

MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

MGT213

MANAGEMENT PRACTICES AND
ORGANIZATIONAL BEHAVIOR

Topic 1 | Week 1

BBA Program | Summer **2025**



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TOPICS TO LEARN

- Introduction to Management
- Management Functions
- Who Is a Manager?
- Managerial Skills
- Mintzberg's Managerial Roles
- Organizational Behavior
- Elements of Influencing Behavior in Organizations

INTRODUCTION TO MANAGEMENT

Management involves coordinating and overseeing the work activities of others so their activities are completed efficiently and effectively.

Efficiency refers to getting the most output from the least amount of inputs or resources. Efficiency is often referred to as “**doing things right,**” that is, not wasting resources.

Effectiveness is often described as “**doing the right things,**” that is, doing those work activities that will result in achieving goals.

MANAGEMENT FUNCTIONS



WHO IS A MANAGER?



A **manager** is someone whose primary responsibility is to carry out the management process. In particular, a manager is someone who plans and makes decisions, organizes, leads, and controls human, financial, physical, and information resources.

MANAGERIAL SKILLS

Robert L. Katz proposed **three** critical skills for managers.

1.
**Technical
Skills**

2.
**Human
Skills**

3.
**Conceptual
Skills**

1

TECHNICAL SKILLS

Technical skills are job-specific knowledge and techniques required for the proficient accomplishment of work in an organization.

1

TECHNICAL SKILLS

Importance

Especially crucial for **first-line managers**.

Example

Brian Dunn, CEO of Best Buy, began as a store associate, learning the technical aspects of retailing from the ground up.

2

HUMAN SKILLS

Human or interpersonal skills

involve the ability to work effectively with individuals and in group settings.

2

HUMAN SKILLS

Importance

Crucial for **all levels of management**.

Example

Sheryl Sandberg's renowned interpersonal skills at Facebook, balances CEO Mark Zuckerberg's introversion, fostering relationships with key advertisers, ensuring growth, and stability.

3

CONCEPTUAL SKILLS

Conceptual skills are used by managers to think and conceptualize abstract and complex situations.

3

CONCEPTUAL SKILLS

Importance

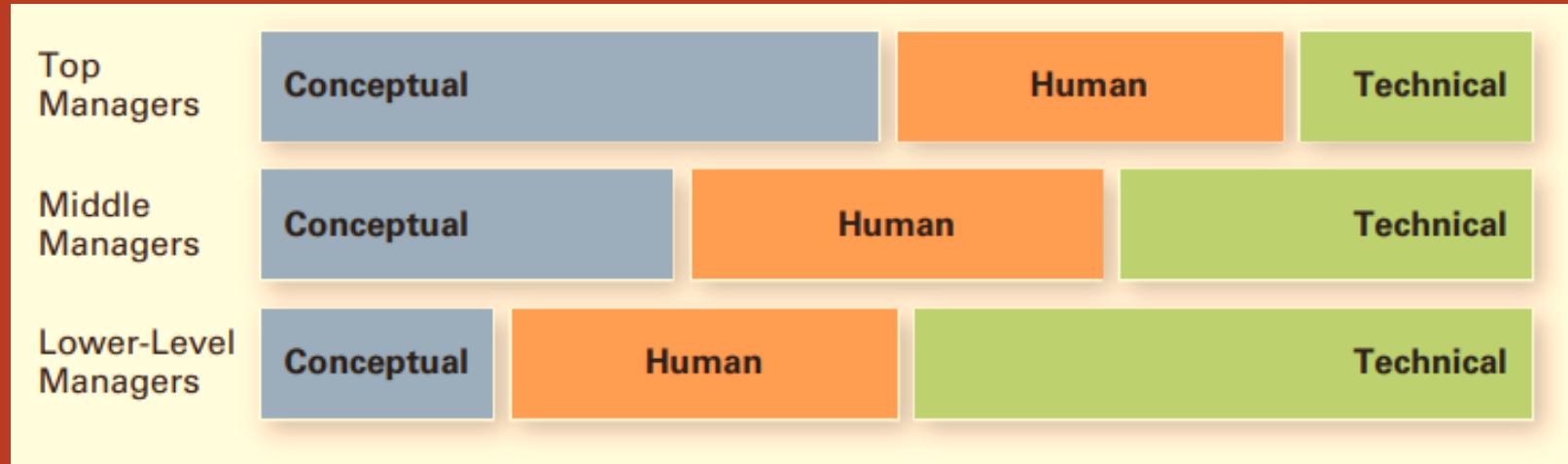
Most crucial for **top managers**.

Example

Ian McAllister, general manager at Amazon, emphasizes understanding the whole business to align everyone with the company's vision, influencing numerous decisions in support of that vision.

MANAGERIAL SKILLS

Exhibit 1-6. Skills Needed at Different Managerial Levels



MANAGERIAL SKILLS

Decision-Making Skills

Decision-making is the ability to identify problems, evaluate alternatives, and choose the most appropriate course of action.

Communication Skills

Communication skills refer to the ability to convey ideas and information clearly, listen actively, and adapt messages to suit different audiences.

MANAGERIAL SKILLS

Diagnostic Skills

Diagnostic skills involve the ability to analyze situations, interpret data, and determine the underlying causes of problems.

Time Management Skills

Time management is the capability to prioritize tasks, set goals, delegate responsibilities, and use time effectively to meet deadlines.

MANAGERIAL SKILLS

At Big Bang Tech, Penny is a first-line manager, Bernadette a middle manager, and Amy a top manager. All three managerial skills are equally important for each of them.

True/False?

MANAGERIAL SKILLS

As a first-line manager at Big Bang Tech, Penny must frequently train her subordinates and address their work-related issues. Which managerial skill is most critical for her role?

- A. Technical Skills
- B. Human Skills
- C. Conceptual Skills
- D. All are equally important

MANAGERIAL SKILLS

Amy, CEO of Big Bang Tech, spends a significant amount of time understanding the organization as a whole and visualizing how it fits into the broader market environment. Which managerial skill is Amy primarily using?

- A. Technical Skills
- B. Human Skills
- C. Conceptual Skills
- D. All of the above

MANAGERIAL ROLES

Managerial roles refer to specific actions or behaviors expected of and exhibited by a manager.



MINTZBERG'S MANAGERIAL ROLES

Exhibit 1-5. Mintzberg's Managerial Roles



1

INTERPERSONAL ROLES

Interpersonal roles involve people (subordinates, external individuals) and ceremonial duties.

Figurehead: Symbolic duties like hosting dinners or attending ceremonies.

Leader: Hiring, training, and motivating employees.

Liaison: Acting as a coordinator or link among people, groups, or organizations.



INFORMATIONAL ROLES

Informational roles flow from interpersonal roles and involve gathering and disseminating information.

Monitor: Actively seeking valuable information.

Disseminator: Transmitting relevant information back to others.

Spokesperson: Formally relaying information to people outside the unit or organization.

3

DECISIONAL ROLES

Decisional roles are influenced by the informational roles and involve making important decisions.

Entrepreneur: Voluntary initiator of change, e.g., developing a new product idea.

Disturbance Handler: Addressing problems like strikes, copyright infringements, or PR issues.

3

DECISIONAL ROLES

Decisional roles are influenced by the informational roles and involve making important decisions.

Resource Allocator: Deciding how resources are distributed within the unit.

Negotiator: Engaging in negotiations with external groups or within the organization.

MINTZBERG'S MANAGERIAL ROLES

Category		Role	Sample Activities
INTERPERSONAL	1	Figurehead	Attending ribbon-cutting ceremony for new plant
	2	Leader	Encouraging employees to improve productivity
	3	Liaison	Coordinating activities of two project groups
INFORMATIONAL	4	Monitor	Scanning industry reports to stay updated on latest trends and developments
	5	Disseminator	Sending memos outlining new organizational initiatives
	6	Spokesperson	Making a speech to discuss growth plans
DECISIONAL	7	Entrepreneur	Developing new ideas for innovation
	8	Disturbance Handler	Resolving conflict between two subordinates
	9	Resource Allocator	Reviewing and revising budget requests
	10	Negotiator	Reaching agreement with a key supplier of labor union

MINTZBERG'S MANAGERIAL ROLES

Howard, a manager at Big Bang Tech, frequently attends ribbon-cutting ceremonies and social events to promote the company. Which of Mintzberg's managerial roles is he performing?

- A. Figurehead
- B. Leader
- C. Liaison
- D. Spokesperson

MINTZBERG'S MANAGERIAL ROLES

Sheldon, a manager at Big Bang Tech, regularly scans industry reports to stay updated on the latest trends and developments. Which of Mintzberg's managerial roles is he performing?

- A. Liaison
- B. Monitor
- C. Disseminator
- D. None of them

MINTZBERG'S MANAGERIAL ROLES

Leonard, a manager at Big Bang Tech, often finds himself resolving conflicts between team members and addressing issues that arise unexpectedly. Which decisional role described by Mintzberg is he primarily engaging in?

- A. Leader
- B. Disturbance Handler
- C. Negotiator
- D. All of the above

MINTZBERG'S MANAGERIAL ROLES

At Big Bang Tech, Leonard also negotiates contracts with suppliers and mediates disputes between departments. Which decisional role described by Mintzberg is he primarily engaging in?

- A. Leader
- B. Disturbance Handler
- C. Negotiator
- D. All of the above

MINTZBERG'S MANAGERIAL ROLES

Bernadette , a middle manager at Big Bang Tech, is responsible for coordinating activities between different project teams and building relationships with external stakeholders. Which of Mintzberg's managerial roles is he performing?

- A. Figurehead
- B. Liaison
- C. Resource Allocator
- D. Leader

ORGANIZATIONAL BEHAVIOR

Organizational Behavior (OB) is a field of study investigating how individuals, groups, and structure impact behavior within organizations, with the aim of enhancing organizational effectiveness.



ORGANIZATIONAL BEHAVIOR

OB is the study of people's behavior in an organization and how it influences organizational performance.

Emphasis

- Concerned with employment-related situations.
- Focus on behavior related to jobs, work, absenteeism, turnover, productivity, human performance, and management.

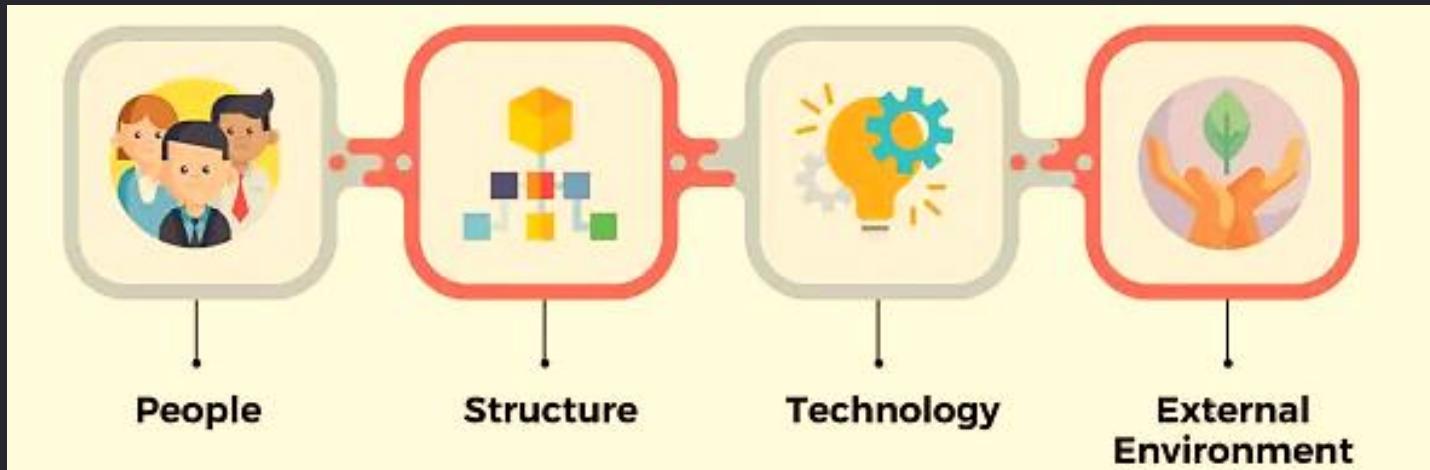
ORGANIZATIONAL BEHAVIOR

Key Areas

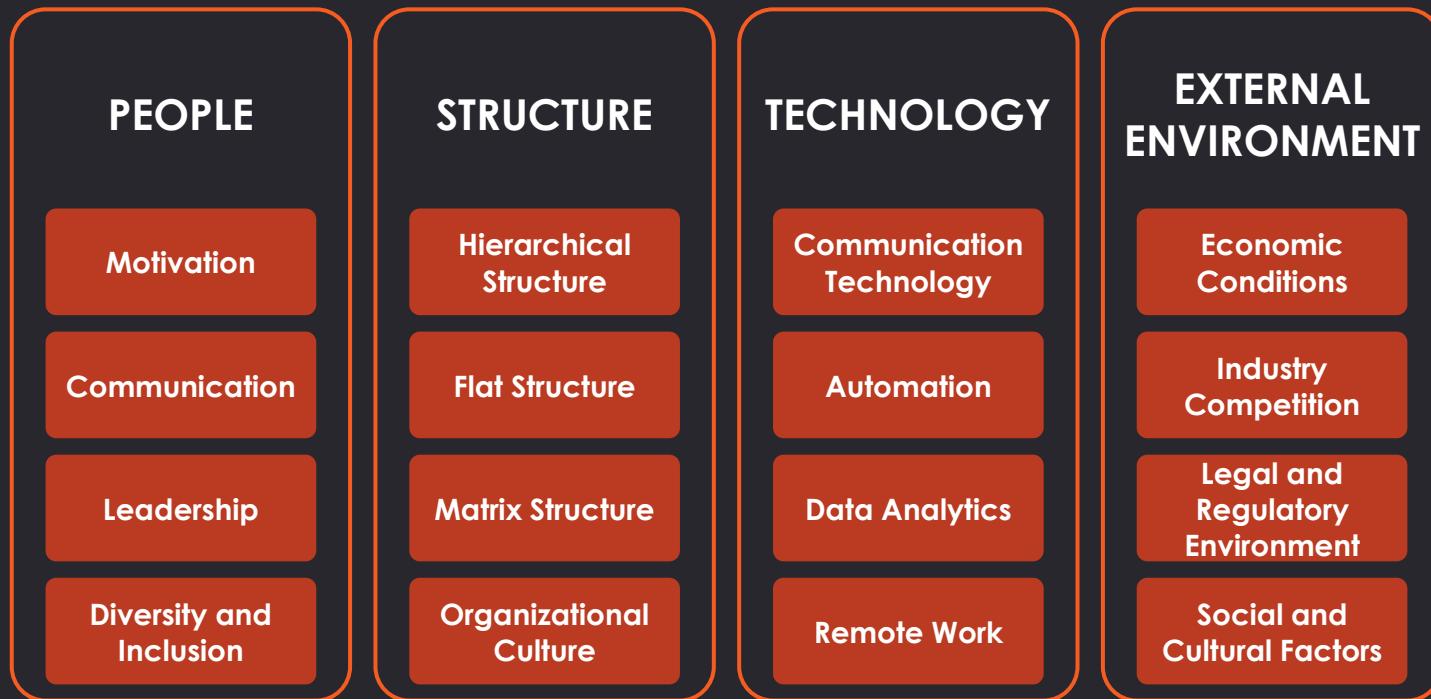
- Motivation
- Leader Behavior and Power
- Interpersonal Communication
- Group Structure and Processes
- Attitude Development and Perception
- Change Processes
- Conflict and Negotiation
- Work Design

ELEMENTS OF INFLUENCING BEHAVIOR IN ORGANIZATIONS

The success of organizations is influenced by **four** key elements.



ELEMENTS OF INFLUENCING BEHAVIOR IN ORGANIZATIONS



ELEMENTS OF INFLUENCING BEHAVIOR IN ORGANIZATIONS

In an organization with a flat structure, reporting lines are clear with defined authority levels.

True/False?

ELEMENTS OF INFLUENCING BEHAVIOR IN ORGANIZATIONS

Because the hierarchical structure provides clear reporting lines, it fosters open communication and empowers employees to take ownership of their tasks.

True/False?

ELEMENTS OF INFLUENCING BEHAVIOR IN ORGANIZATIONS

A matrix structure involves employees belonging to multiple teams or reporting to different managers based on projects or specific tasks.

True/False?

THANK YOU



CONSULTATION HOURS

Sunday and Tuesday

12:20 PM - 2:35 PM

Monday and Wednesday

10:50 AM - 2:35 PM



COMMUNICATION

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