



CHAPTER 1.

INTRODUCTION TO MANAGEMENT



CHAPTER STRUCTURE

1.1. Management

1.2. Managers

1.3. Organizational environment

1.4. Corporate social responsibility and business ethics



1.1. Management

1.1.1. *Definition of management*

Management is the **attainment of organizational goals in an effective and efficient manner** through planning, organizing, leading, and controlling organizational resource.

(Daft, 2014)





1.1. Management

1.1.1. Definition of management

Management can be defined as a set of activities (including planning and decision making, organizing, leading, and controlling) directed at an organization's resources (human, financial, physical, and information), with the aim of achieving organizational goals in an efficient and effective manner.

(Griffin, 2015).





1.1. Management

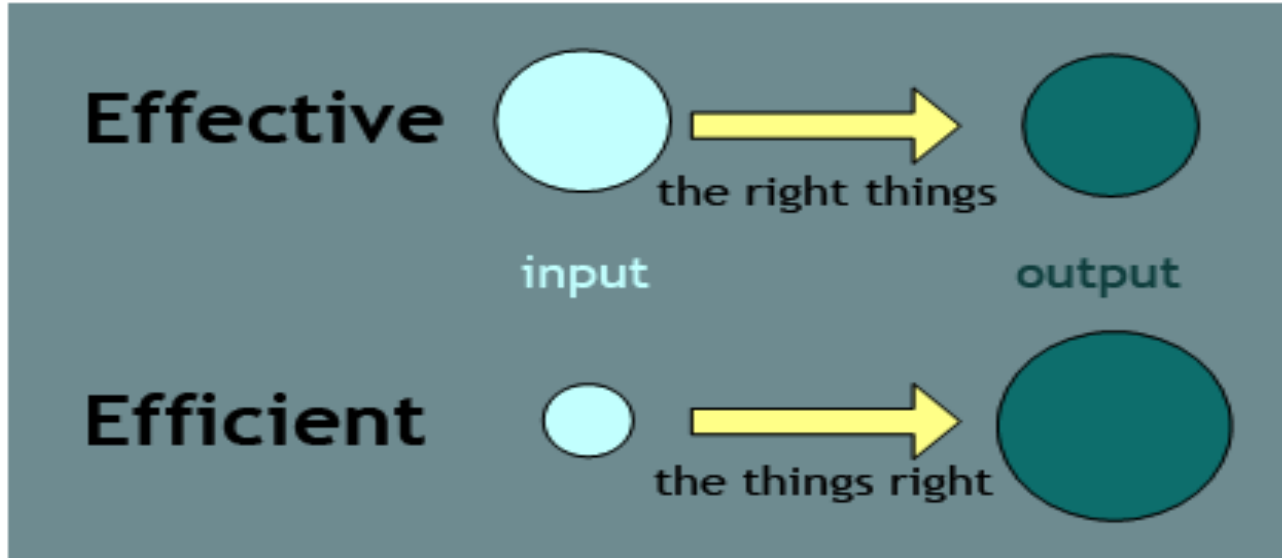
1.1.1. Definition of management

- Attainment of organizational goals in an efficient and effective manner
- Coordination of the activities of others/getting things done by others
- Four functions of management: planning, organizing, leading, and controlling
- Organization's (limited) resources
- A changing environment



1.1. Management

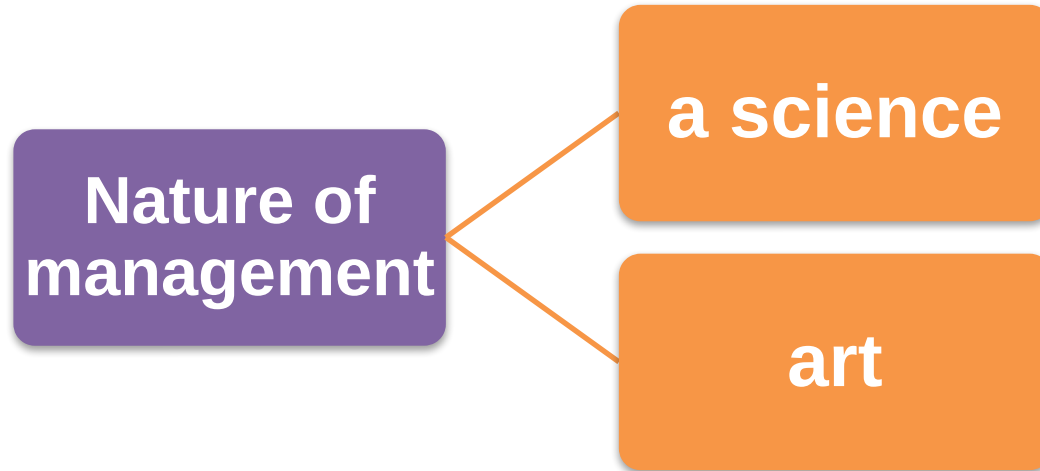
1.1.1. Definition of management





1.1. Management

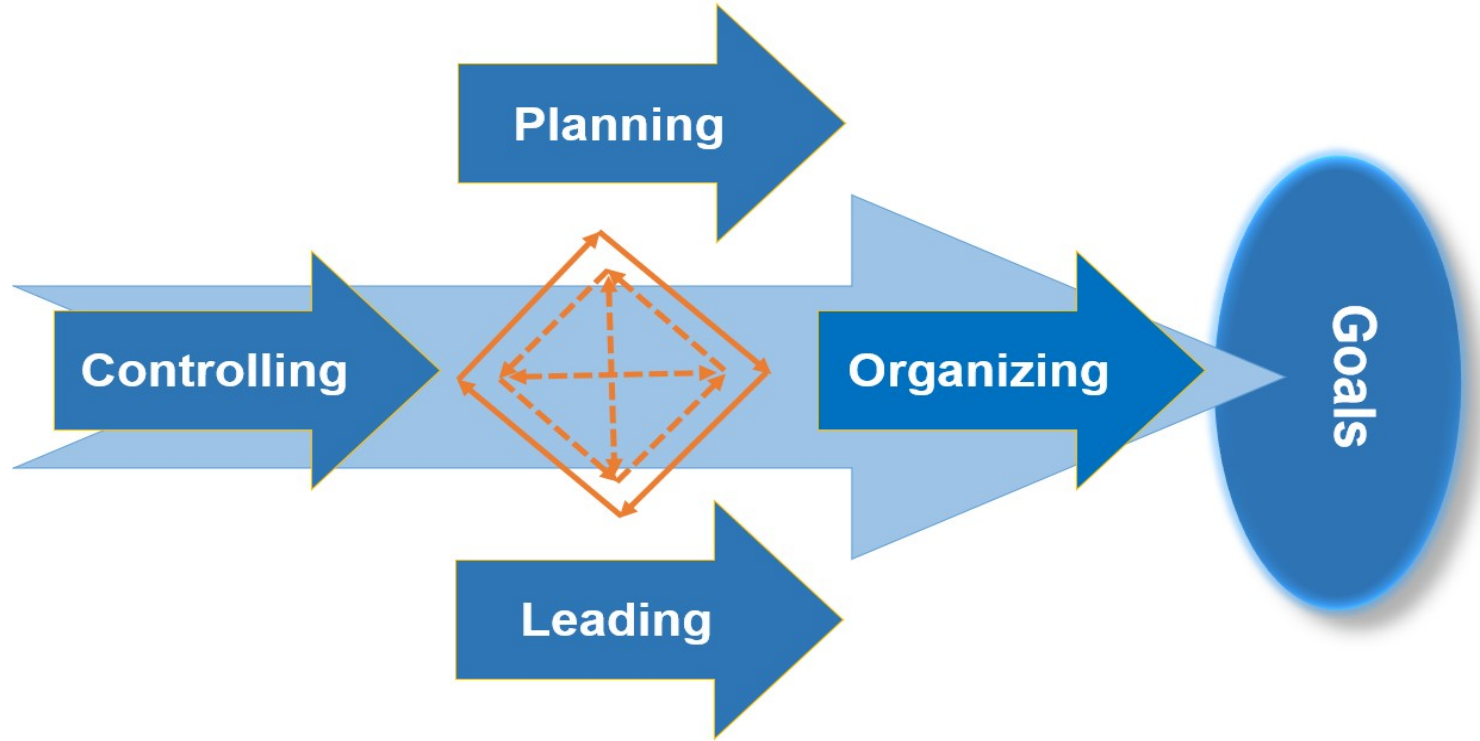
1.1.1. *Definition of management*





1.1. Management

1.1.2. Functions of management





1.1. Management

1.1.2. Functions of management

Planning

- ✓ Set an organization's goals
- ✓ Decide how best to achieve them.





1.1. Management

1.1.2. *Functions of management*

Organizing



- ✓ Design organization structure (chart)
- ✓ Determine tasks
- ✓ Delegate tasks (Decentralization)



1.1. Management

1.1.2. Functions of management

Leading

- ❖ Influencing
- ❖ Encouraging
- ❖ Guiding, motivating



=> Establishing and transmitting corporation's cultural values



1.1. Management

1.1.2. *Functions of management*



- ✓ Identifying achieved results
- ✓ Comparing to established objectives (standards)
- ✓ Monitoring and correcting ongoing activities to facilitate goal attainment



1.2. Managers

1.2.1. Definition of managers

Organizational Members

Non-managerial employees

work directly on a job or task and have no responsibility for overseeing the work of others.

Managers

direct and oversee the activities of other people in the organization so organizational goals can be accomplished



1.2. Managers

1.2.1. *Definition of managers*

- **Operational approach**

Managers are individuals with **specific titles** in an organization who **monitor and control** the **activities of subordinates** and are **responsible** for **their performance**.



1.2. Managers

1.2.1. *Definition of managers*

- **Functional approach**

Managers are **responsible** for the **execution** of **four basic management functions: planning, organizing, leading, and controlling** to achieve an **organization's goals**.



1.2. Managers

1.2.2. Managerial roles



Source: Henry Mintzberg (1973)



1.2. Managers

1.2.2. Managerial roles

Interpersonal

➤ **Figurehead**

Perform ceremonial and symbolic duties

➤ **Leader**

- Direct and motivate
- Train, counsel, communicate

➤ **Liaison**

Links information flow inside and outside





1.2. Managers

1.2.2. Managerial roles

Informational

➤ Monitor

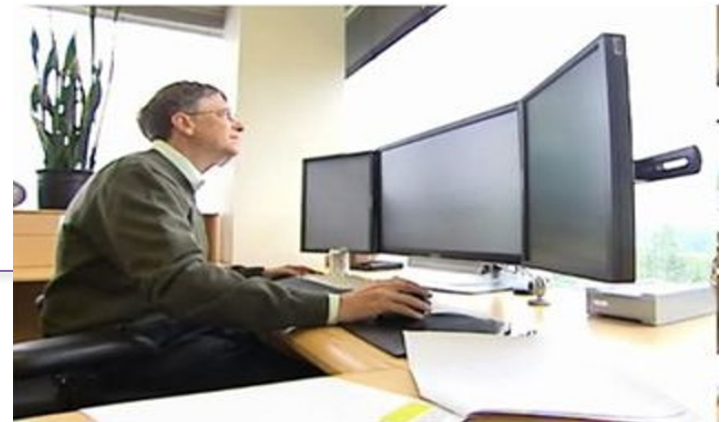
- Seek and receive information
- Maintain personal contact

➤ Processor/Disseminator

Select, classify, and save appropriate information; Transmit information to insiders/stakeholders

➤ Spokesperson

Represent to send information to people outside of their organizations



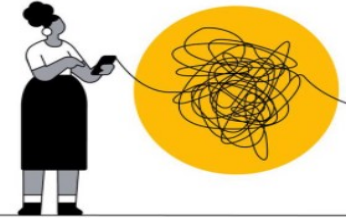


1.2. Managers

1.2.2. Managerial roles

Decisional

- **Entrepreneur**
Search for opportunities and initiate new projects and ideas
- **Disturbance handler**
Resolve conflicts/unexpected circumstances,...
- **Resource allocator**
Set schedule, budget, priorities,...
- **Negotiator**
Represent team's/ department's/ organization's interest to decide contracts/documents,....







1.2. Managers

1.2.3. Management levels

Top managers

Who?

People at the top of the hierarchy and are responsible for the entire organization.

Job titles?

President, Chairperson, Executive director, CEO, and Executive vice president,...



1.2. Managers

1.2.3. Management levels

Top managers

Tasks?

- Setting organizational goals
- Monitoring and interpreting the external environment
- Making decisions
- Communicating a shared vision for the organization
- Shaping corporate culture
- Nurturing entrepreneurial spirit that helps the company innovate and keep pace with rapid changes
- Emphasizing on long-term visions and objectives.



1.2. Managers

1.2.3. Management levels

Middle managers

Those who work at middle levels of the organization and are responsible for business units and major departments (a bridge between top managers and first-line managers).

Department head, Division head, Manager of quality control, Director of the research lab,...

Job titles?

Who?





1.2. Managers

1.2.3. Management levels

Middle managers

Tasks?



- Implementing the overall strategies and policies defined by top managers.
- Accounting for the near future, rather than long-range planning.
- Supervising and coordinating the activities of lower-level managers.



1.2. Managers

1.2.3. Management levels

First-line managers

Those who are directly responsible for the production of goods and services.



Who?

Job titles?

Supervisor, Line manager,
Section chief, Office manager...



1.2. Managers

1.2.3. Management levels

First-line managers

Tasks?

- Applying rules and procedures to achieve efficient production.
- Providing technical assistance.
- Motivating subordinates.
- Short time horizon: emphasising on accomplishing day-to-day goals.





1.2. Managers

1 2 3 Management levels

Management Activities by Organizational Level



First-Level Managers



Middle Managers



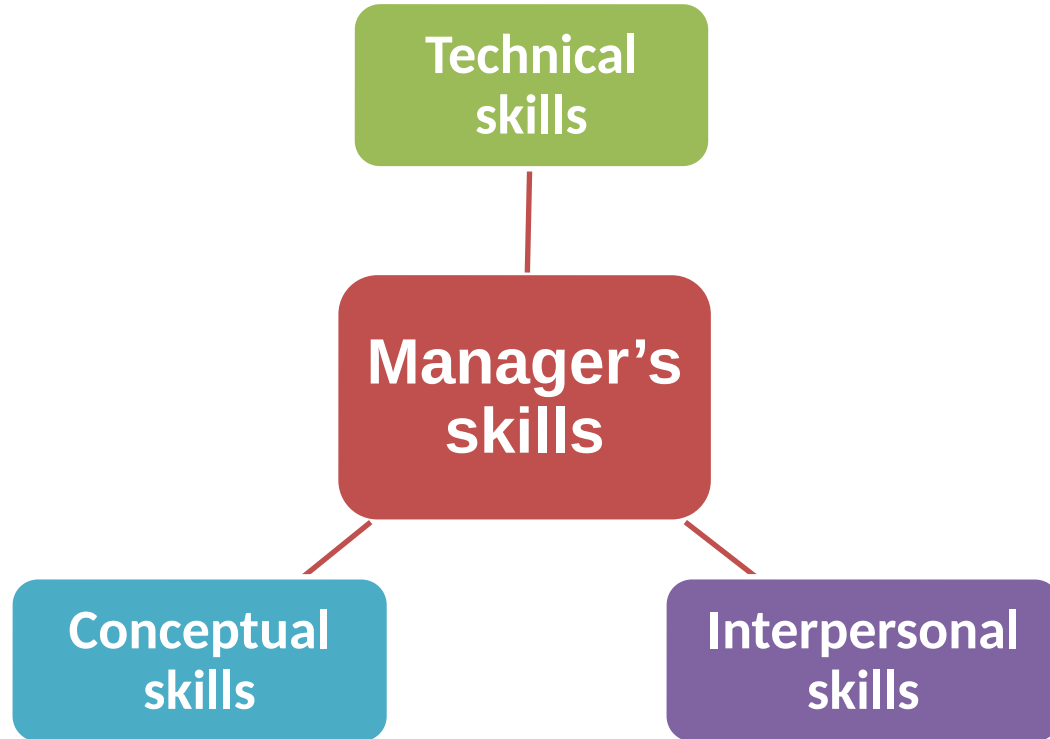
Top Managers

Source: Mahoney et al. (1965)



1.2. Managers

1.2.4. Managers' skills





1.2. Managers

1.2.4. Managers' skills

Technical skills

Job-specific knowledge, expertise, and techniques needed to perform work tasks.

- To be necessary to accomplish or understand the specific kind of work done in an organization.
- Especially **important for first-line managers.**





1.2. Managers

1.2.4. Managers' skills *Technical skills*



Top-level managers



knowledge of the industry and a general understanding of the organization's processes and products.

Middle- and lower-level managers



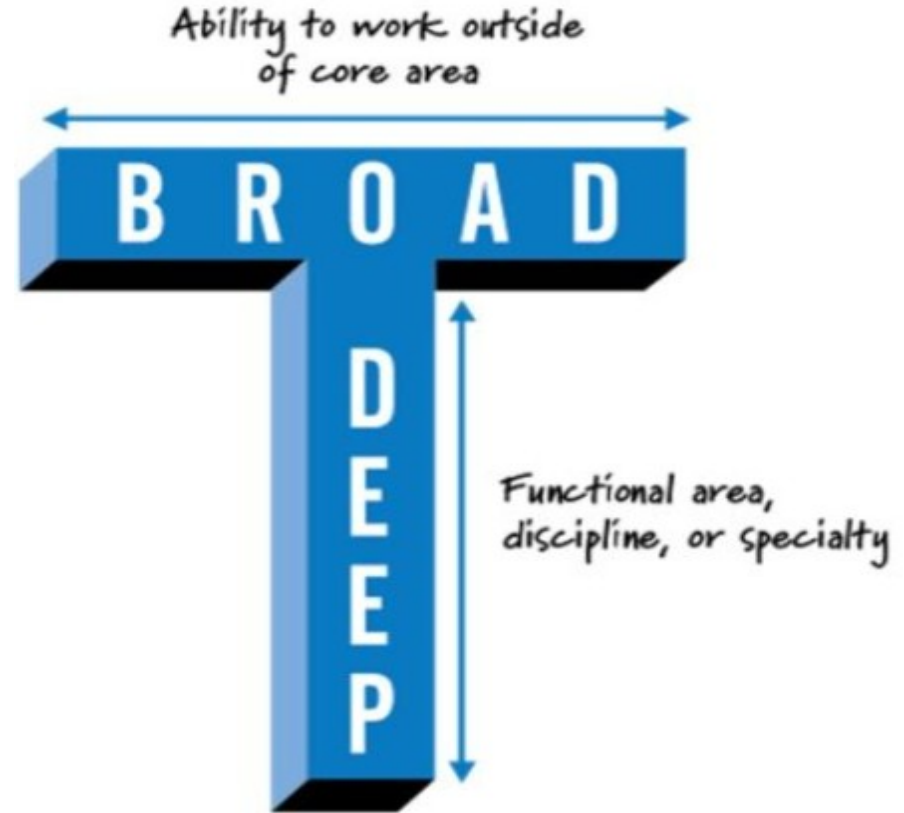
specialized knowledge required in the areas where they work—finance, human resources, marketing, computer systems, manufacturing, information technology,...



1.2. Managers

1.2.4. Managers' skills

Technical skills





1.2. Managers

1.2.4. Managers' skills

Technical skills

- First-line managers spend much of their time training their subordinates and answering questions about work-related problems.
- If they are to be effective managers, they must know how to perform the tasks assigned to those they supervise.



1.2. Managers

1.2.4. Managers' skills

Interpersonal skills

A manager's ability to work with, understand, mentor and motivate others, both individually and in groups.





1.2. Managers

1.2.4. Managers' skills

Interpersonal skills



- ✓ Be able to get along with subordinates, peers, and those at higher levels of the organization and suppliers, customers, investors, and others outside the organization.
- ✓ Develop communication skill => the ability to communicate with, understand, and motivate both individuals and groups.
- ✓ Be important for all levels of managers.



1.2. Managers

1.2.4. Managers' skills

Conceptual skills

A manager's ability to analyze and diagnose complex situations.



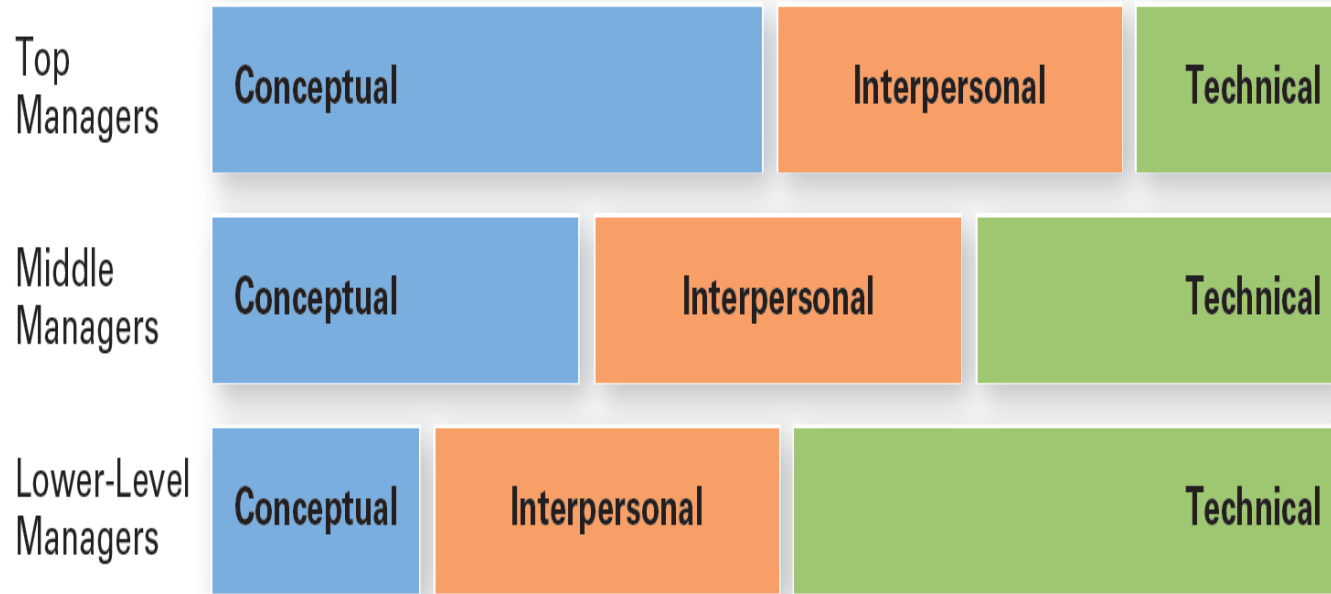
- The cognitive capability to observe the organization as a whole and its members' interrelationship.
- The ability to think strategically (i.e., take the broad, long-term view) and to identify, evaluate, and solve complex problems => to see the “big picture” and to make broad-based decisions that serve the overall organization.
- Especially important for top managers.



1.2. Managers

1.2.4. Managers' skills

Different requirement of skills needed at each managerial level



Source: Robbins et al. (2017)