

Part I: Lecture Notes

Chapter 1: Introduction to Management

- What is Management?
 - **Management** is the act of getting things done through people
 - Any situation involving an organization or a group needs some sort of management
 - The **concepts of management** are what you use to get work completed within organizations
 - Tools you need to become a successful manager
 - The **goal of management** is to get work completed in a timely manner
- Empowerment
 - **Empowerment** involves job related activities designed to make the organization more effective
 - Everyone wants to feel like they matter and contribute
 - Not a very straightforward process, because everyone has different skill sets
 - To be successful, empowerment requires:
 - Skilled motivated workers
 - Managers willing to share power to facilitate employee development
- Three Key Managerial Skills
 - The use of these skills make some managers more effective than others
 - **Technical Skills**—the ability to apply specialized knowledge or expertise
 - All jobs require some specialized expertise, and many people develop their technical skills on the job
 - **Human Skills**—ability to work with, understand, and motivate other people, both individually and in groups, describes human skills
 - Arguably the most important of the three, especially for new managers
 - **Conceptual Skills**—the mental ability to analyze and diagnose complex situations
 - Important because you need to be able to see the big picture
- Leadership
 - **Leadership** may be defined as the act of influencing others toward a goal

- *“The art of leadership”*
 - Trying to influence people to get what you need done
 - o Leadership involves actions taken to mobilize others to work toward a common goal
 - o Good leaders understand when, where, and how to use formal authority and power
 - Leaders do not necessarily need power and authority to get things done
- Four Functions of Management (P.O.L.C.)
 - o **Planning**
 - Involves setting objectives and determining a course of action for achieving those objectives
 - *Conceptual skills are needed here*
 - o **Organizing**
 - Involves developing an organizational structure and allocating human resources to ensure the completion of objectives, often through the design of individual jobs within the organization
 - *Conceptual skills are needed here*
 - o **Leading**
 - Involves social and informal sources of influence used to inspire others to take action utilizing knowledge of personalities, values, attitudes, and emotions
 - *Human skills are needed here*
 - o **Controlling**
 - Involves ensuring that managerial actions do not deviate from standards by creating processes and procedures that ensure consistent behavior
 - *Human skills are needed here*
- Corporate Social Responsibility (CSR)
 - o Business organizations must become good corporate citizens
 - They are not always good corporate citizens because of the drive or need for profitability
 - If they are not good corporate citizens, the government may restrict their ability to operate in society
 - o Corporations do not operate in a vacuum, their actions impact employees, shareholders, and communities

- o **CSR** is defined as actions that protect and improve the society along with the corporation's own interest
- o Corporate success is based on the interactive relationship between the corporation and its business environment

Chapter 2: History, Globalization, and Ethics

- History of Management
 - o A very young science—only about 125 years old
 - Can be traced back to industrial revolution
 - o Three individuals that made important contributions to field of management
 - **Henri Fayol**—administrative management, and the fourteen principles
 - **Fredrick Taylor**—scientific management, efficiency, and cost control
 - Father of cost accounting
 - Was an engineer
 - **Peter Drucker**—productivity through people, customer relations, lean management
- Globalization
 - o The concept of global markets is *not a new concept*
 - Early explorers were the creators of the true global markets
 - Looking to create the spice trades or spice routes
 - o In 1960, three of ten firms were active in global markets
 - o Global markets are not new, for decades firms like DuPont, Exxon, and Caterpillar operated globally
 - These products are used the same way across the world
 - o Today global markets have evolved to include consumer goods and services, making cultural differences more important
 - Ex: Jeans are popular in the United States, but not in the Middle East
 - Ex: Eighty percent of the coffee drinking world use instant coffee
- Five Dimensions of National Culture
 - o The work of **Geert Hofstede** provides a *framework for analyzing the cultural environment of different countries*