

# **Introduction to Business Management**

**ADM1300B**

## **Introduction to Management and Organizations**



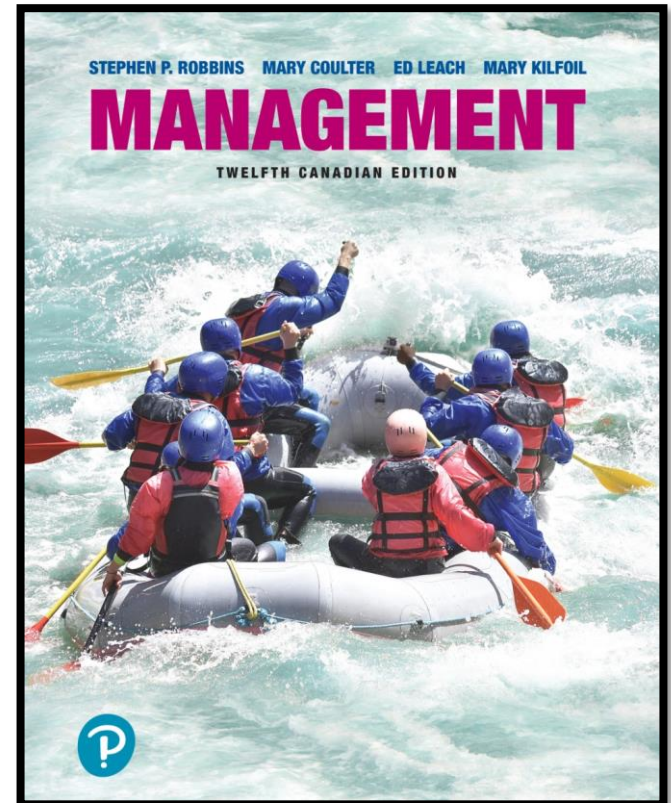
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# Outline

- Why Are Managers Important?
- Who Is a Manager?
- Efficiency and Effectiveness
- Managerial Concerns (function, role, skill)
- Changes Facing Managers
- Why Study Management?





# Why Are Managers Important?

A good boss can inspire and energize you, provide coaching, guidance and feedback, help improve your performance and keep you aware of organizational changes.



A person is considered fortunate if he/she has a manager that can consistently come through on all of his/her actions and behaviors.



# Why Are Managers Important?

## Managers are important because:

- Organizations need their managerial skills and abilities more than ever in uncertain, complex, and chaotic times.
- They are critical to get things done, range from dealing with different kinds of issues, coordinating the workplace or finding out why things are not getting done.
- Of the relationship between employees and their direct supervisors (managers)





# Why Are Managers Important?

- Inspire you professionally and personally
- Energize you and your coworkers to accomplish things together that you could not get done by yourself
- Provide coaching and guidance with problem
- Help you to improve your performance
- Keep you informed of organizational changes
- Change your life



# Who Is a Manager?



Managers:

- Are organizational members who tell others what to do and how to do.
- Coordinate work activities to achieve organizational goals.
- Actions are affected by both the internal culture of the organization and the constraints of the external environment – including the global environment.



A manager is someone who works with and through other people by coordinating their work activities in order to accomplish organizational goals.



# Where Do Managers Work?

Managers work in a variety of organizations, and the type of organization has an impact on what managers can do.

## Private Sector



## Nonprofit Sector



## Public Sector

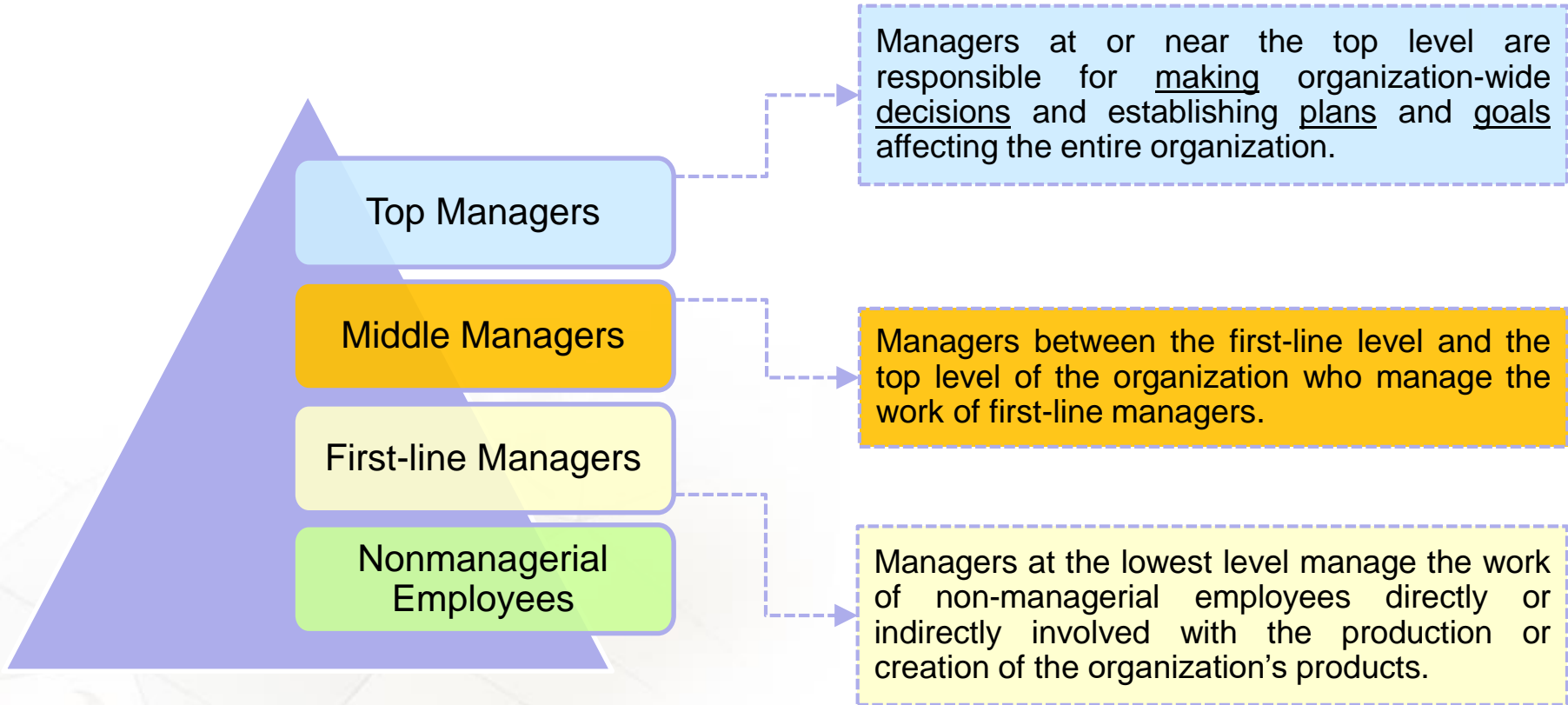


## NGO





# Managerial Levels



# Managers Work in Organizations



An organization is a deliberate arrangement of people to accomplish some specific purpose.

- It has a distinct purpose typically expressed through goals of the organization.
- It is composed of people doing work to complete goals.
- It has a deliberate structure where members do their work.
- The structure can be flexible and/or have specific job duties.



# Common Characteristics of Organizations



- Distinct Purpose
- Composed of People
- Deliberate Structure



# The Size of Organizations

Managers and employees work in a variety of different sized organizations.

- **Large organizations** represent only **2%** of the organizations in Canada
- **Small business** represent **98%** of all Canadian companies





# Efficiency and Effectiveness

Management refers to the process of coordinating work activities so that they're completed efficiently and effectively with and through other people.



## Efficiency - “Doing things right”

Getting the most output from the least amount of inputs.



## Effectiveness - “Doing the right things”

Completing activities so that organizational goals are achieved.

# Efficiency and Effectiveness Example



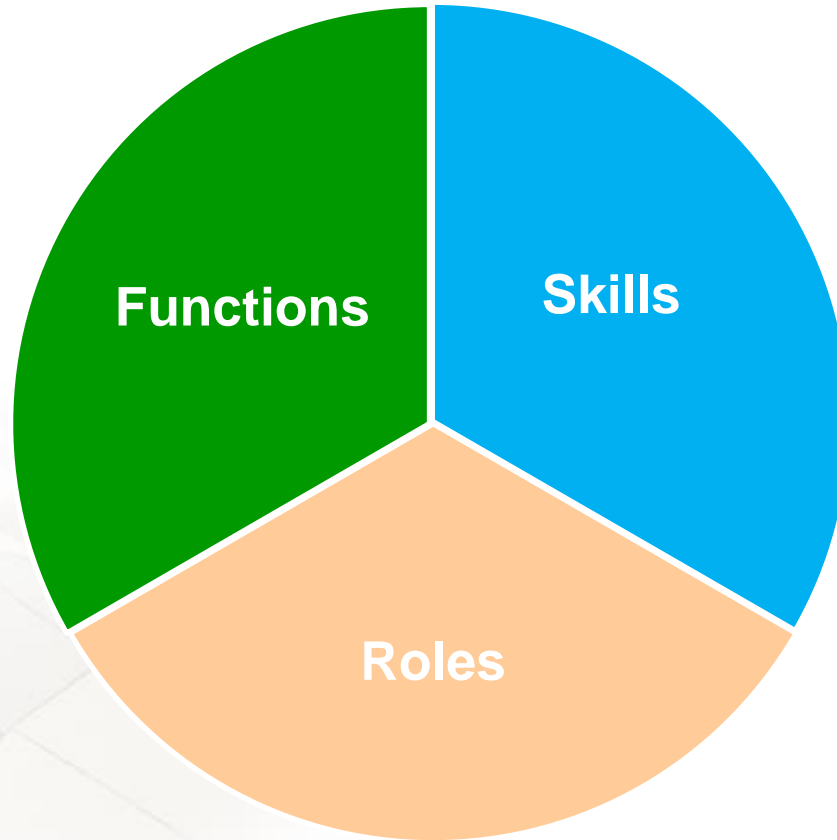
- Efficiency
- cost of poor quality per unit of output
  - percent of time items were out of stock when needed
  - percent on-time delivery

- Effectiveness
- how well the output of the process meets the requirements of the end user or customer
  - how well the output of the sub process meets the requirements of the next phase in the process (internal customers)
  - how well the inputs from the external suppliers meet the requirements of the process





# Managerial Concerns

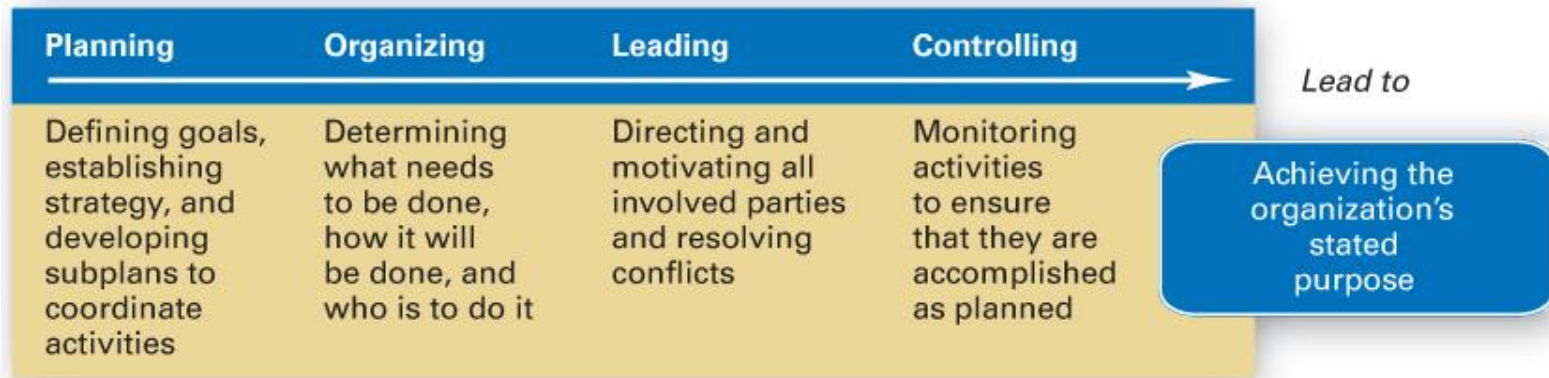




# Management Functions

Henri Fayol, a French industrialist from the early part of the 1900s, proposed that managers perform five management functions: POCCC (Plan, Organize, Command, Coordinate, Control).

These functions still provide the basis around which popular management textbooks are organized, but the functions have been condensed to four.



# Management Functions



**Planning** involves the process of defining goals, establishing strategies for achieving those goals, and developing plans to integrate and coordinate activities.



**Organizing** is the process of determining what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made.

# Management Functions



**Leading** includes motivating subordinates, influencing individuals or teams as they work, selecting the most effective communication channel, or dealing in any way with employee behaviour issues.

**Controlling** is monitoring activities to ensure that they are being accomplished, comparing performance with previously set goals, and correcting any significant deviations.





# Management Roles

Henry Mintzberg, a researcher at McGill University, conducted a precise study of managers at work. He concluded that managers perform 10 different, but highly interrelated roles.

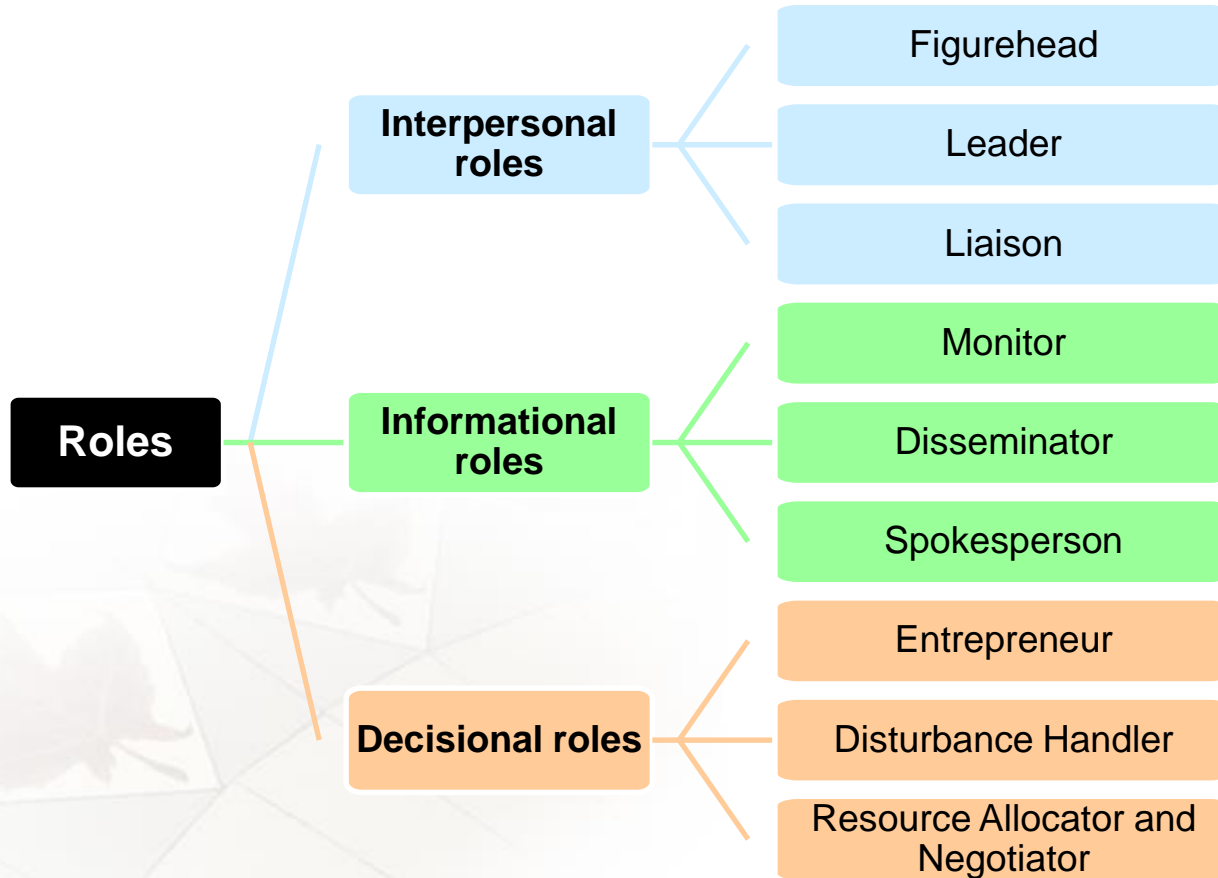
Follow-up studies suggest managers perform similar roles, however, the emphasis that managers give to the various roles seems to change with their organizational level.

While each approach has merit, the functional approach still represents the most useful way of classifying the manager's job.





# Management Roles



# Management Skills



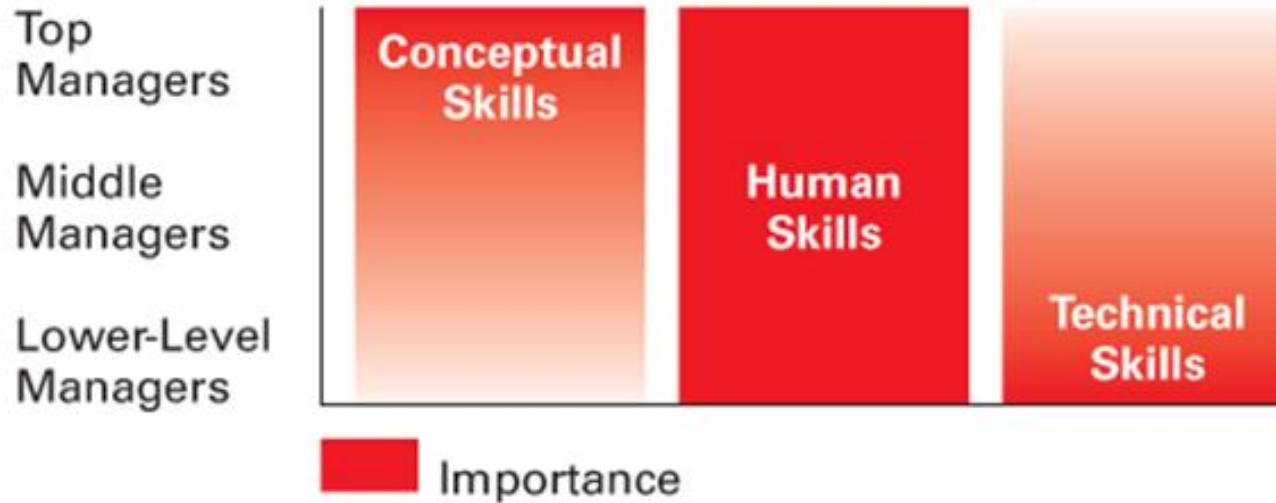
Robert L. Katz found through his research in the early 1970s that managers need three essential skills or competencies.

- ✓ **Technical skills** are skills that include knowledge of and proficiency in a certain specialized field.
- ✓ **Human skills** include the ability to work well with other people both individually and in a group.
- ✓ **Conceptual skills** include the ability to think and to conceptualize about abstract and complex situations, to see the organization as a whole, and to understand the relationships among the various subunits, and to visualize how the organization fits into its broader environment.



# Management Skills

Skills Needed at Different Management Levels





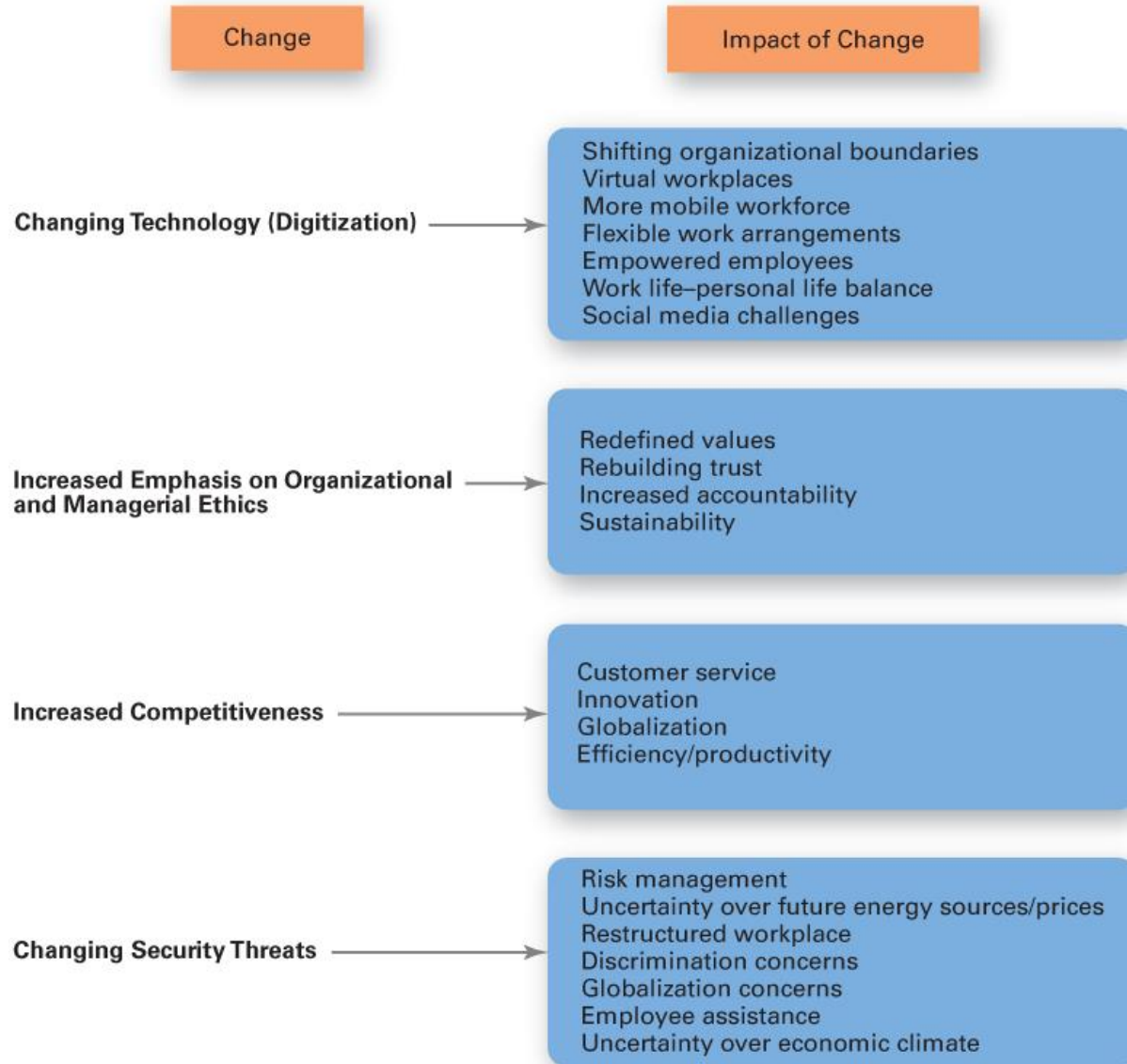


# How Is the Manager's Job Changing?

Managing is far more complicated today than it ever was. Managers, must deal with multicultural challenges, technological challenges, and the demand for more accountability from customers and clients.

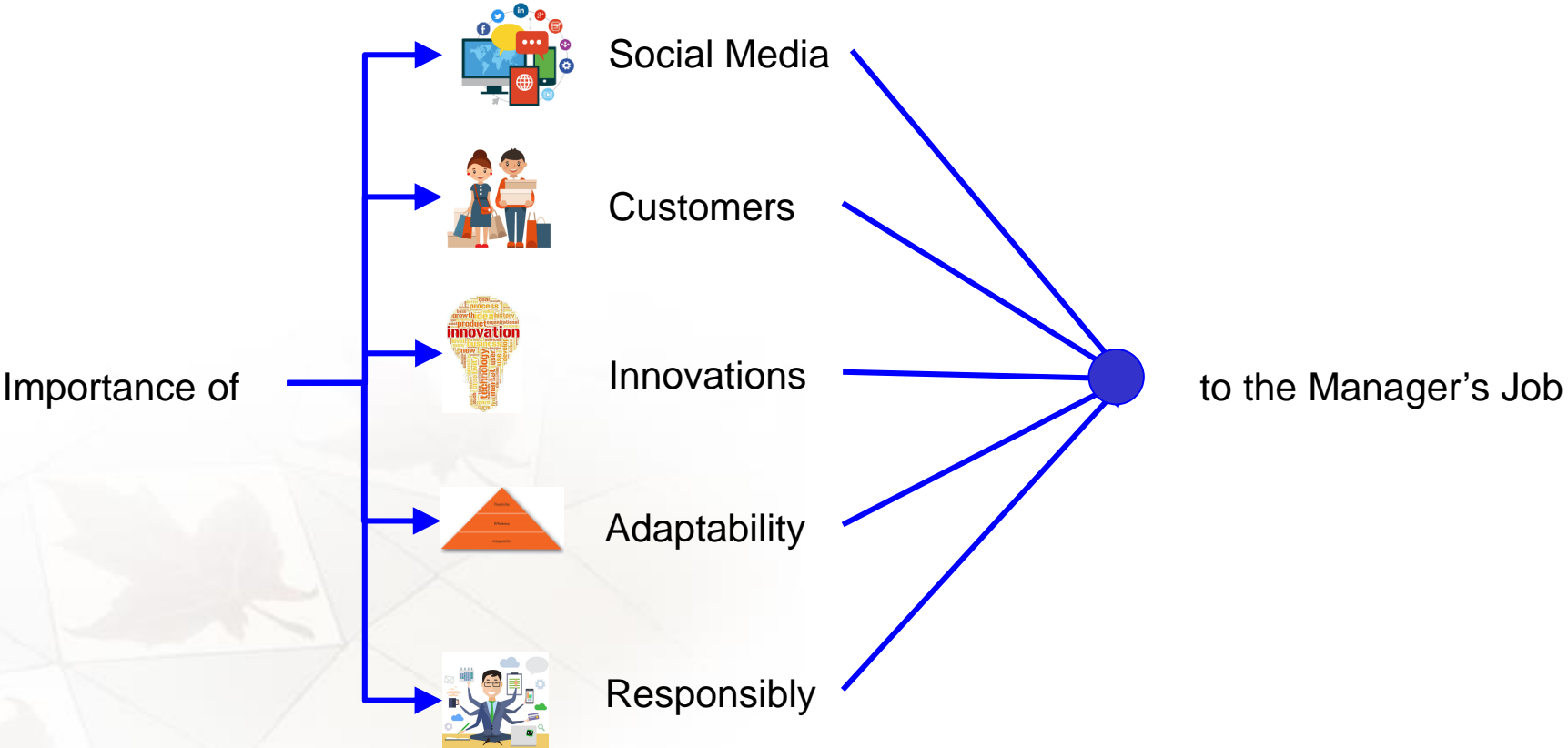


# Changes Facing Managers





# Important Players to the Manager's Job



# Importance of Social Media to the Manager's Job



Social media includes all forms of electronic communication through which users create online communities to share ideas, information, personal messages, and other content.

- Managers need to understand and manage the power and peril of social media.
- More and more businesses are turning to social media as a way to manage their human resources and tap into their innovation and talent.



# Importance of Customers to the Manager's Job



The CEO of Cisco Systems takes the time to listen to voicemails of dissatisfied customers to not only know what the issue is, but to also hear the emotion and their frustration.

- You need customers. Without them, most organizations would cease to exist.
- The majority of employees in developed countries work in service jobs. For instance, almost 70 percent of the Canadian labour force is employed in service industries.
- High-quality customer service is essential for success in today's competitive environment.



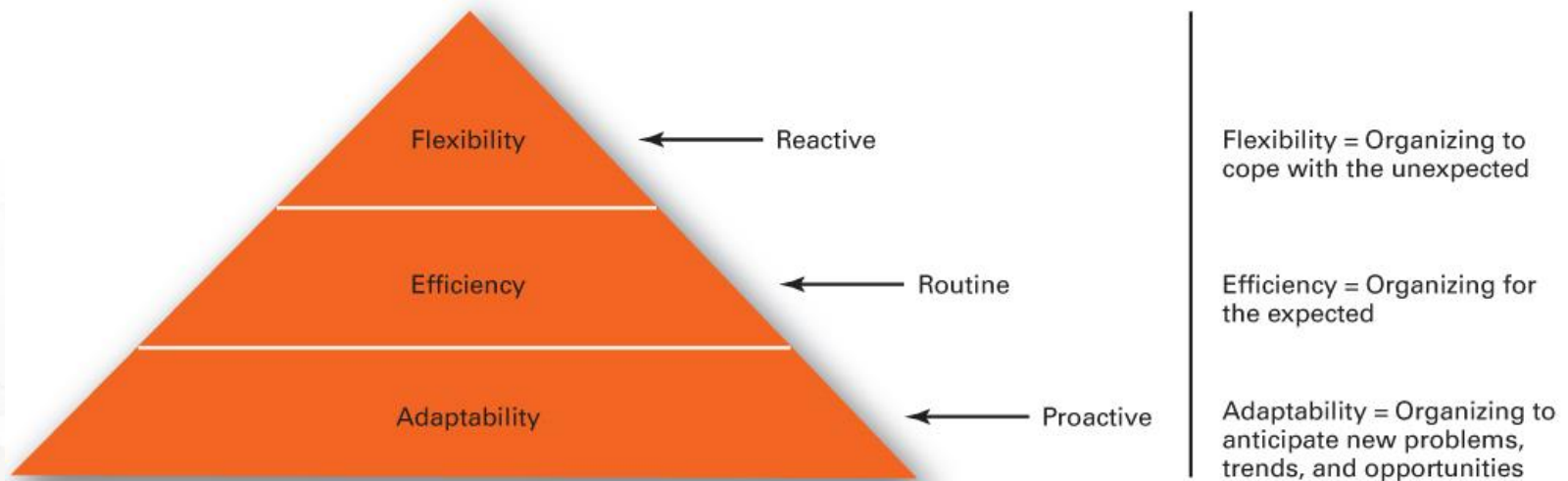




# Importance of Adaptability to the Manager's Job

An adaptable organization creates a set of skills, processes, and a culture that enable it to continuously look for new problems and offer solutions before the clients even realize they have a need.

Characteristics of Effective Organizations



# Importance of Responsibility to the Manager's Job



What's emerging in the twenty-first century is the concept of managing in a sustainable way, which has had the effect of widening corporate responsibility not only to managing in an efficient and effective way, but also to responding strategically to a wide range of environmental and societal challenges.

Sustainability is defined as a company's ability to achieve its business goals and increase long-term shareholder value by integrating economic, environmental, and social opportunities into its business strategies.



# Why Study Management?



Management is needed in all types and sizes of organizations.

- The Universality of Management
- The Reality of Work
- Rewards and Challenges of Being a Manager



# The Universality of Management



The certainty that management is needed in all types and sizes of organizations, at all organizational levels, and in all organizational work areas, regardless of where they're located.

# The Reality of Work



After graduating, you will either manage or be managed. A course in management provides insights into the way your boss behaves and the internal working of organizations. You don't have to aspire to be a manager to gain something valuable from a course in management.

# Rewards and Challenges of Being a Manager



## Rewards

- Create a work environment in which organizational members can work to the best of their ability
- Have opportunities to think creatively and use imagination
- Help others find meaning and fulfillment in work
- Support, coach, and nurture others
- Work with a variety of people
- Receive recognition and status in organization and community
- Play a role in influencing organizational outcomes
- Receive appropriate compensation in the form of salaries, bonuses, and stock options
- Good managers are needed by organizations

## Challenges

- Do hard work
- May have duties that are more clerical than managerial
- Have to deal with a variety of personalities
- Often have to make do with limited resources
- Motivate workers in chaotic and uncertain situations
- Blend knowledge, skills, ambitions, and experiences of a diverse work group
- Success depends on others' work performance





# References

- The required textbook is from Robbins, Coulter, Leach and Kilfoil: Management, Twelfth Canadian Edition. Pearson Canada Inc., 2018.

