

## MANAGEMENT 1001:

### Chapter 1: Organisations and Management

#### 1.1 Explain why Managers are important to organisations

- **Three reasons why managers are important to organisations**

- **1. Organisations need their managerial skills and abilities in uncertain, complex, and chaotic times.**

- Managers play an important role in identifying critical issues and crafting responses.

- **2. Managers are critical to getting things done**

- Use leadership, planning and organisational skills to accomplish goals and rectify issues.

- **3. Quality of the relationships between employees and their managers affects engagement with work**

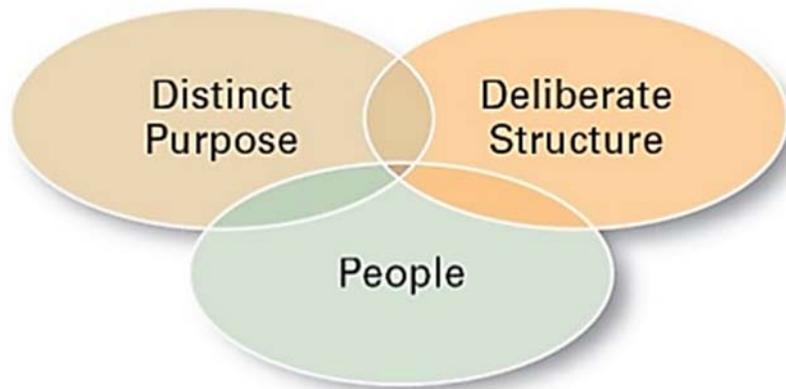
- Managers can inspire and engage employees to do work but can also have a negative impact making employees feel less engaged.

#### 1.2 Describe the characteristics of an organisation

- **Three characteristics that define an organisation**

- An organisation is a deliberate arrangement of people to accomplish a specific purpose.
- **1. Distinct purpose** - typically expressed in terms of a goal or set of goals that the organisation aims to accomplish.
- **2. Composed of people** – requires people to perform the work to achieve the organisational goals.
- **3. Deliberate structure** – so that members can do their work.
  - *Loose structure*: open and flexible with no clear and precise job duties with simply loose network of relationships.
  - *Traditional structure*: clearly defined rules and job descriptions, and members with formal authority over others.

- The nature of organisations is changing with differences emerging between contemporary and traditional views:



<i>Traditional</i>	<i>New Contemporary</i>
Stable	Dynamic
Inflexible	Flexible
Job Focused	Skills focused
Work is defined by job positions	Work is defined in terms of tasks to be done
Individual orientated	Team orientated
Permanent jobs	Temporary jobs
Command orientated	Involvement orientated
Managers always make decisions	Employees participate in decision making
Rule orientated	Customer orientated
Relatively homogenous workplace	Diverse workforce
Workdays defined as 9 to 5	Workdays have no time boundaries
Hierarchal relationships	Lateral and networked relationships
Work organisational facility during specific hours	Work anywhere, anytime including suppliers and customers