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Ready Notes

Managing and the Manager's Job

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What Is an Organization?

- A group of people working together in a structured and coordinated fashion to achieve a set of goals.
- In order to understand management observe the following slide Table 1.1, which is a resource-based perspective, it will provide a view of the four basic kinds of resources required in an organization:



TABLE 1.1**Examples of Resources Used by Organizations**

All organizations, regardless of whether they are large or small, profit-seeking or not-for-profit, domestic or multinational, use some combination of human, financial, physical, and information resources to achieve their goals. These resources are generally obtained from the organization's environment.

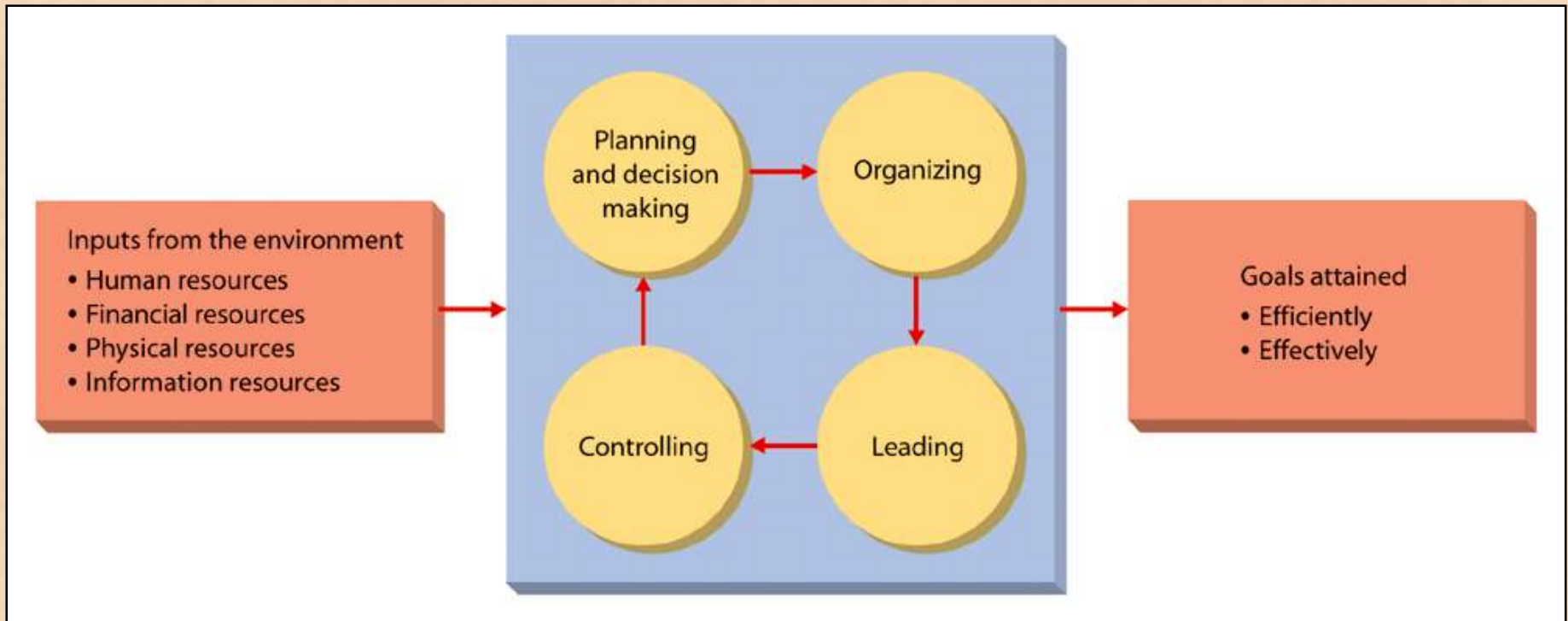
Organization	Human Resources	Financial Resources	Physical Resources	Information Resources
Shell Oil/ Royal Dutch	Drilling platform workers Corporate executives	Profits Stockholder investments	Refineries Office buildings	Sales forecasts OPEC proclamations
Iowa State University	Faculty Administrative staff	Alumni contributions Government grants	Computers Campus facilities	Research reports Government publications
New York City	Police officers Municipal employees	Tax revenue Government grants	Sanitation equipment Municipal buildings	Economic forecasts Crime statistics
Susan's Corner Grocery Store	Grocery clerks Bookkeeper	Profits Owner investment	Building Display shelving	Price lists from suppliers Newspaper ads for competitors

How Do Managers Combine and Coordinate the Various Kinds of Resources?

- The following slide Figure 1.1 illustrates how managers combine and coordinate the various kinds of resources:



Figure 1.1: Management in Organizations



What Is Management?

- A set of activities (including planning and decision making, organizing, leading, and controlling) directed at an organization's resources (human, financial, physical, and informational) with the aim of achieving organizational goals in an efficient and effective manner.



Who Is the Manager?

1. College Dean?
2. Police officer?
3. Surgeon?
4. Web-designer?
5. Football coach?
6. Chef?
7. Managing your checking account?



The Manager's Job Is To:

PLAN:

- A manager cannot operate effectively unless he or she has long range plans.

A plan for each day's work:

- What is to be done, and why do it?
- When is it to be done, and how will it be done?
- Who is to do the job?
- Where should it be done?



The Manager Must Organize

- When there is more than one employee needed to carry out a plan.
- Then organization is needed.
- A team must be formed.
- Each job must be carefully defined in terms of what is to be done.
- Establish delegation of responsibility.



The Three Informational Roles

- Monitor
- Disseminator
- Spokesperson



The Manager Must Control

Control means?

- A method of checking up to find what has been done and what must be done.
- A manager must know how well employees are performing.



The Management Process

Planning and Decision Making

- Setting the organization's goals and deciding how best to achieve them.

Organizing

- Determining how best to group activities and resources.

Leading

- Motivating members of the organization

Controlling

- Monitoring and correcting activities



The Management Process

- The manager's primary responsibility is to carry out the management process.
- Figure 1.2 will illustrate the basic definitions and interrelationships of the basic managerial functions:



Figure 1.2: The Managerial Process



Kinds of Managers

Managing at Different Levels of the organization:

Top Managers

- Small group of executives who manage the overall organization, the strategic level.

Middle Managers

- A large group that implement the strategies developed at the top.



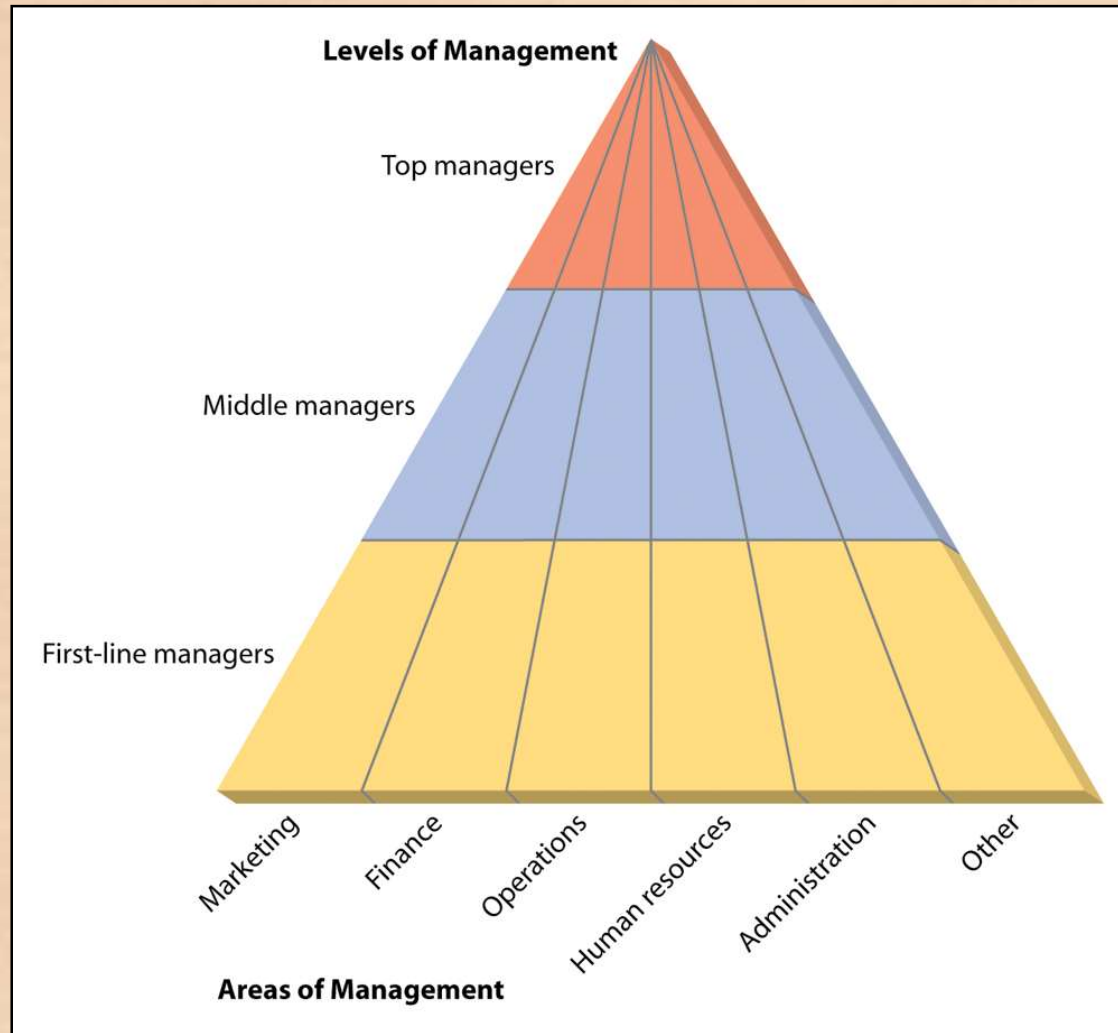
Kinds of Managers

First-Line Managers

- Supervise and coordinate the activities of operating employees.



Figure 1.3: Kinds of Managers by Level and Area



Managing in Different Areas of the Organization

- Marketing Managers
- Financial Managers
- Operations Managers
- Human Resource Managers
- Administrative Managers
- Specialized Management



Basic Managerial Roles and Skills

Regardless of level or area within an organization, all managers must play certain roles and exhibit certain skills in order to be successful, such as:

- Do certain things.
- Meet certain needs.
- Have certain responsibilities.



TABLE 1.2

Ten Basic Managerial Roles

Research by Henry Mintzberg suggests that managers play ten basic managerial roles.

Category	Role	Sample Activities
Interpersonal	Figurehead	Attending ribbon-cutting ceremony for new plant
	Leader	Encouraging employees to improve productivity
	Liaison	Coordinating activities of two project groups
Informational	Monitor	Scanning industry reports to stay abreast of developments
	Disseminator	Sending memos outlining new organizational initiatives
	Spokesperson	Making a speech to discuss growth plans
Decisional	Entrepreneur	Developing new ideas for innovation
	Disturbance handler	Resolving conflict between two subordinates
	Resource allocator	Reviewing and revising budget requests
	Negotiator	Reaching agreement with a key supplier or labor union

The Three Interpersonal Roles

- Figurehead
- Leader
- Liaison, Coordinator



The Four DECISIONAL ROLES

- Entrepreneur
- Disturbance Handler
- Resource Allocator
- Negotiator



Managerial Skills

- In addition to fulfilling roles, managers also need a number of specific skills.
- The most fundamental management skills are:
 - Technical
 - Interpersonal
 - Conceptual
 - Diagnostic
 - Communication
 - Decision-making
 - Time-management



Technical Skills

- Necessary to accomplish or understand the specific kind of work being done.
- These skills are especially important for first line managers.



Interpersonal Skills

- The ability to communicate with, understand, and motivate both individuals and groups.
- Be able to get along with:
 - Subordinates
 - Peers
 - Those at higher levels



Conceptual Skills

- A manager's ability to think in the abstract.
- The mental capacity to:
 - Understand organizational goals and its environment.
 - How the organization is structured.
 - Viewing the organization as system.



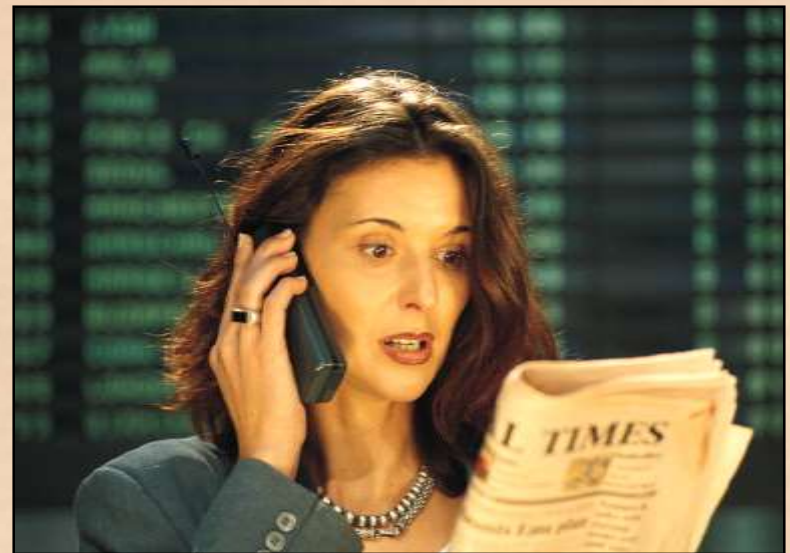
Diagnostic Skills

- Skills that enable a manager to visualize the most appropriate response to a situation.



Communication Skills

- A manager's abilities both to effectively convey ideas and information to others and to effectively receive ideas and information from others.



Decision-Making Skills

- A manager's ability to correctly recognize and define problems and opportunities and to then select an appropriate course of action to solve problems and capitalize on opportunities.



Time-Management Skills

- The manager's ability to prioritize work, to work efficiently, and to delegate appropriately.

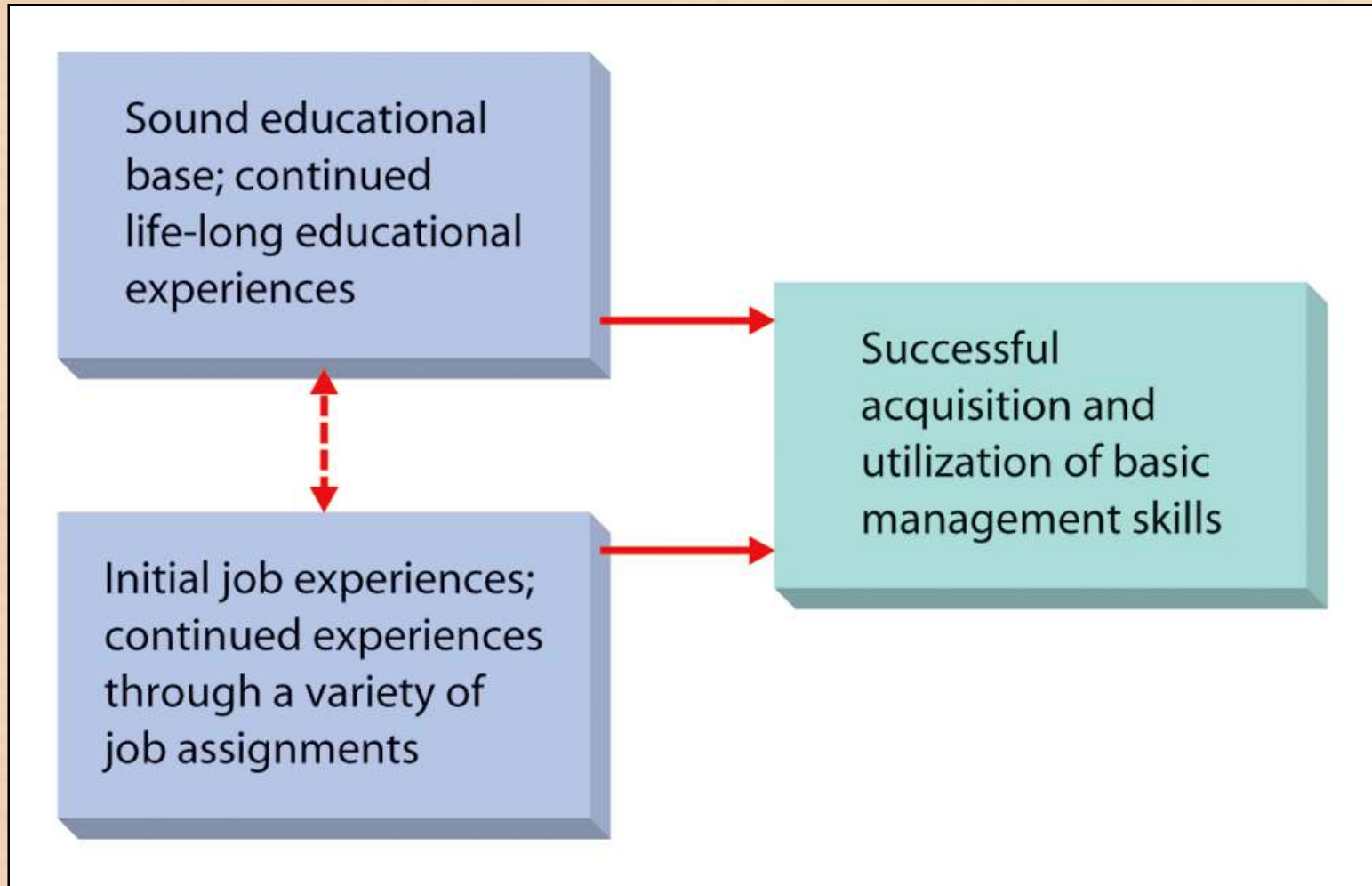


Becoming a Manager

- How does one acquire the skills necessary to blend the science and art of management to become successful manager?
- Observe the next slide Figure 1.4, it will become clear how this generally happens:



Figure 1.4: Sources of Management Skills



The Nature of Management

The manager's job is fraught with:

- Uncertainty
- Change
- Interruption
- Fragmented activities



A Manager Must be a Leader of Employees

- It means overseeing the team by influencing the employees to get the job done.
- Motivating employees.
- Creating an environment that makes employees work efficiently.
- Managers get employees to put forth their best effort.



You Have Been Assigned As Manager of Your Group

- The manager whose place you are taking is being left on the job for a period to train you, but he is not training you.
- You find the previous manager has been running a one person show.
- The morale of the employees really could be better.
- What are you going to do?

