

INTRODUCTION TO MANAGEMENT

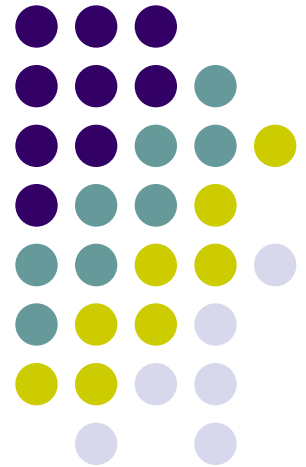
Week 19th July 2009

Introduction To Management

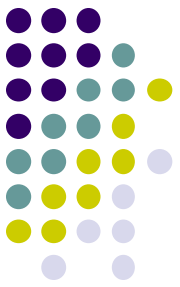
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Lecture Outline



- Definition
- The Management Structure
 - Management Function
 - Types of Management Level
 - Management Skills
- The Manager's Job
 - The Key Roles Played By Managers
 - Types of Managers
 - Function Played By Managers
- The Need For Qualified People In Management
 - The Role of Supervisor
 - Responsibilities of Supervisor

DEFINITION



- It is a process which comprises of managerial activities within an organization to achieve organizational objectives by ***planning, organizing, decision making, controlling, coordination of group effort and general leadership.***

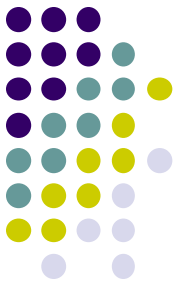
THE MANAGEMENT STRUCTURE



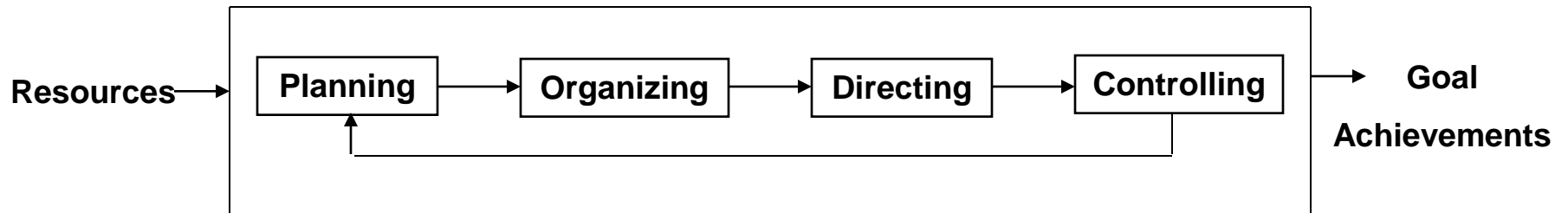
1. Management Function

- ***Planning*** – establishing goals and standards developing rules and procedures; developing plans and forecasting – predicting or projecting some future occurrence.
- ***Organizing*** – designing, structuring, and coordinating the components of an organization to meet organization goals.
- ***Directing*** – orchestrating interpersonal activities, leading, and motivating employees to work effectively and efficiently in the pursuit of organizational goals.
- ***Controlling*** – monitoring the behaviour of organizational members and the effectiveness of the organization itself determine whether organizational goals are being achieved, and taking corrective action if necessary.

The Management Process



Management Functions



THE MANAGEMENT STRUCTURE



2. Types of Management Level

i. Top Management Level

- Developing long-term goals & plans
- Evaluating various departmental performances
- Evaluating the performance of leading personnel
- Problem solving

ii. Middle Management Level

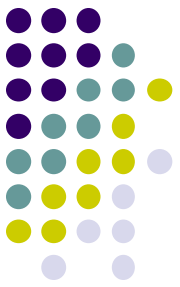
- Developing intermediate terms plans & long-term for review by top management
- Evaluating managerial performance
- Establishing department policies
- Counseling subordinate managers
- Reviewing of sales and production reports



iii. *First-line Management Level (Supervisor Level)*

- Developing short-term plans
- Supervision
- Reviewing the performances of frontline supervisors
- Assigning tasks to the workers
- Maintaining close relations with the employees

THE MANAGEMENT STRUCTURE



3. Management Skills

- **Technical Skill** – refer to the manager's ability to use the expertise, tools and procedures in his area of specialty. An executive is usually appointed for his technical skill. E.g. a purchasing officer is selected to join the management team because the organization believes that his skill can improve their buying.
- **Human Skill** – is the ability to communicate with and motivate the people around him, be they his supervisor, his subordinates or his colleagues.
- **Conceptual Skill** - is the ability that the manager must possess to think out plans and to see how all the nitty gritty of daily work adds up to the achievement of the organization's goals.

THE MANAGER'S JOB



1) The Key Roles Played By Managers

i. Interpersonal (human skill)

a. Figure Head – that performs certain important functions like signing important documents. E.g CEO, Prime Ministers, Kings, Chancellors, Etc.

b. Leadership – that acts as a leader in motivating and encouraging his subordinates. E.g Government Ministers, Managing Directors, General Managers, etc.

c. Liaison – managers develop and cultivate relationships with individuals and groups outside their area of direct responsibility.

THE MANAGER'S JOB



- ii. **Informational (technical skill)**
 - a. Nerve Centre – All non-routine information are channeled through the manager.
 - b. Disseminator – The manager acts as a transmitter of all messages from the top management to his subordinates.
 - c. Spokesman – The manager transmit organizational functions and relevant organizational information to the outsiders.

THE MANAGER'S JOB



iii. Decisional (conceptual skill)

- a. Entrepreneurs – that acts as a planner of action.
- b. Disturbance Handler – that acts in problem solving and coordination.
- c. Resource Allocation – that allocates, organizes and co-ordinates all monetary and non-monetary resources of the organization.
- d. Negotiator – that acts by negotiating or communicating with outsiders in matters affecting the organization.

THE MANAGER'S JOB



2) Types of Managers

- i. **Top Managers** – are responsible for the overall running of the organization. They answer to the Board of Directors who lay down broad outlines for the directions that the company must take. The Board of Directors are in turn responsible to the shareholders in a public company.
- ii. **General Managers** – is responsible for a sub-unit of the organization, e.g a company, a subsidiary or a division and he/she is responsible for all activities of that sub-unit such as marketing, production, accounting and personnel.
- iii. A **Functional Manager** is responsible for one organizational activity or specializes in a certain function, e.g. sales, accounting or production.
- iv. **Middle Managers** direct the activities of both the operating employees and the first-line managers. They are responsible and accountable for activities that put into effect the policies of the organization, and include the plant manager in a manufacturing industry and the marketing manager of a service industry.
- v. **First Line Managers** are those who direct the activities of the operating employees. E.g the production supervisor or line leader in a manufacturing plant, the technical supervisor in a repair shop and the floor sales supervisor in a department store. Much of their work involves personally checking the work or subordinates and helping them solve problems.

THE MANAGER'S JOB



3) Function Played By Managers

- i.* **Planning** – for the organization's goals and the correct type and amount of resources can be acquired. Through planning, the manager takes into account the variables in his environment and so is able to foresee and reduce the risks he faces.
- ii.* **Organizing** – means creating an organizational structure that is suitable for the achievement of the agreed objectives. Works has to be allocated, lines of authority and responsibility defined, and a system of rules and procedures which guide the conduct of employees laid down.
- iii.* **Directing/Motivating** – the manager acts by motivating and encouraging the subordinates through both monetary and non-monetary means.
- iv.* **Controlling** – it is the task of checking individual performance with standards to see if they are in line with the organization's objectives and to take corrective actions when necessary.

THE NEED FOR QUALIFIED PEOPLE IN MANAGEMENT



1) The Role of Supervisor

- is symbolised as a star since of its responsibilities as being the first line of management (see figure 1).

2) Responsibilities of Supervisor

i) Upward Responsibilities to Higher Management

ii) Parallel responsibilities to other managers/ supervisors of equal rank and also to staff specialists

iii) Downward Responsibilities to Subordinates



Figure 1- The role of Supervisor

