

2016

Introduction to Management

MGT10001 FULL COURSE NOTES

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1 → Introduction to Management

4 Functions of management:

- **Planning**
- **Organising**
- **Leading**
- **Controlling**

Planning – The process of setting objectives and defining strategies to meet those objectives.

- Involve SMART goals - Specific, Measurable, Achievable, Relevant, Time-bound.
- Additional qualities of these goals (Locke & Latham, 2002) – Challenging, available for feedback and focused on learning NOT outcomes (Seijts & Latham, 2006).

Organising – The process of arranging resources and delegating tasks in order to meet objectives.

Resources that must be managed include:

- Time
- People
- Work environment
- Work equipment

Leading – The act of motivating others toward common objectives.

Controlling – The process of monitoring activities in order to ensure they are being accomplished as planned, and taking corrective action where necessary according to feedback.

Three types of controls:

- **Feedforward controls** – What are the requirements of the task? – What kinds of things do I need to accomplish the task? (Before task).
- **Concurrent controls** – How well am I progressing in the task? – How well does my work meet the task requirements? (During task).
- **Feedback controls** – How well did I meet the task requirements? – What would I do better next time? – Sometimes, this evaluation is called reflective practice (Schon, 1983) (After task).

Levels of Management:

1. Self-management
2. Team management
3. Business management
4. Strategic management

Self-management:

- Aka “self-leadership” or “personal productivity”.
- “A process through which individuals control their own behaviour, influencing and leading themselves through the use of specific sets of behavioural and cognitive strategies” (Neck & Houghton, 2006, p. 270).

Reasons why people procrastinate:

- Boring or tedious tasks
- Fear of failure
- Low confidence in abilities
- Low self-esteem / self-handicapping
- Depression
- Distractibility

Perfection is NOT a reason people procrastinate!!!

Other levels

1. **First level** managers
2. **Middle** managers
3. **Top** managers

First level managers focus more on leading (then organising, planning, controlling) and most require **technical skills**. **Middle managers** focus more on leading (then organising, planning, controlling) and most require **human skills**. **Top managers** focus more on organising (then leading, planning and controlling) and most require **conceptual skills**.