

**INTRODUCTORY
MANAGEMENT
SUMMARY**

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Glossary

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TOPIC 1: INTRODUCTION TO MANAGEMENT

1.1 Definitions of Management

- Behaviours in organizations is never straightforward, nearly always complex and commonsense generalizations often fail to explain why they do what they do.
- Managing People requires much more than commonsense or “gut feeling”
- Australian managers must improve their interpersonal skills if organizations are to carry on in the 21st century.

Definition: Managers are the people in the organizations who directly support and help activate the work efforts and performance accomplishments of others’.

Definition: Management is the process of *planning, organizing, leading* and *controlling* the use of resource to accomplish performance goals’.

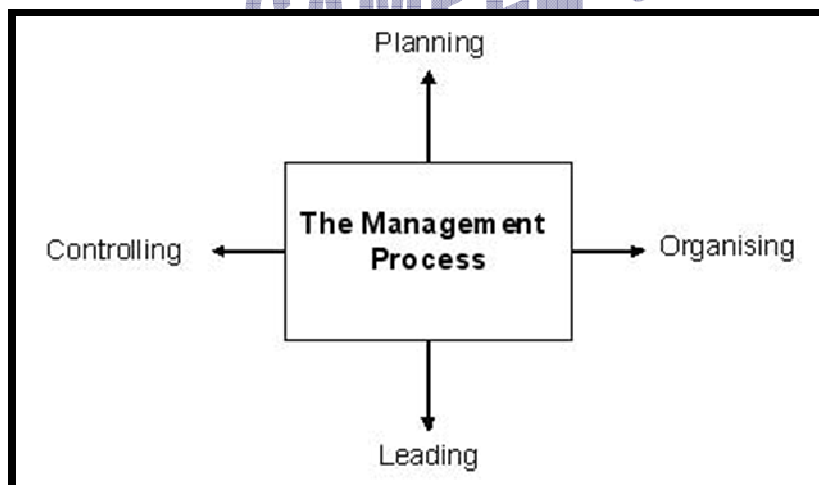


Figure 1.1 Four functions of Management

Definition: An **organization** is a collection of people working together to achieve a common purpose

Organizational performance is the organization's ability to attain its goals by using resources in an efficient and effective manner.

- Effectiveness = the degree to which the organization achieves a declared goal
- Efficiency = the use of minimal resources, raw materials, money and people, to achieve a stated goal or create a desired volume of output

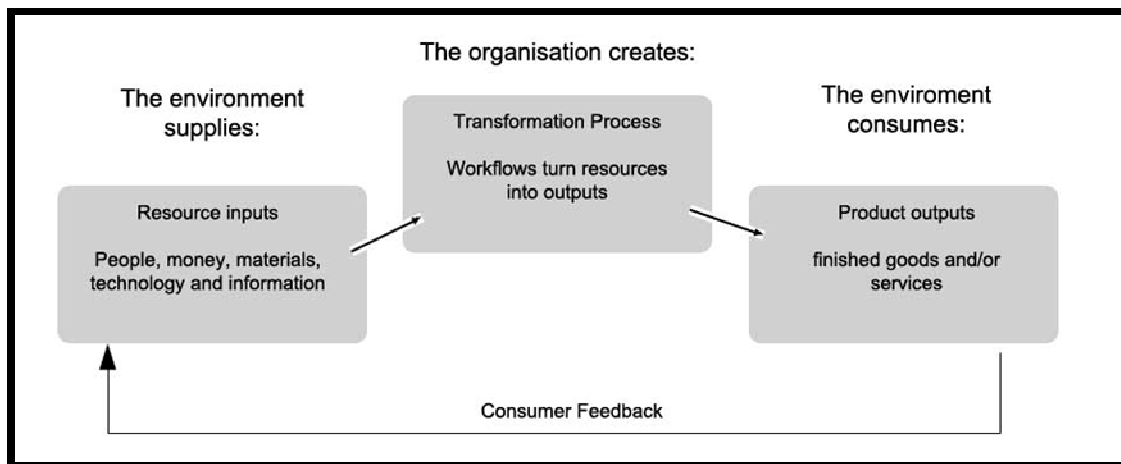


Figure 1.2 Organizations as open systems

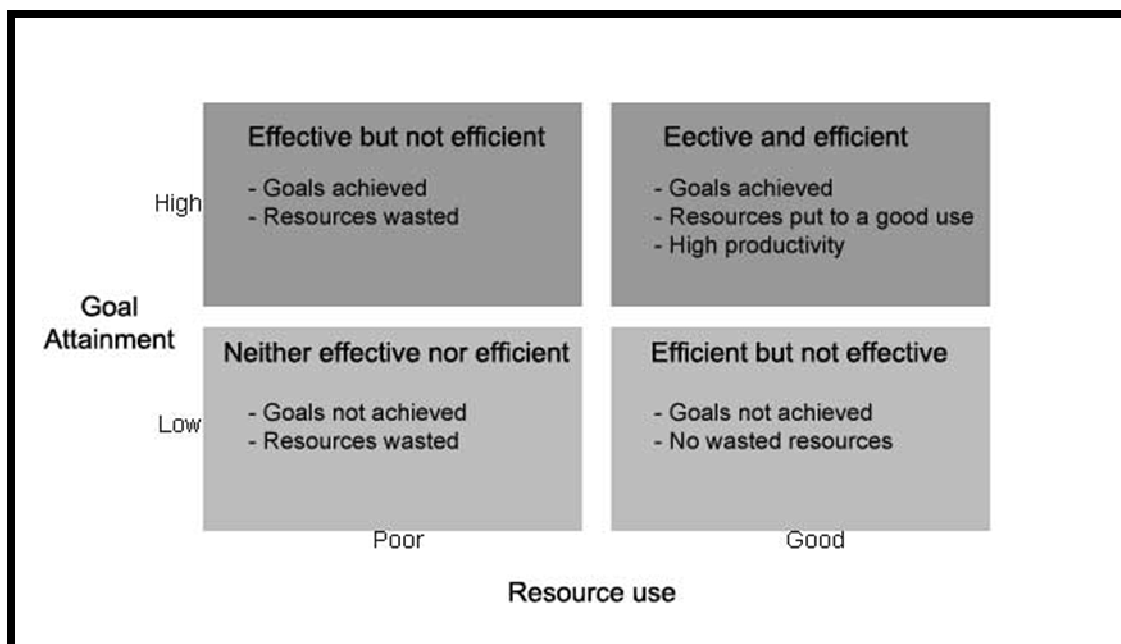


Figure 1.3 Productivity and the Dimensions of Organizational Performance

1.2 Different roles and levels of managers

1.2.1 Roles of a Manager

Even through the management process might seem uncomplicated, things are more complex than they appear at the first glance. In his classic book, *The Nature of Managerial Work*, Henry Mintzberg offers this observation on the daily activity of corporate executives: ‘There was no break in the pace of activity during office hours. The mail, telephone call and meetings accounted for almost every second from the moment these executives stepped into their offices in the morning until they left in the evening’.

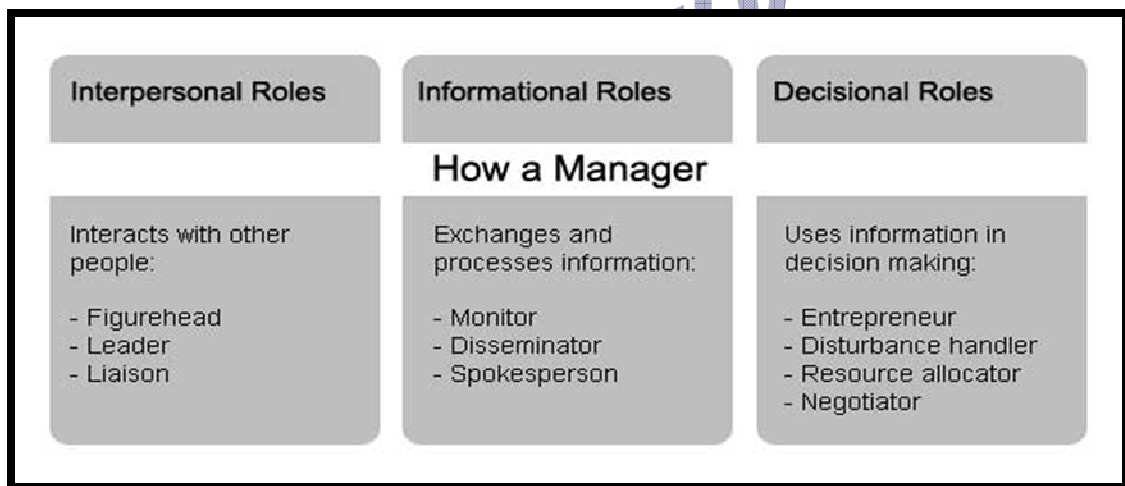


Figure 1.4 Mintzberg's ten managerial roles

1.2.2 Different levels of managers and skills

Definition: A **skill** is the ability to translate knowledge into action that results in the desired performance.

-indispensable managerial skills:

- Leadership
- Critical thinking
- Professionalism
- Communication
- Teamwork
- Self-management

-Types of managers: line, staff, functional, general, administrators

- Levels of manager: Top managers, middle managers, lower level manage, team leaders, supervisors

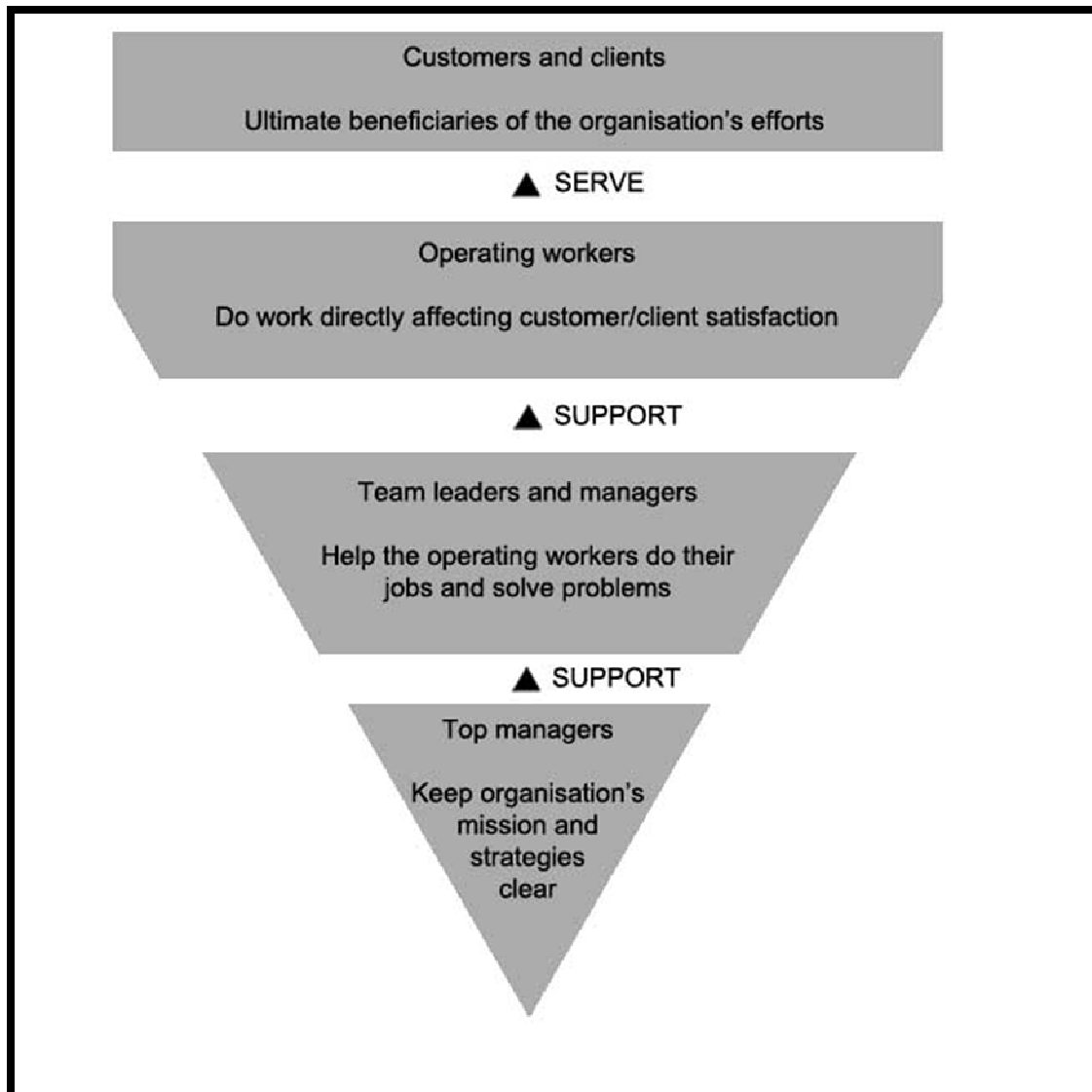


Figure 1.5 the Organization as an 'Upside-Down Pyramid'

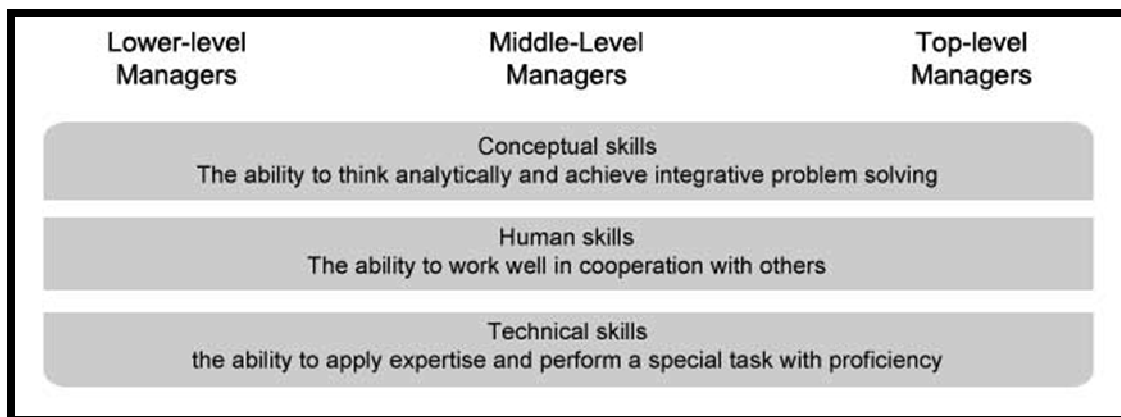


Figure 1.6 Management Skills at Different Levels

TOPIC 2: HISTORICAL FOUNDATION OF MANAGEMENT

2.1 How a field of theory evolves

-The emergence of a new field of theory tends to be characterized by the following stages:

Stage 1:

Observation of a new phenomenon and the reporting of investigative case studies.

Stage 2:

Definitions which capture operational characters and the framework.

Stage 3:

Conceptualization of helpful constructs and their dimensions to provide a deeper, more comprehensive understanding of the possible relationships that underpin the phenomenon.

Stage 4:

Testing of theoretical associations

Stage 5:

Consistent body of knowledge within a field of theory.



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