

# Management

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## Organization

- Group of people
- structure and coordinate fashion
- achieving a goal

## Management

- A set of activities (planning and decision, organizing, leading, controlling)
- directed at an organization resources (human, physical, financial, informational)
- aim of achieving organization's goal

## Manager

- who coordinates and oversees the work of other people so that organizational goal can be achieved

## Classifying manager

- Team leader
  - special kind of manager
  - who may be appointed for specific task
- First-line manager
  - individuals

- who manage the work / (supervise or co-ordinate) of non-managerial employee
- Middle Manager
  - a large group
  - manage the work of first line manager
- Top Manager
  - Small group of executives
  - who manage the overall organization, the strategic plans, establishing plans and goals

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## **Exhibit 1–2 Managerial Levels**

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### **The management Process / Function of a Manager**

The management process is a system that combines all of an organization's activities to achieve its goals.

- Planning and decision making
  - setting goals and deciding how to achieve

- Organizing
  - determining how best to group activities and resources
- Leading
  - Motivating member of the org
- Controlling
  - correcting and monitoring employees

Planning	Organizing	Leading	Controlling
1. Vision & Mission 2. Strategizing 3. Goals & Objectives	1. Organization Design 2. Culture 3. Social Networks	1. Leadership 2. Decision Making 3. Communications 4. Groups/Teams 5. Motivation	1. Systems/Processes 2. Strategic Human Resources

## The Basic Managerial Roles

- Interpersonal

(The ability to communicate with, understand, motivation )

- Figurehead : represents org formally
- Leader : relationship between manager and employee
- Liaison (communication or cooperation which facilitates a close working relationship between people or organizations.)
- Coordinate
- Informational
  - Monitor : receives and collects information
  - Disseminator (A disseminator is a person or thing that spreads information or ideas to a large number of people or places.) : sharing information
  - Spokesperson (A spokesperson is a person who speaks on behalf of an organization, group, or individual. They are responsible for communicating

with the public and the media, often delivering official statements or answering questions.)

- Decisional
  - Entrepreneur (An entrepreneur is a person who starts and runs a new business venture, typically taking on financial risk in order to do so.) : new project, new idea, delegate idea and responsibility to others
  - Disturbance handler : take correct action during crisis, resolve conflict
  - Resource Allocator: who will gets (what) resource, schedule, budget, priority
  - Negotiator : negotiates on behalf of the organization

### **Skills of a Manager**

- Technical Skill
  - Knowledge and proficiency in a specific field
  - Specially important for first-line manager
- Interpersonal Skill
  - understanding people
  - ability to work effectively individual and a member of group
- Conceptual Skill
  - think in the abstract (**ability to consider concepts beyond what we observe physically**)
  - understand organizational goals, structure, viewing organization as system
  - analyze the environment and identify the opportunities
- Diagnostic Skill
  - visualize the most appropriate response to a situation
- Communication Skill
  - convey ideas and information to others
  - receive ideas and information from others
- Decision Making Skill
  - correctly recognize and define problems

- select an appropriate course of action to solve problems and capitalize opportunities
- Time Management Skill

### **Nature of Managerial Work**

- performs a great quantity of work at an unrelenting pace
- undertakes activities marked by variety, brevity and fragmentation
- has a preference for issues which are current, specific and non-routine
- prefers verbal rather than writing
- acts within a web of internal and external contacts
- is subject to heavy constraints but can exert some control over the work

### **Managing in different areas of a organization**

- Human Resource Management
  - obtaining and maintaining of a satisfactory and satisfied work force
  - recruitment, orientation, training, promotion, motivation, salary, performance
  - Object: Create and promote team spirit among managers and workers
- Production Management
  - planning, organization, coordinating, direction and control of the production such a way that desired goods and services produced in right time, in right quantity and at the right cost
- Office Management
  - planning, design and implementation of work in office
  - the technique of planning, organizing, coordinating and controlling office activities with a view to achieve business objectives, efficient and effective office performance
- Financial Management
  - planning, organizing, directing and controlling the financial activities

- strategic planning and managing organization's finance to better align their financial status to their goals and objectives
- three decision pertaining
  - Investment policies
  - Method of financing
  - Dividing Decision
- Marketing Management
  - process of planning, executing and tackling the marketing strategy
  - choosing target markets and getting, growing and keeping customers through creating, delivering and communicating customer value

## Planning

- Planning is ascertaining prior to what to do and how to do. It is one of the primary managerial duties
- Planning managerial functions where managers are required to establish goals and state the ways and means by which these goals are to be attained.

(**Planning** is the process of selecting a future course of action, where **Decision-making** means selecting a course of action. Decision-making is a part of planning.)

## Planning Process

- Setting up a objective (goal)
  - manager sets a goal
- Developing Premises
  - assumption regarding the future
  - policies
- Listing up various alternative
  - all the ways to achieve the goal
- Evaluating the alternatives

- positive and negative aspects of each alternative (cost, risk, higher returns)
- Selecting an alternative
  - more profitable with minimum negative effects
- Implementation of Plan
  - plan into action
  - DOING WHAT IS REQUIRED
  - allocating resources, organizing, labour and machinery
- Follow Up
  - compare with predetermined plan
  - monitoring the plan

## **Goal**

A goal is a result one is attempting to achieve.

## **Kinds of Goals**

- Strategic
  - made to achieve and support the mission and vision of the company
  - set by organization leader
- Tactical
  - short-term goal
  - coordinate different department levels to take necessary step to contribute to the larger strategic goal
- Operational
  - focus on individual employee responsibilities
- Superordinate Goal
  - motivate individual across different departments, used to solve conflict, establishing relationship within company

## **Organizational goal**

- Strategic Goal
  - set by and for top level management
  - long-term goal
  - from this goal to others goal are made
- Tactical Goal
  - set by and for middle manager (sometimes set by top level manager)
  - how to operationalize actions necessary to achieve strategic goals
  - various departments middle manager are responsible
- Operational Goal
  - set by and for lower level manager/first line manager
  - made to tackle shorter-term issues associated by with tactical goal

## **Why Organizational Goal is important**

- Goals provide Guidance and Direction
- Goals intensely Planning and Actions
- Goals Motivate
- Goal help in Control

## **Organizational Planning**

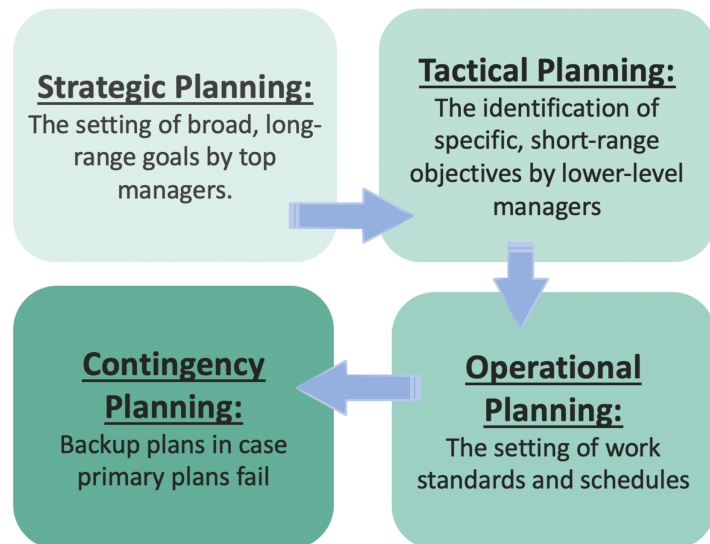
- process of
  - defining a company's reason for existing
  - setting goals
  - creating discrete task to meet goal

## **Types of Planning**

- Strategic



- Tactical
- Operational
- Contingency



## Operational Planning

- Process of strategic plan to operational plan
- breaking down high level strategic goals and activities into smaller, actionable them
- coordinate different department and layers of management to achieve the objective

## 2 types of Operational Planning

- **Standing Planning/Ongoing Plan**
  - plans that are designed to use again and again
  - designed with long-term in mind
  - Advantages
    - it saves time because managers know in advance what to do certain circumstance
    - standing plan aid in work, because employees are already familiar with those procedure

- **Single-Use plan**

- devised when a particular problem or time-specific problem needs to be tackled
- advantage : it can be very specific that how it be addressed in a particular situation

## **Decision Making**

- process of making choice between two or more options
- choosing among alternatives

## **Process of Decision Making**

- Establishing Objectives
  - specific goal/objective needs to be achieved within certain time-frame
- Identify the Decision
  - identifying the problem that needs to be addressed
- Gathering information and collecting data
  - surveys, interviews, focus groups, observation and secondary data(articles)
- Identify the alternatives
  - there are a number of different ways to identify the alternatives, but some of the most common methods include brainstorming, research, and consultation.
- Weigh the Evidence
  - taking time to consider all of the available information to make final decision
- Choosing among alternative
- Take Action
- Review the Decision

## **The nature of decision making**

- Goal oriented process

- aim at achieving certain specific goals of the organization
- Selection Process
  - selection process in which best alternative course of action is chosen from the given alternative
- Continuous Process
  - continuous process because a manager is required to take decisions continuously
- Art as well as Science
- Responsibilities of Manager
- Positive as well as Negative
  - positive (to perform certain activities) or negative (not to perform certain activities).
- Future course on action
  - Decisions are made for future course of action based on the basis of past experiences and present conditions.