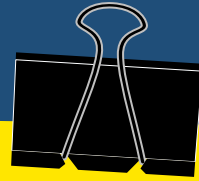


The background of the slide is a blurred image of three business professionals in a modern office setting. Two men in suits are standing and talking, while a woman in a business suit stands between them. In the foreground, there are several sheets of paper with colorful bar charts and a pen resting on them. A yellow cloud-like shape in the top left corner contains the text 'Week 01'. A large yellow arrow points from the left towards the center, containing the text 'Capsule – A: Introduction to Management'. In the bottom right corner, the text 'Instructor – Maria Mohsin' is displayed.

Week 01

Capsule – A: Introduction to Management

Instructor – Maria Mohsin



Unit # 1:

Management & Organizations

Who are Managers?

Managers may not be who or what you might expect!

Managers can be under the age of 18 to over age of 80

Not all Managers jobs are the same!

They run **large corporations** as well as **entrepreneurial start-ups**. Can be found in

- Government departments
- Hospitals
- Small businesses
- Not for profit agencies
- Museums
- Schools

Definition

A **Manager** is someone who coordinates and oversees the work of other of other people so that organizational goals can be accomplished.

Manager use conceptual, human and technical skills to perform the four management functions i.e. *Planning, organizing, leading & controlling* in all organizations; be it small or large, manufacturing or service, profit or non – profit, traditional or internet based.

Who are Managers?

Classification of Managers



Top
Managers

- Are responsible for making organization-wide decisions
- Establish plans and goals that effect the entire organization
- Typically have titles such as **Executive vice Presidents, President, Managing Directors, CEO, COO**

Middle
Managers

- Manages the work of first line Managers
- Found between lowest and top levels of the organization
- Titles such as **Regional Manager, Project leader, Divisional Manager**

First Line
Managers

- Manages the work of non-managerial employees
- Typically involved with producing the organizations products & services
- Often called as **Supervisors or even shift Managers**

Role of Managers

- ❖ Managers just don't go out and haphazardly perform their responsibilities.
- ❖ As per the **functions approach**, a Manager's role keeps on varying from time to time.

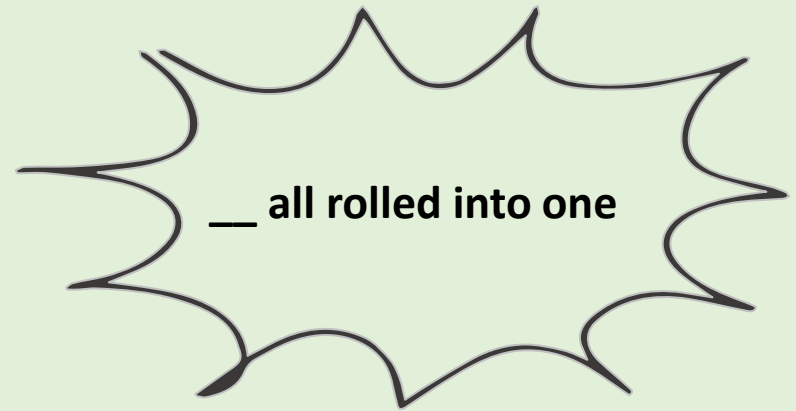


- ❖ Although this approach is popular for describing what Managers do but some have argued this is not relevant.

Role of Managers

A **Manager** wears many hats. Not only is a manager a team leader, but he or she is also a

- planner,
- organizer,
- cheerleader,
- coach,
- problem solver, and
- decision maker



Mintzberg's Managerial Roles

- ❖ In his managerial book, *The Nature of Managerial Work*, Henry Mintzberg indicated that the diverse Manager activities can be organized into ten roles.
- ❖ These roles are divided into three conceptual categories i.e.
 - Informational
 - Interpersonal
 - Decisional

Role

... is a set of expectations for one's behaviour

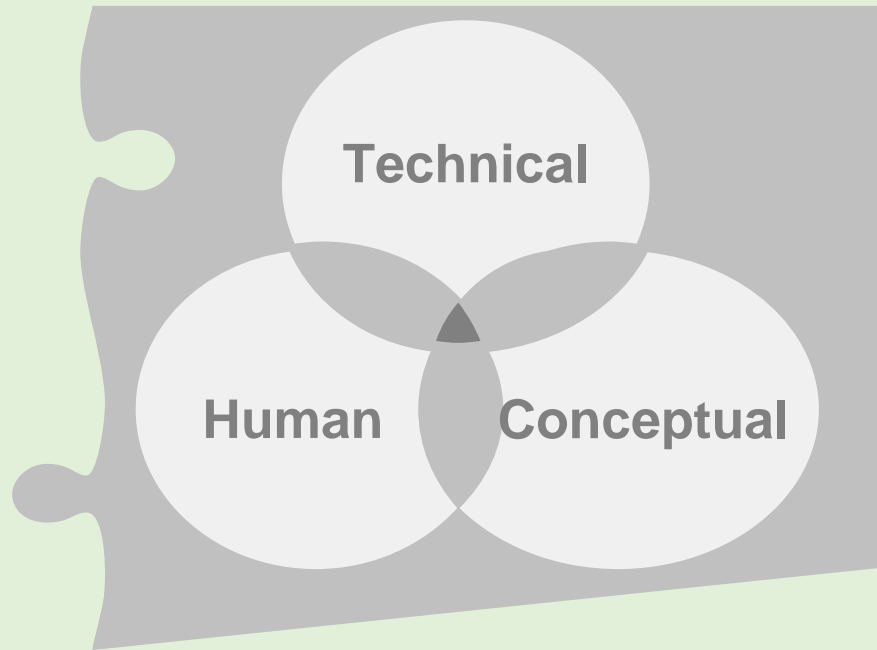
Role of Managers

Mintzberg's Managerial Roles

Category	Role	Activity
Informational <u>Managing by information</u>	Monitor	Seek and receive information, scan periodicals and reports, maintain personal contacts
	Disseminator	Forward information to other organization members, send memos & reports, make phone calls
	Spokesperson	Transmit information to outsiders through speeches, reports, memos
Interpersonal <u>Managing through people</u>	Figurehead	Perform ceremonial and symbolic duties such as greeting visitors, signing legal documents
	Leader	Direct and motivate subordinates, train, counsel and communicate with subordinates
	Liaison	Maintain information links both inside and outside organization, use mail, phone calls, meetings
Decisional <u>Managing through action</u>	Entrepreneur	Initiate improvement projects, identify new ideas, delegate idea responsibility to others
	Disturbance Handler	Take corrective action during disputes or crises, resolve conflicts among subordinates, adapt to environmental crises
	Resource Allocator	Decide who gets resources, schedule, budget and set priorities
	Negotiator	Represent department during negotiation of union contracts, sales, purchases, budgets, represent departmental interests

Why are Managers important?

- ❖ Certain **skills**, or abilities to translate knowledge into action that results in desired performance and help other employees become more productive. These include;



- ❖ Although all three categories contain skills essential for managers, their relative importance tends to vary by level of managerial responsibility.

Why are Managers important?

- ❖ Details of certain **skills**, or abilities to translate knowledge into action for productive performance

Conceptual	Human	Technical
<ul style="list-style-type: none">❖ This skill calls for the ability to think analytically❖ Analytical skills enable managers to break down problems into smaller parts, to see the relations among the parts, and to recognize the implications of any one problem for others❖ Initially acquired through formal education further develop them through training and job experience.❖ The higher the management level, the more important conceptual skills become	<ul style="list-style-type: none">❖ This skill demonstrates the ability to work well in cooperation with others❖ Human skills emerge in the workplace as a spirit of trust, enthusiasm, and genuine involvement in interpersonal relationships❖ Some managers are naturally born with great human skills, while others improve their skills through classes or experience	<ul style="list-style-type: none">❖ This skill requires the ability to use a special proficiency or expertise to perform particular tasks❖ For example; Accountants, engineers, market researchers, and computer scientists possess technical skills❖ Initially acquired through formal education❖ Further develop them through training and job experience.

Why are Managers important?

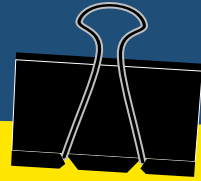
❖ In order to develop the required technical, human and conceptual skills many organizations even educational institutions are working on the following skills and personal characteristics that contribute to high performance in a management job

- **Leadership** — ability to influence others to perform tasks
- **Self-objectivity** — ability to evaluate yourself realistically
- **Analytic thinking** — ability to interpret and explain patterns in information
- **Behavioral flexibility** — ability to modify personal behavior to react objectively rather than subjectively to accomplish organizational goals
- **Oral communication** — ability to express ideas clearly in words
- **Written communication** — ability to express ideas clearly in writing
- **Personal impact** — ability to create a good impression and instill confidence
- **Resistance to stress** — ability to perform under stressful conditions
- **Tolerance for uncertainty** — ability to perform in ambiguous situations

How is a Manager's job changing?

- ❖ The drastic restructuring and innovation results in the changing nature of a Manager, which is depicted as following;

Change		Impact of Change
Changing Technology (Digitalization)	→	<ul style="list-style-type: none">▪ Shifting organizational boundaries▪ Virtual workplace▪ Flexible work arrangements▪ Empowered employees▪ Work life – personal life balance
Increased emphasis on organizational & Managerial Ethics	→	<ul style="list-style-type: none">▪ Redefined values▪ Rebuilding trust▪ Increased accountability
Increased Competitiveness	→	<ul style="list-style-type: none">▪ Customer service▪ Innovation▪ Globalization▪ Efficiency / productivity
Changing Security Threats	→	<ul style="list-style-type: none">▪ Risk management▪ Uncertainty over future energy sources / prices▪ Restructured workplace▪ Uncertainty over economic climate▪ Employee assistance



The End