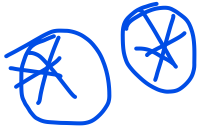


A person in a dark suit and tie is holding a tablet. The tablet screen displays a blue interface with white silhouettes of people. Overlaid on the image is a network diagram featuring a globe at the center, connected by lines to various circular icons containing human figures. The background is a dark, textured surface.

Introduction to Management



Business needs.....

1. Resources ✓
2. Platform ✓
3. Process ✓

RESOURCES USED BY ORGANIZATION

 **Table 1.1**

Examples of Resources Used by Organizations

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

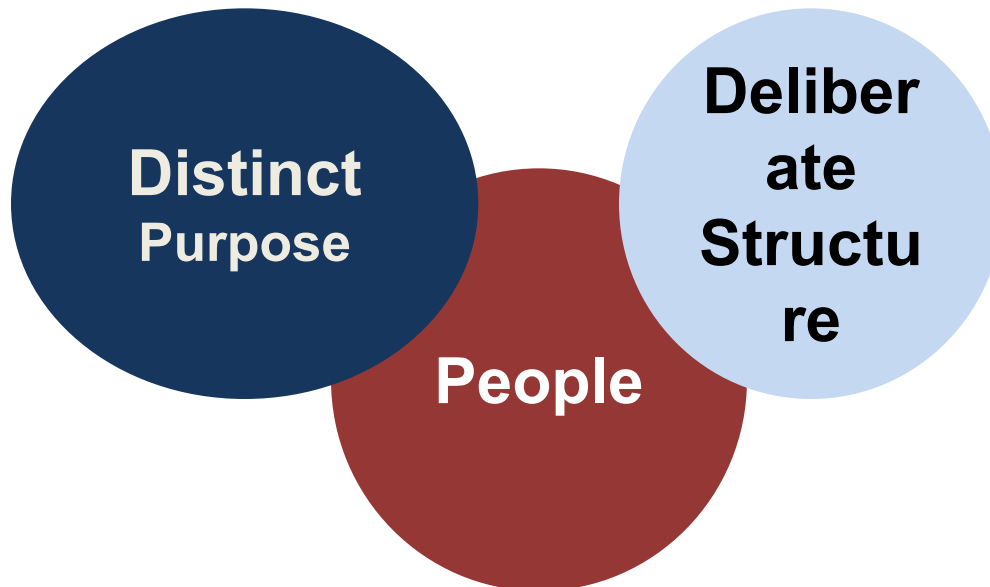
Organization

Organizations are groups of people, with ideas and resources, working toward common goals.

OR

A systematic arrangement of people brought together to accomplish some specific purpose is called organization.

Characteristics of Organization



Google

Virgin



Industry and Industrial Work

• Industry

- Is the sector of the economy concerned with the production of goods and services
- Economic activity concerned with the processing of raw materials and manufacture of goods in factories.
- Creates Utility.
- Industry has four sectors;
 1. Primary ✓
 2. Secondary ✓
 3. Tertiary ✓
 4. Quaternary ✓

Industry has four sectors

Primary Industries

Extract raw materials (which are natural products) from the land or sea e.g. oil, iron ore, timber, fish. Mining, quarrying, fishing, forestry, and farming are all example of primary industries.



meat



forestry



mining



wool



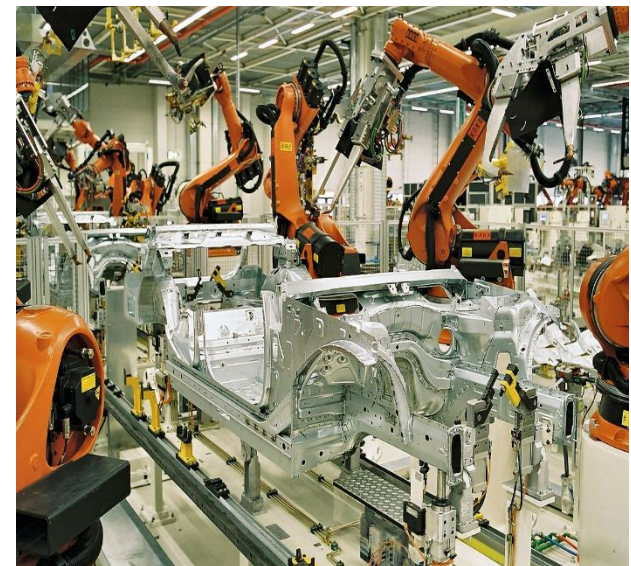
fisheries



crops

Secondary Industries **(sometimes referred to as Manufacturing industry)**

Involve the **manufacture of raw materials**, into another product by manual labor or machines. Secondary industries often use assembly lines e.g. a car factory.



Industry has four sectors

- **Tertiary Industries** (sometime referred to as **Services industry**)

Neither produce a raw material nor make a product. Instead they provide services to other people and industries. Tertiary industries can include doctors, dentists, refuse collection and banks.



- **Quaternary Industries**

- Involve the use of high tech industries.
- People who work for these companies are often highly qualified within their field of work.
- Research and development companies are the most common types of businesses in this sector.



Industry and Industrial Work

- **Industrial work**

- Related to produce goods and services
- Workers sell their labor power which the employers buy against wages.

- **Features;**

- Group-work
- Division of labor
- Carried on under supervision/control
- Wage work
- Dynamic in nature

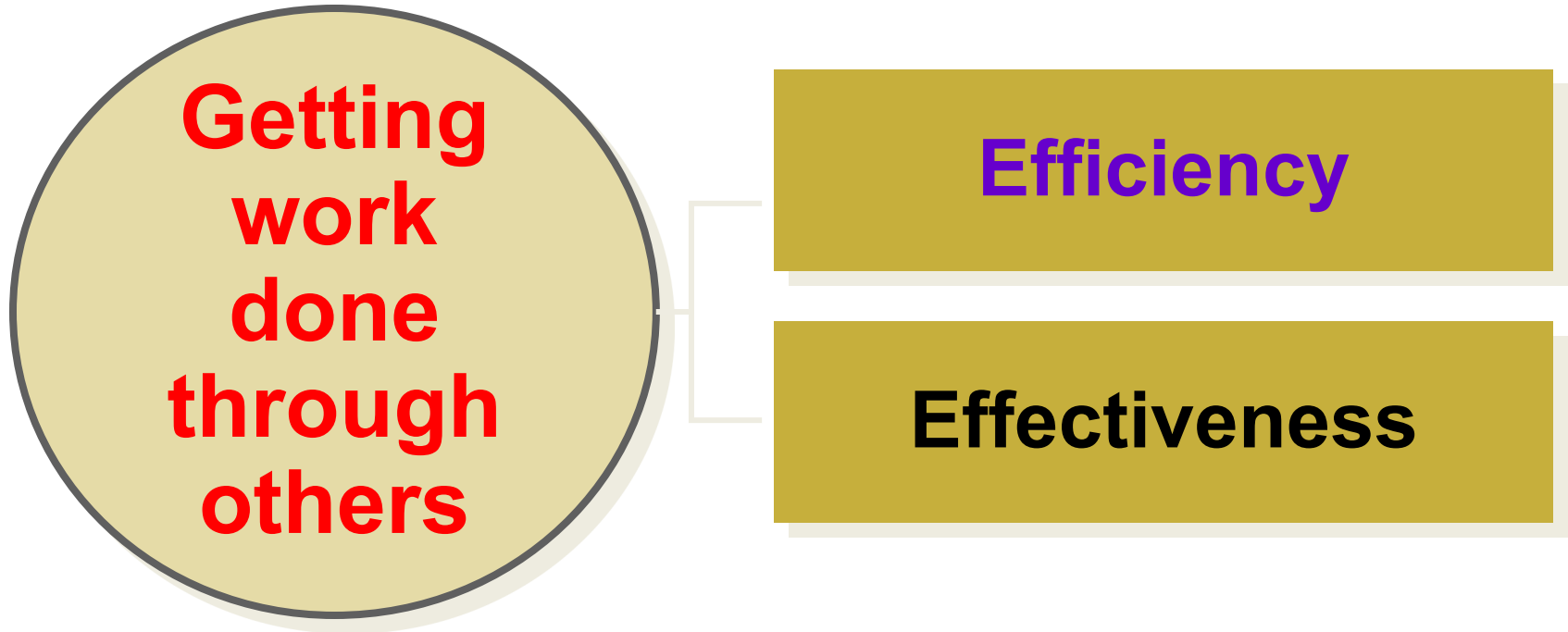






- Who told each worker what to do?
- How the resources were managed?
- Who were responsible?
- Is it unplanned?

Management Is...



Management Is

a...



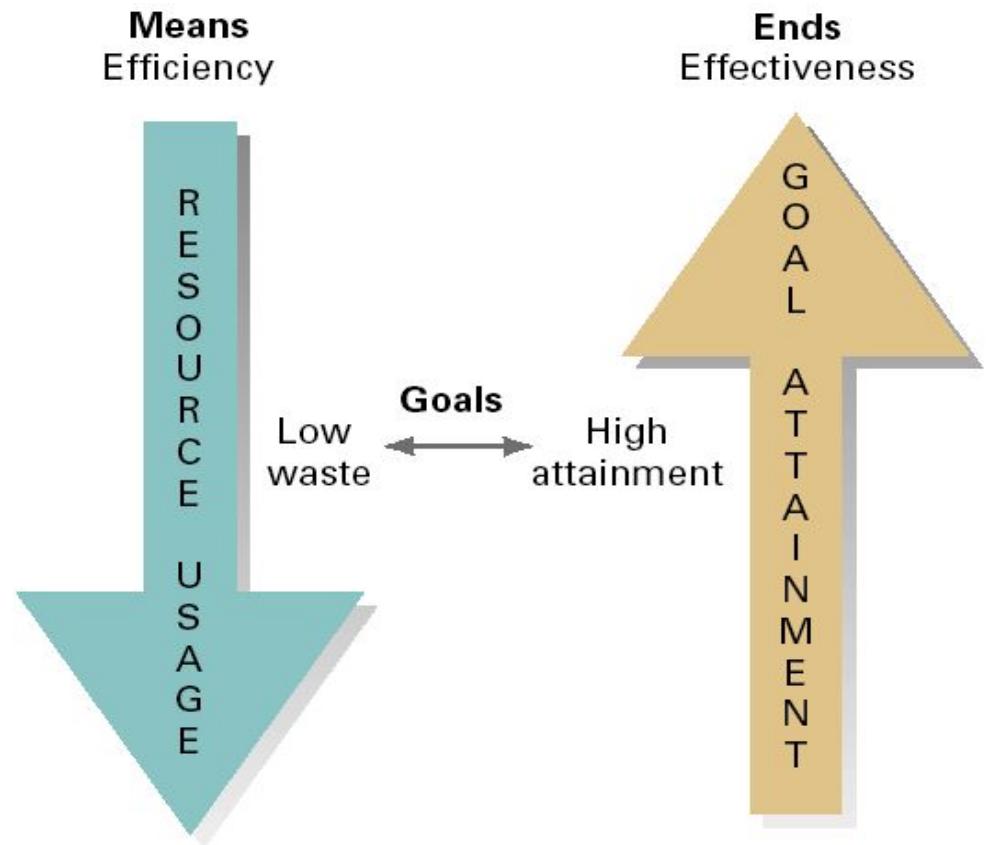
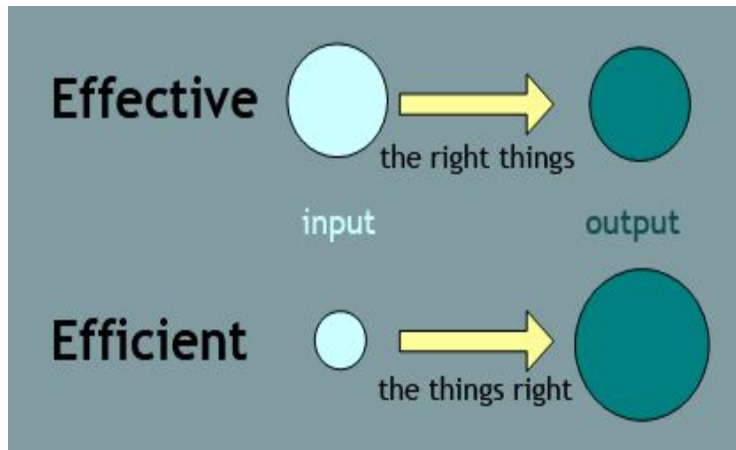
Comprehensive process by which a manager formulates planning, organizing, directing, controlling and many other managerial activities in a systematic manner to achieve the organizational goal effectively and efficiently.



Efficiency and Effectiveness



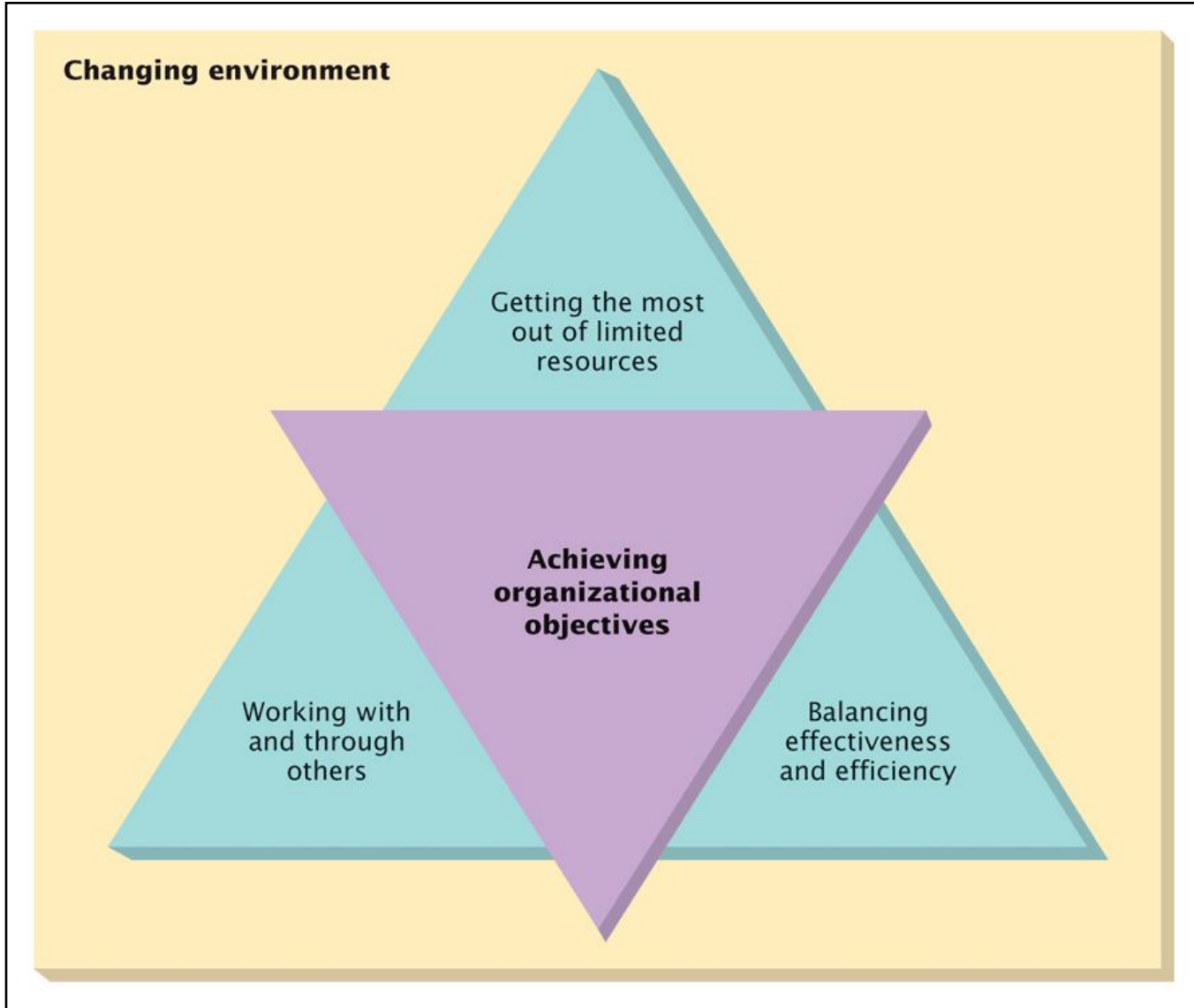
“Effectiveness deals
with degree of success.”



“Efficiency deals
with minimizing waste.”

Figure 1.1

Key Aspects of the Management Process



Manager

A manager is someone whose primary responsibility is to carry out the management process within an organization to achieve the organizational goals.



Principles of Management

F.W. Taylor



Develop a science for each element of a man's work, which replaces the old rule-of-thumb method.

Scientifically select and then train, teach, and develop the workmen.

Cooperate with the men to insure all work is done in accordance with the principles of the science.

There is almost equal division of the work and the responsibility between management and workmen.

14 Principles of Management – Henry Fayol

1. Division of Work:.

2. Authority and Responsibility:

3. Discipline: Common efforts of workers.
Penalties

4. Unity of Command: Employees should have only
one boss.

5. Unity of Direction: A single plan of action to
guide
the organization.

6. Subordination of individual interests to the
general interests of organization



14 Principles of Management – Henry Fayol

- 7. Remuneration:** An equitable uniform payment system that motivates and contribute to success.
- 8. Centralization:** The degree to which authority rests at the top of the organization.
- 9. Scalar Chain:** Chain like authority scale.
- 10. Order:** The arrangement of employees where they will be of the most value to the organization.
- 11. Equity:** The provision of justice and fair dealing
- 12. Stability of Tenure of Personnel**
- 13. Initiative**
- 14. Esprit de corps:** Harmony, general good feeling among employees

✓ Functions of Management



PLANNING



Defining organizational goals & objectives & establishing overall strategy to achieve these objectives.

Organizing

- Deciding where decisions will be made
- Who will do what jobs and tasks
- Who will work for whom



Leading

```
graph LR; A((Leading)) --- B[Inspiring]; A --- C[Motivating]
```

Leading

Inspiring

Motivating

Controlling

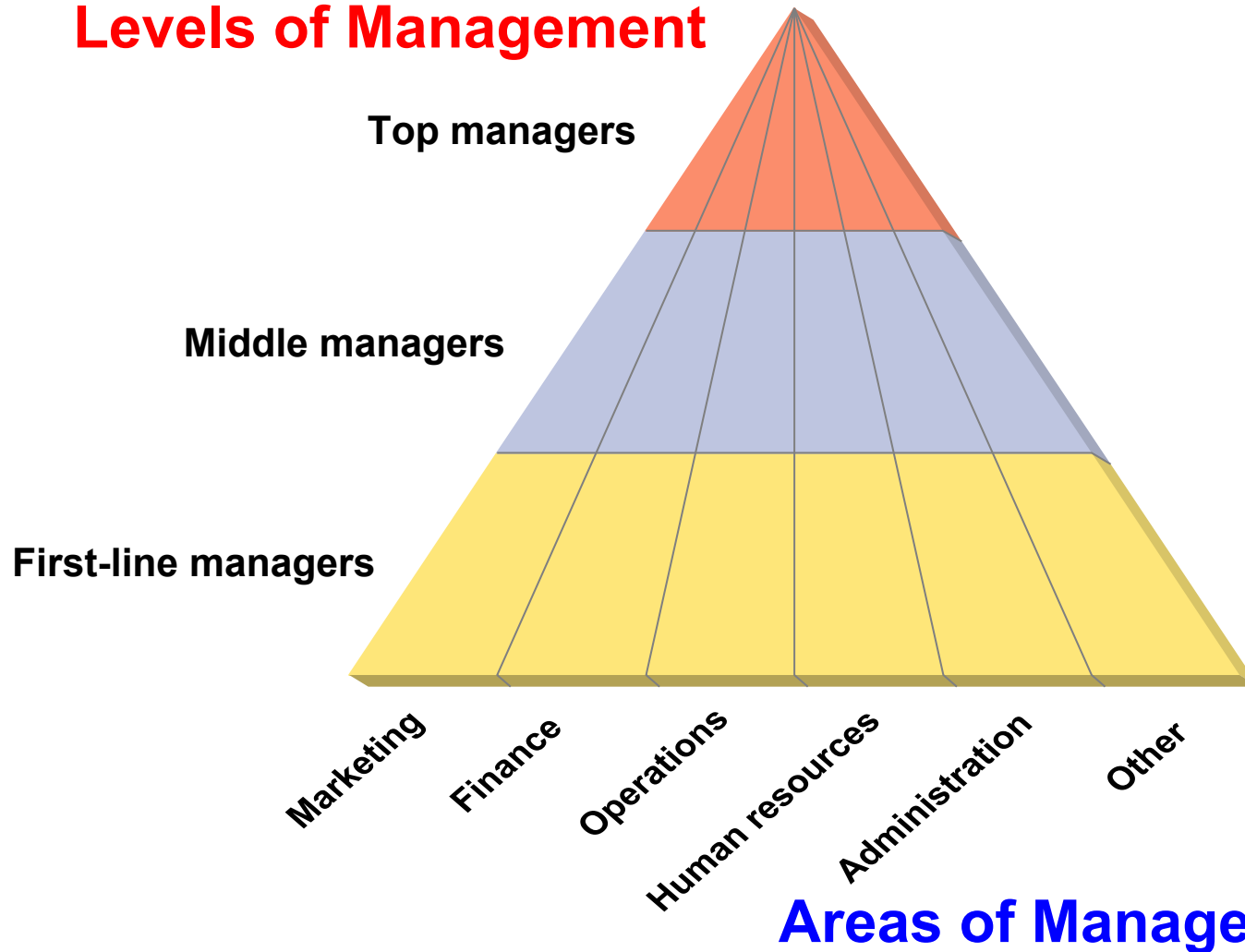
Controlling is the process of

- Establishing standard
- Measuring actual performance
- Compare the performance with standard
- Take necessary corrective action if needed



Levels and Areas of Management

Levels of Management



Responsibilities of Top Managers

Creative & thoughtful decision

**Developing commitment
and ownership in employees**

**Creating a positive organizational
culture**

Monitoring their business environments

What Middle Managers Do?

Plan and allocate resources to meet objectives

**Coordinate and link groups,
departments, and divisions**

**Monitor and manage the performance
of subunits and managers who report to them**

**Implement changes or strategies
generated by top managers**

Responsibilities of First-Line Managers

**Manage the performance of
entry-level employees**

**Encourage, monitor, and reward
the performance of workers**

**Teach entry-level employees how to do
their jobs**

**Make detailed schedules and operating
plans**

Managerial skills



Managerial Skills

Primary Skills

- Conceptual Skill
- Technical Skill
- Human Skill

Secondary Skills

- Design Skill
- Communication Skill
- Leadership Skill

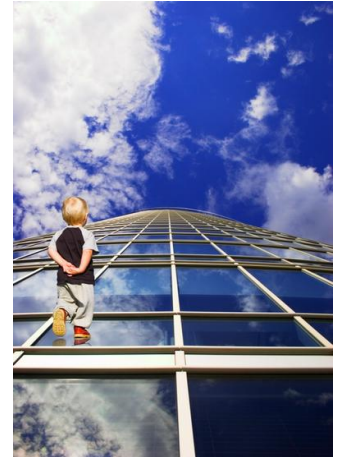
Managerial skills

Conceptual skills:

- This refers to the ability to think and conceptualize abstract situations. These abilities are required for making complex decisions.

In short it is:

- The mental capacity to develop plans, strategies and vision



Human or interpersonal skills:

- This includes the ability to understand other people and interact effectively with them. The human skills are also important in creation of an environment in which people feel secure and free to express their opinions.

In short it is:

- The ability to work with other people in teams



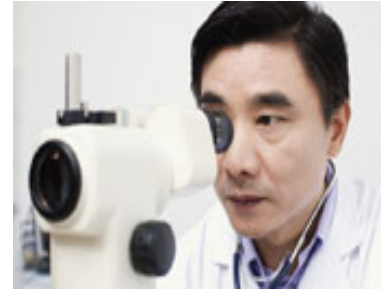
Managerial skills

✓ Technical skills:

- These skills include the knowledge, abilities of and proficiency in activities involving methods, processes and procedures in the relevant fields as accounting, engineering, manufacturing etc.

Or in short:

- The ability to use the knowledge or techniques of a particular discipline to attain ends



✓ Design skills:

- These skills enable a manager to handle and solve any kind of unforeseen or actual problems, that may crop up in the organization. Such problems could arise due to internal factors or external factors and/or both.

In short it is:

- The problem solving skill



Managerial skills

✓ Communication skills:

- The abilities of exchanging ideas and information effectively. To understand others and let others understand comprehensively.



✓ Leadership skills

- The abilities to influence other people to achieve the common goal.



✓ Roles of manager

Role: a set of expectation for one's behavior

In 1960, Henry Mintzberg conducted a study to understand about the managerial roles. He identified 10 managerial roles that are common to all managers. These 10 managerial roles are grouped under: Interpersonal, decisional, and informational roles.



Roles of Manager

Interpersonal

- Figurehead
- Leader
- Liaison

Decisional

- Entrepreneur
- Disturbance handler
- Resource allocator
- Negotiator

Informational

- Monitor
- Disseminator
- Spokesperson

Roles of manager

A: Inter-personal Role

- ✓ 1. **Figurehead:** Represents the company on social occasions. Attending the flag hosting ceremony, receiving visitors or taking visitors for dinner etc.
- ✓ 2. **Leader:** In the role of a leader, the manager motivates, encourages, and builds enthusiasm among the employees. Training subordinates to work under pressure, forms part of the responsibilities of a manager.
- ✓ 3. **Liaison:** Consists of relating to others outside the group or organization. Serves as a link between people, groups or organization. The negotiation of prices with the suppliers regarding raw materials is an example for the role of liaison.



Roles of manager



Informational role:

- ✓ 1. **Monitor:** Emerges as nerve center of internal and external information.
- ✓ 2. **Disseminator:** Transmits information received from other employees to members of the organization.
- ✓ 3. **Spokesperson:** Transmits information to the people who are external to the organization, i.e., government, media etc. For instance, a manager addresses a press conference announcing a new product launch or other major deal.

Roles of manager



5: Decisional Role:

- ✓ 1. **Entrepreneur:** Act as an initiator and designer and encourage changes and innovation, identify new ideas, delegate idea and responsibility to others.
- ✓ 2. **Disturbance handler:** Take corrective action during disputes or crises; resolves conflicts among subordinates; adapt to environmental crisis.
- ✓ 3. **Resource allocator:** Decides distribution of resources among various individuals and groups in the organization.
- ✓ 4. **Negotiator:** Negotiates with subordinates, groups or organizations- both internal and external. Represents department during negotiation of union contracts, sales, purchases, budgets; represent departmental interests

Merging Functions and Roles

- What Managers Lose the Right to Do
 - Lose their temper.
 - Be one of the gang.
 - Bring personal problems to work.
 - Vent frustrations and express opinions at work.
 - Resist change.
 - Pass the buck on tough assignments.
 - Play favorites.

Managerial Challenges:



Changes Facing Managers

Change

Impact of Change

Changing Technology (Digitization)

Shifting organizational boundaries
Virtual workplaces
More mobile workforce
Flexible work arrangements
Empowered employees
Work life–personal life balance

Increased Emphasis on Organizational
and Managerial Ethics

Redefined values
Rebuilding trust
Increased accountability

Increased Competitiveness

Customer service
Innovation
Globalization
Efficiency/productivity

Changing Security Threats

Risk management
Uncertainty over future energy sources/prices
Restructured workplace
Discrimination concerns
Globalization concerns
Employee assistance
Uncertainty over economic climate