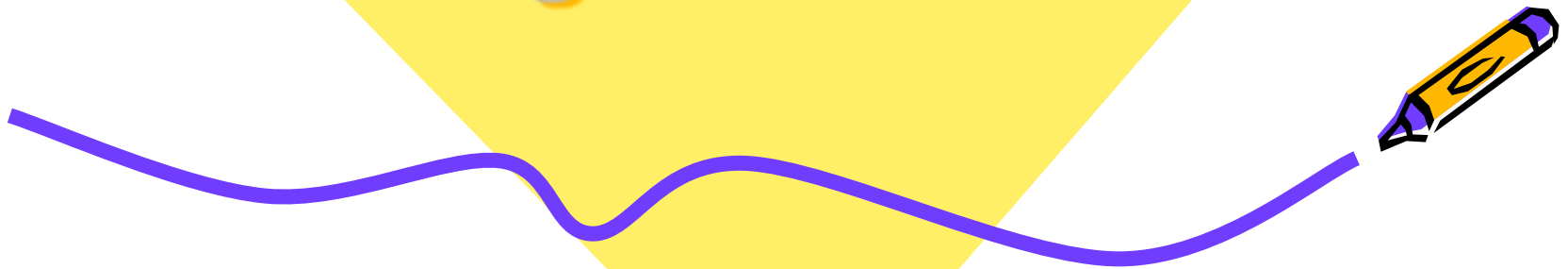




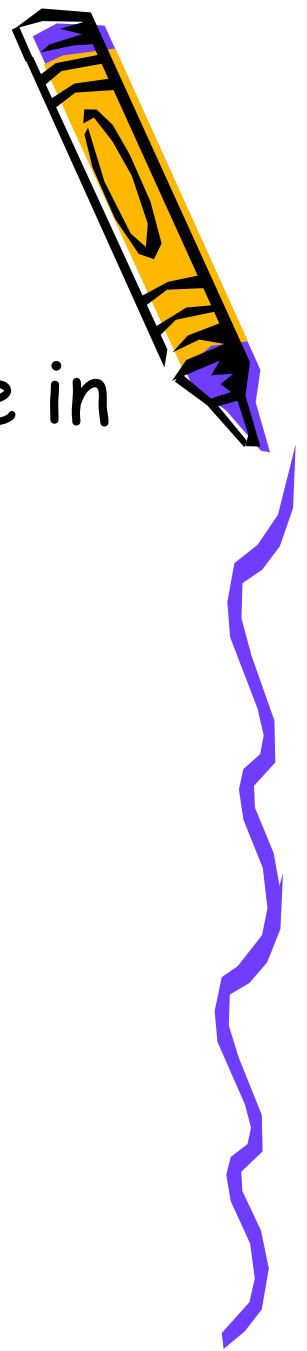
Introduction to Management and Organizations



According to Harold Koontz,

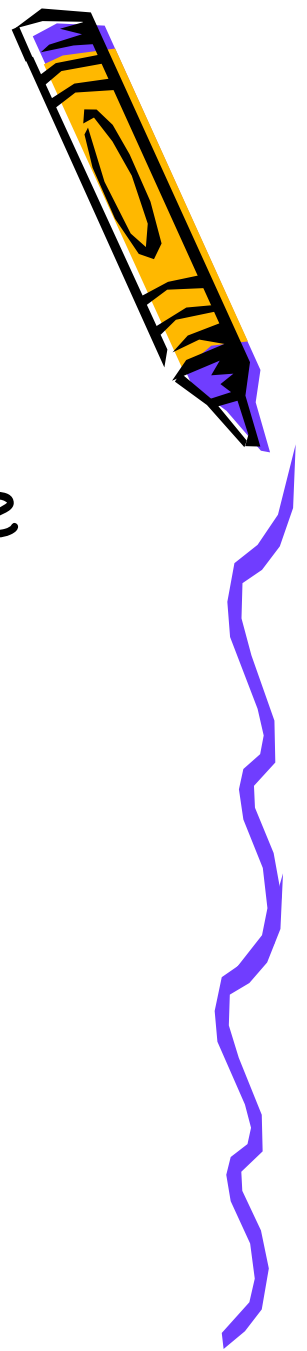
"Management is the art of getting things done through and with people in formally organized groups."

Harold Koontz gave this definition of management in his book "*The Management Theory Jungle*".



According to Henri Fayol, "To manage is to forecast and to plan, to organise, to command, to co-ordinate and to control."

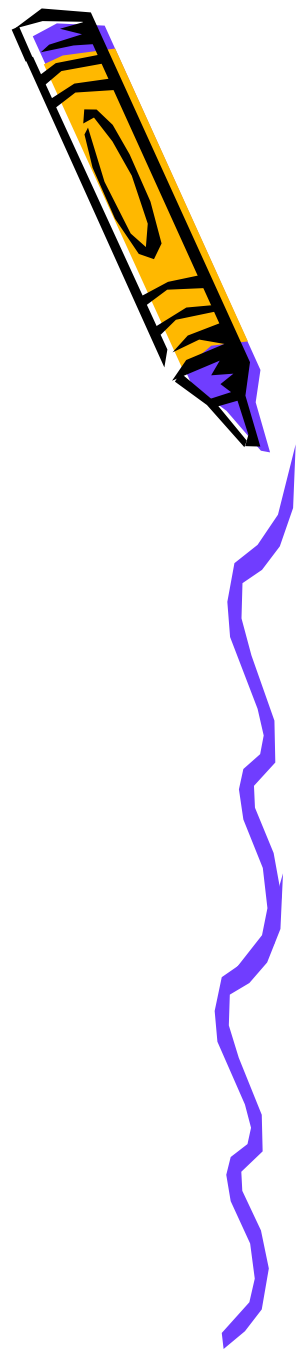
Henri Fayol gave this definition of management in his book "*Industrial and General Administration*".



According to Peter Drucker,

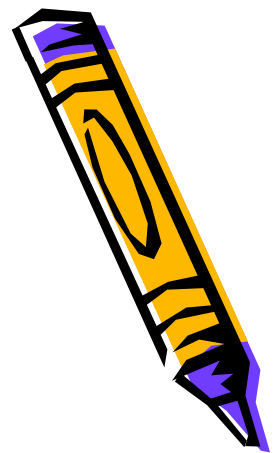
"Management is a multi-purpose organ that manages business and manages managers and manages workers and work."

This definition of management was given by Peter Drucker in his book "*The Principles of Management*".



Who are managers?

- Manager is
 - Someone who coordinates and oversees the work of other people so that organizational goals can be accomplished.



Classifying managers



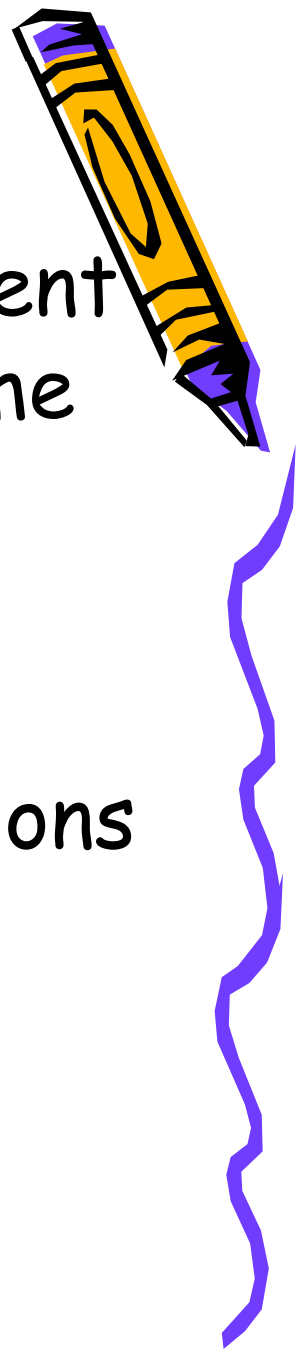
- **First-line Managers** - Individuals who manage the work of non-managerial employees.
- **Middle Managers** - Individuals who manage the work of first-line managers.
- **Top Managers** - Individuals who are responsible for making organization-wide decisions and establishing plans and goals that affect the entire organization.



Exhibit 1-1: Levels of Management



Where do managers work?



- **Organization** - A deliberate arrangement of people assembled to accomplish some specific purpose (that individuals independently could not accomplish alone).
- **Common Characteristics of Organizations**
 - Have a distinct purpose (goal)
 - Are composed of people
 - Have a deliberate structure



Effectiveness and Efficiency

Efficiency

- "Doing things right"
- Getting the most output for the least inputs

Effectiveness

- "Doing the right things"
- Attaining organizational goals



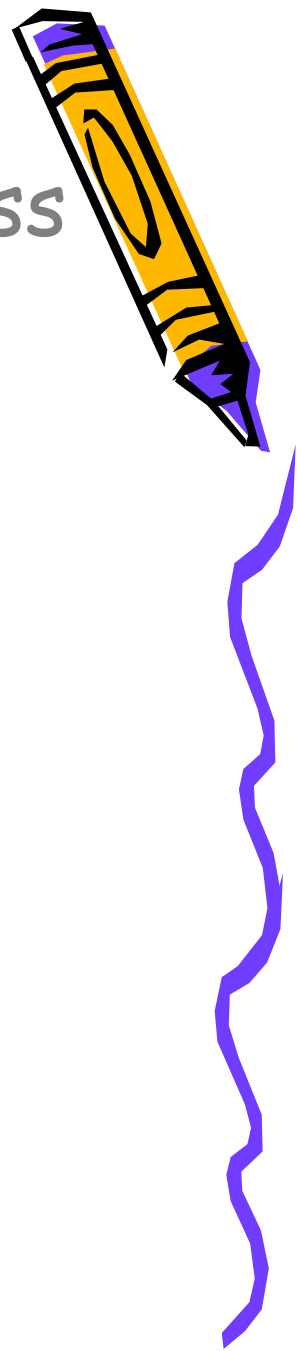
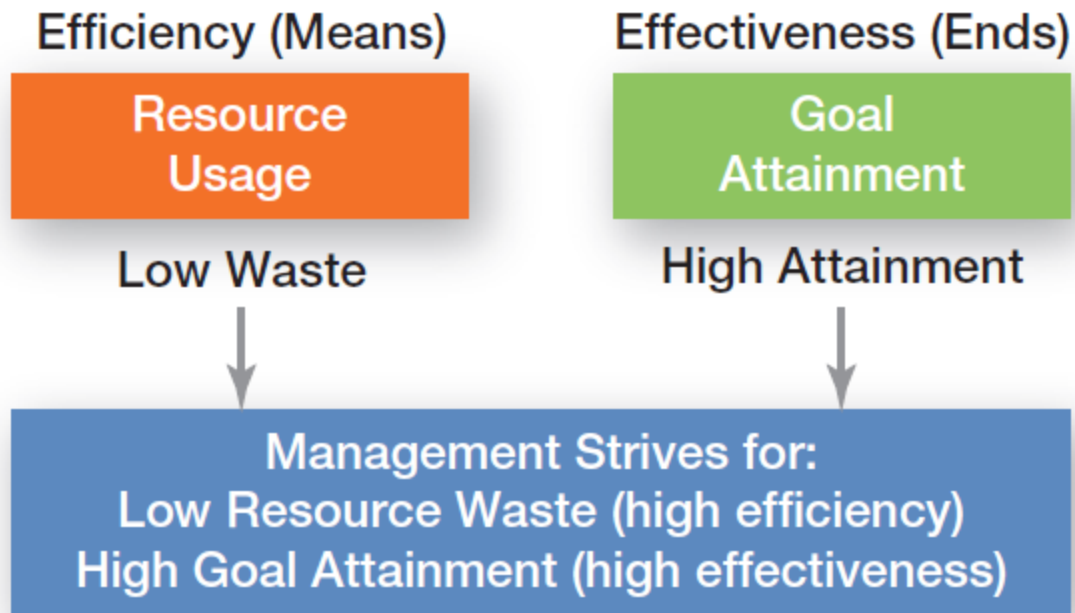


Exhibit 1-3: Efficiency and Effectiveness in Management



Management functions

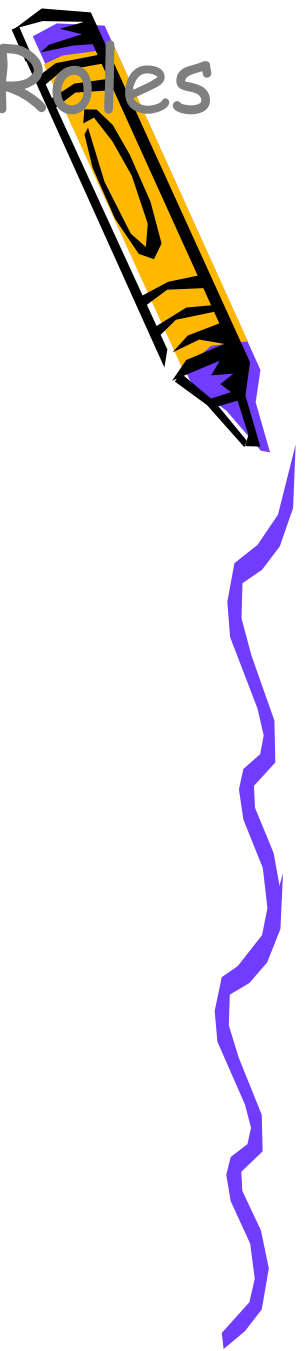


- **Planning** - Defining goals, establishing strategies to achieve goals, and developing plans to integrate and coordinate activities.
- **Organizing** - Arranging and structuring work to accomplish organizational goals.
- **Leading** - Working with and through people through motivation and leadership to accomplish goals.
- **Controlling** - Monitoring, comparing, and correcting work to accomplish goals as planned



Exhibit 1-5: Mintzberg's Managerial Roles

- **Interpersonal roles**
 - Figurehead
 - Leader
 - Liaison
- **Informational roles**
 - Monitor
 - Disseminator
 - Spokesperson
- **Decisional roles**
 - Entrepreneur
 - Disturbance handler
 - Resource allocator
 - Negotiator



Role	Description	Examples of Identifiable Activities
Interpersonal		
Figurehead	Symbolic head; obliged to perform a number of routine duties of a legal or social nature	Greeting visitors; signing legal documents
Leader	Responsible for the motivation of subordinates; responsible for staffing, training, and associated duties	Performing virtually all activities that involve subordinates
Liaison	Maintains self-developed network of outside contacts and informers who provide favors and information	Acknowledging mail; doing external board work; performing other activities that involve outsiders
Informational		
Monitor	Seeks and receives wide variety of internal and external information to develop thorough understanding of organization and environment	Reading periodicals and reports; maintaining personal contacts
Disseminator	Transmits information received from outsiders or from subordinates to members of the organization	Holding informational meetings; making phone calls to relay information
Spokesperson	Transmits information to outsiders on organization's plans, policies, actions, results, etc.	Holding board meetings; giving information to the media
Decisional		
Entrepreneur	Searches organization and its environment for opportunities and initiates "improvement projects" to bring about changes	Organizing strategy and review sessions to develop new programs
Disturbance handler	Responsible for corrective action when organization faces important, unexpected disturbances	Organizing strategy and review sessions that involve disturbances and crises
Resource allocator	Responsible for the allocation of organizational resources of all kinds—making or approving all significant organizational decisions	Scheduling; requesting authorization; performing any activity that involves budgeting and the programming of subordinates' work
Negotiator	Responsible for representing the organization at major negotiations	Participating in union contract negotiations

Skills Managers Need



- **Technical skills**
 - Knowledge and proficiency in a specific field
- **Human skills**
 - The ability to work well with other people
- **Conceptual skills**
 - The ability to think and conceptualize about abstract and complex situations concerning the organization



Exhibit 1-6: Skills Needed at Different Managerial Levels

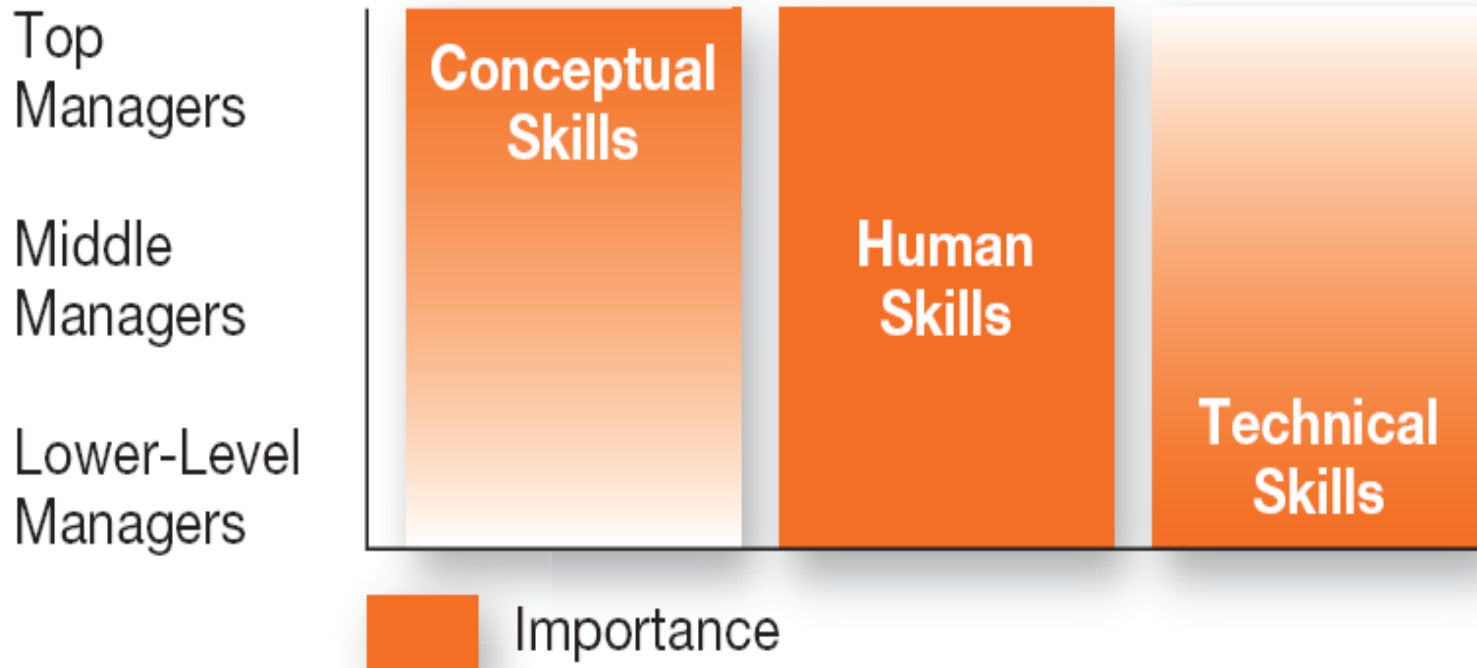
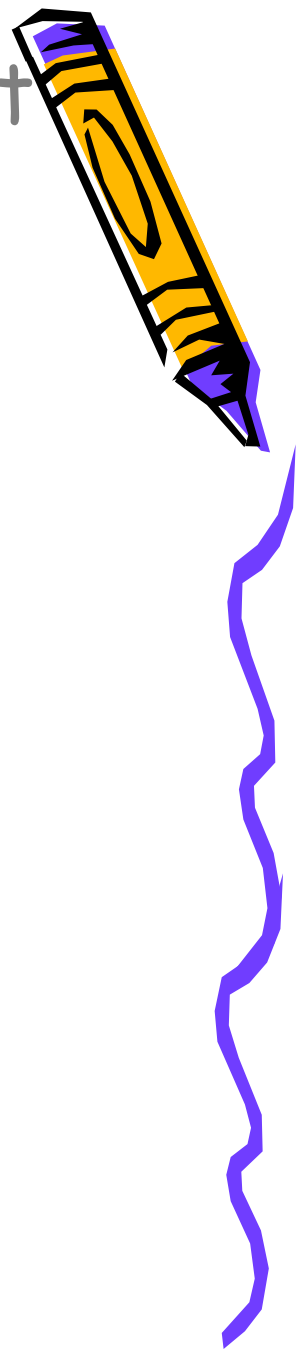
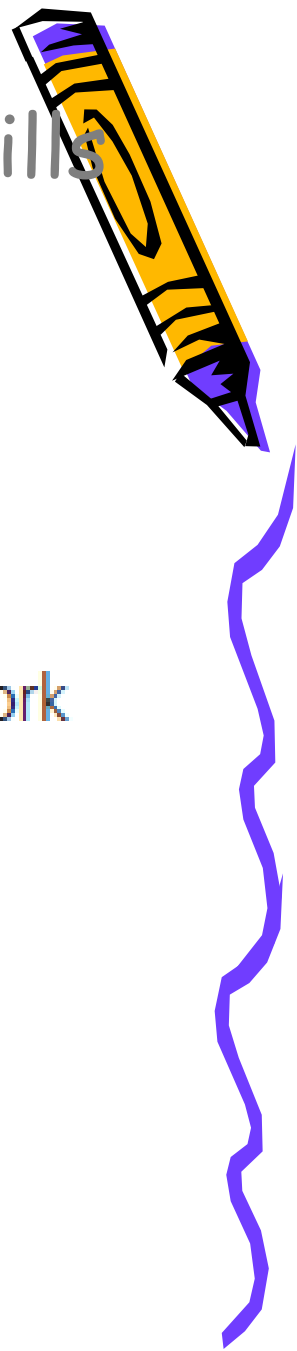
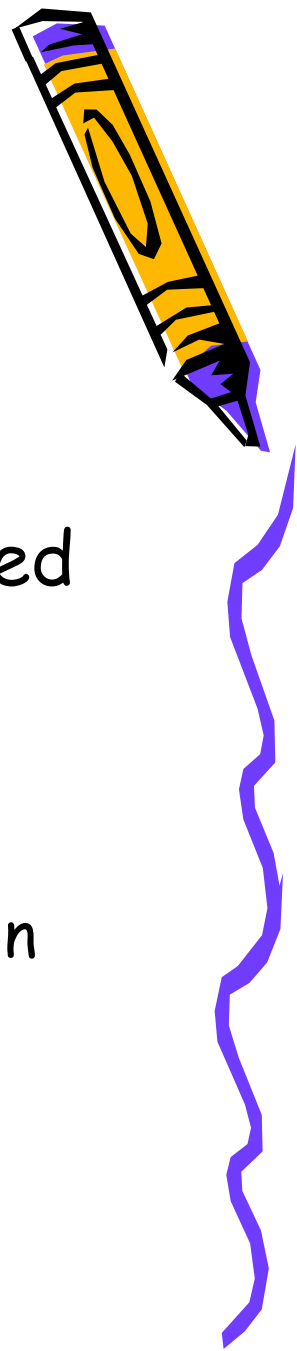


Exhibit 1-7: Important Managerial Skills

- Managing human capital
- Inspiring commitment
- Managing change
- Structuring work and getting things done
- Facilitating the psychological and social contexts of work
- Using purposeful networking
- Managing decision-making processes
- Managing strategy and innovation
- Managing logistics and technology



Why Study Management?



- **Universality of Management**

- The reality that management is needed
 - in all types and sizes of organizations
 - at all organizational levels
 - in all organizational areas
 - in all organizations, regardless of location



Exhibit 1-9: Universal Need for Management

