

Managing Organisations and People

Topic 1 – Organisations and Management

1.1 Explain why managers are important to organisations.

- Organisations are facing complex and challenging issues such as – the worldwide economic climate, risks of global warming, changing technology, ever-increasing globalisation, and managers play a critical role in identifying **critical issues** and **crafting responses**.
- Managers are critical to **getting things done** – responsible for creating and coordinating the plans, systems and conditions so that staff can achieve their outcomes.
- Surveys reveal that the most important variable in employee productivity is the quality of the relationship between an employee and their supervisor.

1.2 Describe the characteristics of an organisation

Organisations are systematically arranged frameworks relating people, things, knowledge and technologies in order to achieve specific goals. They differ in terms of size, industry, ownership type, owner domicile (local, Aus., Multi-National), location, physical environment and remuneration.

An organisation

- **HAS** a purpose, objectives, goals, rules and boundaries, actions to achieve goals.
- **IS** 'future-oriented' in order to stay relevant
- **EXISTS** independently of the people within them (succession planning, empowering employees through culture)

Traditional Organisation	Contemporary Organisations
Stable	Dynamic
Inflexible	Flexible
Command oriented	Involvement oriented
Hierarchical relationships	Lateral and networked relationships
Workdays defined as 9-5	Workdays have no time boundaries

1.3 Classify managers and non-managerial employees

Non-managerial employees – those organisational members who worked directly on a job or task and had no one reporting to them.

Manager – someone who coordinates and oversees the work of other people so that organisational goals can be accomplished.

It used to be fairly simple to differentiate managers from non-managerial employees, however these days this is not as simple. Many non-managerial jobs now include managerial activities such as when working on a team, and a leadership role is held.

Organisational levels – Traditional

- **Team leaders**
- **First-line managers** are the lowest level of management and manage the work of non-managerial employees who are directly involved in producing the organisations products or serving the organisations customers. (Supervisors, shift managers, office managers, team leaders) -> scheduling, supervision, teaching/training
- **Middle managers** include all levels of management between the first-line level and the top level of the organisation. They manage the work of first-line managers. (Regional managers, store manager) -> implement strategy, objectives, coordination of subunit performance

- **Top managers** are responsible for making organisation-wide decisions and establishing the goals and plans that affect the entire organisation. (Chief executive officer, chairman of the board, managing director) -> performance goals, commitment, environmental goals

1.4 Define the terms management, efficiency and effectiveness.

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

Efficiency involves getting the most output from the least amount of inputs (less wastage). Managers work with scarce resources such as people, money and equipment therefore they are concerned with the efficient use of their resources. (Doing things right)

Effectiveness is described as (doing the right things) – completing activities that will help the organisation reach its goals.

1.5 Describe the functions, roles and skills of managers.

Management Functions

1. **Planning** – involves setting goals, establishing strategies for achieving those goals and developing plans to integrate and coordinate activities.
2. **Organising** – involves arranging and structuring work that employees do to accomplish the organisations goals.
3. **Leading** – working with and through people to accomplish organisational goals. Eg. Motivating subordinates, resolving group conflicts, training
4. **Controlling** – monitoring, comparing and correcting work performance.

Management Roles

Management roles refer to specific actions or behaviors expected of and exhibited by a manager.

Mintzberg's managerial roles-

1. **Interpersonal roles** are managerial roles that involve people and other duties that are ceremonial and symbolic in nature.
 - Figurehead – symbolic head that is obliged to perform a number of routines duties of a legal or social nature eg. Greeting visitors, signing legal documents
 - Leader – responsible for staffing, training, motivating subordinates
 - Liaison – maintains self-developed network of outside contacts who provide information eg. Acknowledging mail, doing board work
2. **Informational roles** involve receiving, collecting and disseminating information.
 - Monitor – seeks internal and external information to develop understanding of org. and environment such as reading trade journals, surveying customers, searching competitors
 - Disseminator – transmits info from outsiders to subordinates through meetings
 - Spokesperson – transmits info to outsiders on organisations plans, policies, actions, results eg. Talking to the media
3. **Decisional roles** revolve around making decisions.
 - Entrepreneur – evaluates opportunities and initiates new projects to improve performance
 - Disturbance handler – corrective action
 - Resource allocators – responsible for the allocation of organisational resources – making/approving all sign. Org. decisions eg. Budgeting, scheduling
 - Negotiator – discuss and bargain with other groups to gain advantages for their own units

The emphasis that managers give to the various roles changes according to their organisational level. Eg. The 'leader' role is more important for 'first-line managers' whereas the roles of 'figurehead', 'liaison', 'negotiator' and 'spokesperson' are more relevant to top-level managers.

Management Skills