INTRODUCTION TO MANAGEMENT

UNIT 1: The Nature of Management
“If you look to lead, invest at least 40% of your time managing your ethics, character, principles, purpose, motivation, and conduct.” Dee Hock

“No person can be a great leader unless he/she takes genuine joy in the successes of those under him/her.” Samsonraj Pandian

“Marthin Luther King, did not say, ‘I have a strategic plan.’ Instead, he shouted, ‘I have a DREAM!,’ and created a crusade.” Anonymous
Ulrich (1997, p.151) cited that:

1. A primary difference between winners and losers

2. will NOT be the pace of change,

3. But the ability to respond to the pace of change.
MANAGEMENT/MANAGERS

• All the organisations provide for the complex needs of the society – mission/goals

• All organisations, utilise the resources of the society namely:
  - Its people (with specific skills, knowledge, abilities)
  - Money (capital or financial resources)
  - Raw materials (physical resources)
  - Knowledge (information resources)

• All these resources are combined to produce different products and services to meet the needs of society

• Organisations have financial and non-financial goals (retain staff)

MANAGERS:

• Plan and implement what has to be done to achieve mission and goals

• Ensure success & sustainability of their organisations

• Satisfy needs of society, which are the ever-increasing and ever-changing

• Deploy scare resources to its disposal

• Activate and guide the organisation
THE NATURE OF MANAGEMENT

- Functions:
  - Plan
  - Organise
  - Leading
  - Control

- Skills:
  - Technical
  - Conceptual
  - Human
  - Motivation to manage

- Roles:
  - Decision-making
  - Entrepreneurial
  - Social
All the managers regardless of the level at which they are should perform four fundamental management functions:

**HOW THE ORGANISATION TRY:**

- to satisfy the ever-changing needs of the society
- by utilising its scarce resources as productively as possible
- through decisions made by its managers can be described as the process of planning, organising, leading and controlling the scarce resources of the organisation
- to achieve the organisations mission and goals.
PLANNING
- Determine WHERE org wants to be in future: vision, mission, goals and
- establish strategies on how to achieve these goals
- Develop long-term plans (5 – 10 year strategic Plan) – Top management
- Translate strategic plans into tactical plans (medium-term )- Middle management
- Translate tactical plans in operational plans (shorter-term plans: weekly)– First line management

ORGANISING
- Allocate or deploy resources to departments
- Allocate resources to relevant departments
- Define tasks, roles and responsibilities for each person to know expectations
- Organisational structure – reporting lines: who, what, when , where decisions will be taken
- Organise and coordinate resources effectively
- Directing various resources towards achievement of common goals.
- Match the organisations structure to the strategies of the organisation
LEADING
- Influence and inspire people to work hard to achieve the organisational objectives
- Motivate people to be willing to work productively to reach organisational goals
- Make use of influence and power to motivate employees to achieve organisational goals

CONTROL
- Monitoring to ensure that work is done.
- Monitor actual results against planned results
- Constantly make sure that the organisation is on the right course to reach the goals.
- Take corrective actions in cases of deficiencies to control the performance
**MANAGERIAL ROLES**

**Interpersonal role**
- Figurehead (parties)
- Leader
- Relationship builder
- Good relations

**Decision-making role**
- Entrepreneur
- Problem-solver
- Allocator of resources
- Negotiator

**Information role**
- Obtain information
- Share information
- Monitor trends
- Analyser
- Spokesperson

Use information to introduce new ideas or products or to restructure the organization.

Take decisions regarding availability of resources and allocate equally.
MANAGERIAL SKILLS AND COMPETENCIES

TECHNICAL
Ability to use specialised techniques & knowledge in complex situations to achieve objectives

HUMAN (IPERSONAL)
Ability to work well with others
Show concern with their matters
Can you work in group, Encourage others

CONCEPTUAL
Ability to see org. as a whole
External influences Impacting on operations, thinking & planning abilities
DIFFERENT LEVELS OF MANAGEMENT

Size and structure of the Organisation play role in determining these levels

**Top management (MD, Board)**
- Lead the organisation as a whole
- Have final authority and responsibility
- Determine vision, mission, over strategy, corporate level, long-term planning

**Middle management**
- Responsible for departments, implementing strategic plans, medium term planning,
- Monitor environmental influences, organise functional areas

**Lower/first-line management**
- Responsible for various sections
- Deal with weekly, daily job activities
END OF THE UNIT
Case study questions 1-4 on pp. 23 & 24

Multiple choice questions on pp. 24 & 25

These questions are important for the test

Use the time slot for library session to work on the case study and multiple choice questions.