

## Chapter 1 Management 361

**Organization** - a deliberate arrangement of people brought together to accomplish a specific purpose.

### Three Characteristics of an organization:

1. Goals
2. People
3. Structure

**Non- managerial employees** - people who work directly on a job or task and have no responsibility for overseeing the work of others.

**Managers** - individuals in an organization who direct the activities of others.

**Top Managers** - individuals who are responsible for making decisions about the direction of the organization and establishing policies that affect all organizational members.

**Middle managers** - individuals who are typically responsible for translating goals set by managers into specific detail that lower level managers will see get done.

**First line managers**- supervisors responsible for directing the day to day activities of non- managerial employees.

### Management Levels:

1. Top managers
2. Middle managers
3. First line managers
4. Non - managerial employees

**Management** - The process of getting things done effectively and efficiently through and with other people.

**Efficiency** - means doing the task correctly. Getting the most output for the least amount of inputs.

**Effectiveness** - doing the right things or completing activities so that the organizational goals are attained

- Concerned with the results

**Scientific management** - the use of scientific method to define the one best way for the job to be done.

**Means efficiency**

Decrease: Resource usage, low waste

**Ends effectiveness:**

Increase: Goal attainment

**Four Management Functions:**

1. **Planning-** includes

- a. Defining goals
- b. Establishing strategy
- c. Developing plans

2. **Organizing -**

- a. Determining what task are to be done with and by whom
- b. How tasks are grouped
- c. Who reports to whom
- d. Where decisions are to be made

3. **Leading -**

- a. Motivating employees
- b. Directing the activities of others
- c. Selecting most effective communications channel
- d. Resolving conflict

4. **Controlling -**

- a. Monitoring
- b. Comparing
- c. Correcting work performance

## **ROLES:**

**Managerial Roles** - specific categories of manager's behaviors grouped under

1. Interpersonal relationships
2. Transfer of information
3. Decision making

**Interpersonal roles** - involves people, ceremonial and symbolic in nature

**Informational roles** - involves collecting, receiving, and disseminating information

**Decisional roles** - entail making decisions or choices

### **Interpersonal roles**

- a. Figurehead
- b. Leader
- c. Liaison

### **Informational roles:**

- a. Monitor
- b. Disseminator
- c. Spokesperson

### **Decisional roles**

- a. Entrepreneur
- b. Disturbance handler
- c. Resource allocator
- d. Negotiator

**Conceptual skills** - a manager's ability to analyze and diagnose complex situations

**Interpersonal skills**- a manager's ability to work with, understand, mentor, and motivate others, both individually and in groups.

**Technical skills** - Job specific knowledgeable and techniques needed to perform work tasks.