Introduction to Management Week 3 Discussion Sem 2

Reference (for book, website, article, journal and video)

**SWOT -Strengths Weaknesses Opportunities, Threats**

**PESTLE, polity, economic, society,technology,legal, environment**

**POLC - planning, organizing, leading, controlling**

**Manager types**

**Senior(top level), Middle, First-Line Leader, Team Leader,**

**[Dean, conveners, teachers(lecturers),study group leader]**

**What managers learn after 6months…(the diagram)**

**WEEK TOPIC: PLANNING**

**Definition of planning:** setting goals + strategy to achieve them

**Planning benefits and pitfalls:** Encourages people to work harder, procrastinate less.

**How to plan effectively:**

Set goals (SMART),

(SMART: specific,measurable,attainable,realistic,time)

Planning from top to bottom

Option-based learning (slack resources)

**Advantages and disadvantages of teamwork**

**Advantages: different ideas,different pov, working off each other to achieve better outcomes**

**Disadvantages:**

**Social loafing, domination by minority, personality conflicts, too many strong personalities**

**When to use team**

**Sample presentation? If any**

**C-type conflict can turn into A- type conflict if it goes on for too long!**

**C-type conflict:**

**This is cognitive conflict, it focuses on problems and issues associated with improvements in team performance.**

**A-type conflict:**

**Emotional, personal disagreement**

**Management is getting work done through others**

**Functions of management: POLC (Planning - Organising - Leading - Controlling)**

**Work team, when to use teams and its characteristics**

**Managerial roles: Interpersonal role, informational role, decisional role**

**Interpersonal role,**

**Different types of teams:**

**How to increase team effectiveness**

# My notes

**Week 1 Concepts**

* What is management?
  + Management is coordinating and overseeing the work activities of others so that those activities are completed efficiently and effectively.
    - Efficiency is getting the most output from the least amount of inputs or resources – Not wasting resources.
    - Effectiveness is accomplishing tasks that help fulfil the organisation's objectives.
* Four functions of management and how it can be applied through POLC
  + Planning
    - Setting goals, establishing strategies and developing plans to coordinate activities.
  + Organising
    - Determining what needs to be done, how it will be done, and who will do it.
  + Leading (self-motivation)
    - Motivating, leading and any other actions involved in dealing with people
  + Controlling
    - Monitoring activities to make sure that they are accomplished as planned
* Application to self management
  + Planning
    - Prioritising tasks, working out what you will do next.
  + Organising
    - Mobilising resources (e.g. study groups, textbooks, study space)
  + Leading
    - Motivating yourself, overcoming procrastination
  + Controlling (reviewing)
    - Making sure that you are on track, keeping up to date with tasks, self reflection.
* Types of managers:

Manager: someone who coordinates and oversees the work of other people so that organisational goals can be accomplished.

* First-line (or frontline) managers:
  + Managers at the lowest level of the organisation who manage the work of non-managerial employees who are directly involved with producing the organisation's products or servicing its customers.
* Middle managers
  + Managers between the first-line level and the top level of the organisation who manage the work of first-line managers.
* Top managers:
  + Managers at or near the top level of the organisation who are responsible for making organisation-wide decisions and establishing the goals and plans that affect the entire organisation.
* Skills
  + Technical skills
    - Knowledge of and proficiency in a certain specialised field (e.g. accounting, engineering, IT)
  + Human skills
    - The ability to work well with other people individually and in a group (e.g. interpersonal, leadership)
  + Conceptual skills
    - The ability to think and to conceptualise about abstract and complex situations (e.g. designing a new product)
  + Motivation to manage

* What do companies look for in managers, what technical skills are needed to be developed for your graduate job
* Looked at Swinburne Harvard Guide

**Week 2 Concepts**

* Work team
  + A small number of people with complementary skills who hold themselves mutually accountable for pursuing a common purpose, achieving performance goals and improving interdependent work processes.
  + **Use when**:
    - There is a clear purpose (task to achieve)
    - The job can't be done unless people work together
    - Team-based rewards are possible
    - Ample resources exist
    - Teams have authority
* Advantages and disadvantages of using teams:
  + Advantages
    - Increased customer satisfaction
    - Improved product and service quality
    - Increased speed and efficiency in product development
    - Increased job satisfaction
    - Gives employees a chance to improve their skills
    - Cross-training: training team members to do all or most of the jobs performance by the other team members
  + Disadvantages - what are some of the strategies to deal with this?
    - High staff turnover
    - Social loafing: team members withhold efforts and fail to perform their share of the work
    - Groupthink: members feel pressure not to disagree with each other so that the group can approve a proposed solution
    - Teams can be dominated by minority group
    - Takes longer to make decisions
* Types of teams
  + Traditional work group
    - Composed of two or more people who work together to achieve a shared goal.
  + Employee involvement team
    - Provides advice or makes suggestions to management concerning specific issues.
  + Semi-autonomous work group
    - Has the authority to make decisions and solve problems related to the major tasks of producing a product/service.
  + Self-managing team
    - Manages and controls all of the major tasks of producing a product/service.
  + Self-designing team
    - Has the characteristics of self-managing teams but also controls team design, work tasks and team membership.
* Special kinds of teams
  + Cross-functional teams
    - Composed of employees from different functional areas.
    - Attack problems from multiple perspectives.
    - Generate more ideas and alternative solutions.
    - Often used in conjunction with matrix and product organisational structures.
  + Virtual teams
    - Composed of geographically and/or organisationally dispersed co-workers who use telecommunications and information technologies to accomplish an organisational task.
    - Flexibility is an advantage.
    - Lack of proximity may be a problem.