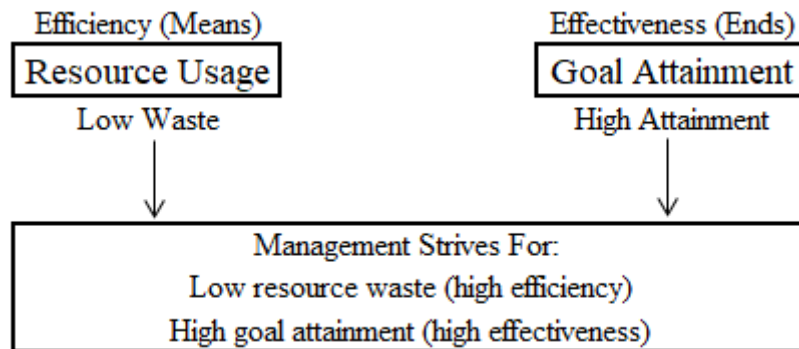


## Introduction to Management & Organization

### What is Management?

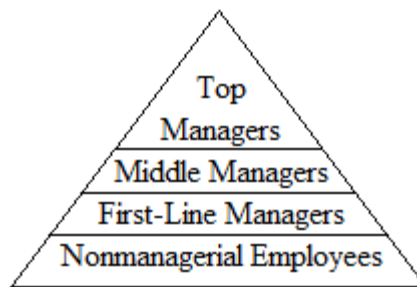
The process of coordinating work activities so that they are completed efficiently and effectively with and through other people.

- Efficiency: Getting the most output from the least amount of inputs; referred to as “doing things right”.
- Effectiveness: Completing activities so that organizational goals are attained; referred to as “doing the right things”.
- Efficiency and Effectiveness Model



### Who are Managers?

Someone who works with and through other people by coordinating their work activities in order to accomplish organizational goals.



- First-Line Managers: Managers at the lowest level of the organization who manage the work of non-managerial employees who are involved with the production or creation of the organization’s products. They are often called Supervisors, Line Managers, Office Managers or even Foreman.
- Middle Managers: Managers between the first-line level and the top level of the organization who manage the work of first-line managers. They are often called Department Head, Project Leader, Plant Manager or Division Manager.
- Top Managers: Managers at or near the top level of the organization who are responsible for making organization-wide decisions and establishing the goals and plans that affect the entire organization. These individuals typically have titles such as Executive Vice President, President, Managing Director, Chief Operating Officer, Chief Executive Officer or Chairman of the Board.

### Management Functions and Process: What Do Managers Do?

- Planning: Defining Goals, Establishing Strategy, Developing Sub-plans to coordinate activities.
- Organizing: Determining what needs to be done, how it will be done, and who is to do it.
- Leading: Directing and motivating all involved parties and resolving conflicts.
- Controlling: Monitoring activities to ensure that they are accomplished as planned.

### Management Roles

Management roles refer to specific categories of managerial behavior.

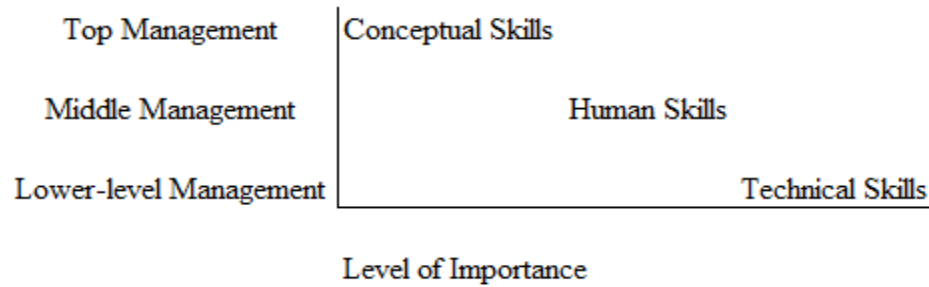
- Interpersonal Roles: Roles that involve people (subordinates and persons outside the organization) and other duties that are ceremonial and symbolic in nature. The three interpersonal roles include being a figurehead (Greetings, Signing), leader (Motivation) and liaison (link with outsiders).
- Informational Roles: Managerial roles that involve receiving, collecting and disseminating information.
- Decisional Roles: Managerial roles that revolve around making choices.

### Management Skills

Management skills refer to specific categories of managerial behavior.

- Technical Skills: include knowledge of and proficiency in a certain specialized field, such as engineering, computers, accounting, or manufacturing.
- Human Skills: involve the ability to work well with other people both individually and in a group.

- **Conceptual Skills:** The ability to think and to conceptualize about abstract and complex situations.



### Managing System

Another way to look at the manager's job is from the perspective of managing systems.

**System:** A set of interrelated and interdependent parts arranged in a manner that produces a unified whole. Following are the basic types of system:

**Closed System:** Systems that are not influenced by or do not interact with their environment.

**Open System:** Systems that dynamically interact with their environment.

### Contingency Perspective

An approach that says that organizations are different, face different situations (Contingencies), and require different ways of managing.

### Popular Contingency Variables

**Organization Size:** How to deal with people.

**Routineness of Task Technology:** Challenges of organizing, leading and controlling technologies.

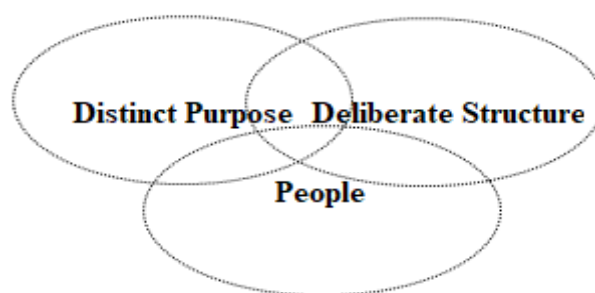
**Environmental Uncertainty:** Challenges from politics, technology, socio-culture and economy.

**Individual Difference:** How to develop coordination among employees?

### What is an Organization?

A deliberate arrangement of people to accomplish some specific purpose.

### Characteristics of Organizations



### Difference between Traditional Organization and New Organization

Traditional Organization	New Organization
Stable	Dynamic
Inflexible	Flexible
Job Focused	Skills Focused
Work is defined by job positions	Work is defined by tasks
Individual Oriented	Team Oriented
Permanent Jobs	Temporary Jobs
Command Oriented	Involvement Oriented
Managers always make decisions	Employees participate in decision making
Rule Oriented	Customer Oriented
Relatively Homogeneous Workforce	Diverse Workforce
Workdays define as 9 to 5	Workdays have no time boundaries
Hierarchical Relationships	Lateral and networked relationships
Work at organizational facility during	Work anywhere, any time

specific hours	
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### **The Universality of Management**

The reality that management is needed in all types and sizes of organizations, at all organizational levels, in all organizational areas, and in organizations in all countries around the globe.

### **Rewards and Challenges of being a Manager**

Manager is a key post in any organization and role of management is not an easy job. Manager has to face many challenges in daily professional life and because of his tough duty he also get rewards.

<b>Rewards</b>	<b>Challenges</b>
Create Work Environment	Hard Work
Opportunity to think Creatively	Deal with different personalities
Help Others	Work with limited resources
Support, Coach and Nurture Others	Dealing in Chaotic and Uncertain Situations
Work with a variety of people	Create harmony among workers
Receive Recognition and Status	Success depends on others' work performance
Influence Outcomes	
Receive Compensations	

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