlling). If goals are not being met then it is the manager's job to get the organization back on track

function that involves monitoring, comparing and correcting work performance

All managers perform the four functions of planning, organising, leading and controlling. Planning involves defining goals, establishing strategies for achieving those goals and developing plans to coordinate activities. Organising involves arranging and structuring work to achieve organizational goals. Leading involves working with and through people to accomplish organizational goals. **Controlling involves monitoring, comparing and correcting work performance.** As management functions, their work activities are done in an ongoing and continuous manner.

History on functions of management: – Henri Fayol wrote “Administration

All managers perform the four functions of planning, organising, leading and controlling. Planning involves defining goals, establishing strategies for achieving those goals and developing plans to integrate and coordinate activities. Organising involves arranging and structuring work to accomplish the organisation's goals. Leading involves working with and through people to accomplish organisational goals. **Controlling involves monitoring, comparing and correcting work performance.**

As managers perform the management functions, their work activities are done in an ongoing manner.

– Fayol, a French engineer working mines was little known outside of France until his work was translated into English in the late 1940s

– A manager performs 5 functions: > Planning > Organising > Commanding > Coordinating > Controlling

– By 1980s many researchers and writers in management concluded that Commanding equates to Leading, resulting in condensing the functions from 5 to 4

Roles (Mintzberg, 1975) Management roles refer to the specific actions exhibited by a manager. – Mintzberg (1973) in “The Nature of Managerial Roles” categorized the manager into ten roles in three broad action categories:

Interpersonal: managerial roles that involve people and other duties that are of an interpersonal nature. Performing duties that involve people and other duties that are of a technical nature. (How a manager interacts with other people)

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- Figurehead: greeting visitors, signing documents (routine duties of legal/social nature) □
  - Leader: hiring, training, motivating, disciplining (performing all activities that involve subordinates) □
  - Liaison: contacting external sources who provide the manager with information/favors. Internal/external liaison relationship □



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Informational: managerial roles that involve receiving, collecting and disseminating information (How a manager exchanges and processes information)

- Monitor: reading magazines, browsing the internet for info, talking to others to learn public tastes, what competitors may be planning (seeks information from internal/external info to develop an understanding of the organization/environment) □
- Disseminator: taking corrective action in response to unforeseeable problems (transmits info received from outsiders/subordinates to members of the organization via meetings/phone calls) □
- Spokesperson: represent the organization to outsiders via board meetings/media (plans, actions, results) □

□ Decisional: managerial roles that revolve around making decisions (How a manager makes decisions)

- Entrepreneur: searches for opportunities for the organisation and initiates 'improvement projects' e.g. organizational strategy/change □
- disturbance handler: responsible for corrective action when organisation faces important unexpected disturbances □
- resource allocator: responsible for allocating organizational resources of all kinds – making approval of significant organizational decisions □
- negotiator: responsible for representing the organization at

major negotiations e.g. union contract negotiations □

Mintzberg concluded that: Managers actual work activates included: interacting with others, the organization itself and the outside context of the organization. He also proposed that managers perform these roles, their activities include reflection (thoughtful thinking) and action (practical doing) When managers think they are thinking, pondering, contemplating. When managers act they are doing something then are performing, they are actively engaged.

Roles and managerial level

- – Managers perform the same roles/similar regardless of the type of organization, or level in the organization □
- – The emphasis placed on a given role however is likely to change with organizational level □

> Lower levels – Leader role more important

> Higher levels – Disseminator, figurehead, negotiator, liaison and spokesperson roles more important

Management is about influencing action – Managers can do so by: > Managing actions directly (negotiating contracts, managing projects) > Managing those who take action (motivating employees, building teams, enhancing the organizations culture) > Managing information that influences people to take action (using budgets, goals, task delegation)

Management activities can fit into more than 1 role –  
FUNCTIONAL MORE ACCEPTED TODAY

Skills (Katz, 1974) • Technical skills: the job-specific knowledge and techniques needed to perform specific tasks proficiently. - more important for lowerlevel managers e.g. first line/middle

managers as they are managing employees who are using tools and techniques to produce the product/service to customers.

Less important as the level of management becomes higher •

Human skills: the ability to work well with other people individually and in a group (to lead), motivate and manage conflicts. - important for managers at all levels as they all work with people. Managers need to be aware of their own attitudes, assumptions and beliefs as well as being sensitive to their subordinates perceptions, needs and motivations. Enables managers to get the best out of people as they know how to communicate, motivate, lead, and inspire enthusiasm and trust.

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- Conceptual skills: the ability to think and to conceptualize about abstract and complex situations. The ability to see an organization as a whole and understand the relationships between various subunits and to visualize how the organization fits into the broader environment

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1. How is the manager's job changing? • Changing technology – Virtual workplaces, empowered employees, social media

- Increased threats to security – Work-life balance, discrimination concerns

- Increased emphasis on ethics – Increased accountability, corporate governance

- Increased competitiveness – Customer service, innovation

- Increased environmental concerns – Recycling, sustainability, carbon emissions

Conclusion



- Organisations have a distinct purpose, structure and is comprised of people □
- Managers perform tasks at the top, middle, and first-line levels □
- All managers are expected to manage organisational resources efficiently □and effectively □
- There are four functions to management - planning, organising, leading, and □controlling □
- According to Mintzberg managers perform a variety of roles including □interpersonal, informational, and decisional roles □
- In order to successfully perform their job, managers must possess conceptual, □human, and technical skills □
- Available evidence suggest that the manager's job is not universal □
- The nature of a manager's job is changing due to variety of factors □