

PRINCIPLES OF MANAGEMENT



Lesson 1

Learning Outcomes

- Definitions for and organizations along with different perspectives
- Define the term Management, managers. Describe the importance of managers to business organizations.
- Describe the key concepts of management
- Identify the basic management functions.
- Discuss the types and roles of managers.

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What is an Organization

- A group of people who work together in a structured way for a shared purpose.

(Cambridge Advanced Learners Dictionary)

- An organisation is a collection of two or more people who work together in a structured way to achieve a specific goal or set of goals.

(Stoner and Freeman, 2009)

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

(Robbins and Coulter, 2007)

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What is a business and Business organization?

A business is any economic activity carried out to satisfy human needs and wants.

A business organisation is a collection of individuals and deliberately structured entity which produces goods and/or services utilising limited resources to achieve its specific goals and objectives.

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Difference between Sports and sport

- H/W

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Stakeholders of Business organizations and sports Organizations

- Stakeholders are people whose interests are affected by organizational behavior.



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What is Management???

- What is management?
- What is Sports Management?
- Management as a process
- Management is an Art or a Science?
- Core concepts of management
- Why management?

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What is Management?

There is no universally accepted definition of Management.

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Management Definitions

There is no universally accepted definition of Management.

- Management is the art of getting things done through other people.

Mary Parker Follet (1868-1933)

- Management is the art of getting things done through and with people in formally organized group.

(Koontz)

- Management is the process of planning, organising, commanding, coordinating and controlling.

(Fayol, 1930)

- Management is the process of planning, organising, leading and controlling, the efforts of organisation members and of using all other organisational resources to achieve organisational goals.

(Stoner and Freeman, 2009)

- Management is the attainment of organisational goals in an effective and efficient manner through planning, organising, leading and controlling organisational resources.

(Daft, 2012)

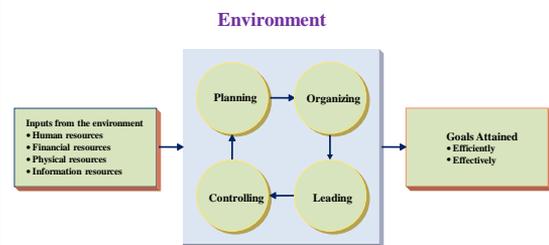
Management Definitions



Management is the process of working with and through others to effectively achieve organizational objectives by efficiently using limited resources in a changing environment.

(Turbulent, Dynamic)

Management in Organisations



(Source: Adapted from Van Fleet, David D., Contemporary Management, Second Edition.)

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What is Sport Management?

Sport management is a multidisciplinary field that integrates the sport industry and management.

A sport manager is the person responsible for achieving the sport organization's objectives through efficient and effective utilization of resources.

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Core Concepts of Management

- Resources
- Efficiency
- Effectiveness
- Productivity
- Process
- Goals/Objectives
- Environment

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Resources

An organisation's resources include;

- Human Resources
- Financial Resources
- Physical Resources
- Information Resources
- Time
- Etc.

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Efficiency

"Doing things right"

(Drucker, 2010)

The ability to minimize the use of resources in achieving organisational objectives.

(Stoner and Freeman, 2009)

Getting the most output from the least amount of inputs.

(Robbins and Coulter, 2012)

A measure of how well or how productively resources are used to achieve a goal.

(Jones and George, 2009)

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Effectiveness

"Doing the right thing"

(Drucker, 2010)

The ability to determine appropriate objectives.

(Stoner, Freeman and Gibert, 2008)

A measure of the appropriateness of the goals an organisation is pursuing and of the degree to which the organisation achieves those goals.

(Jones and George, 2009)

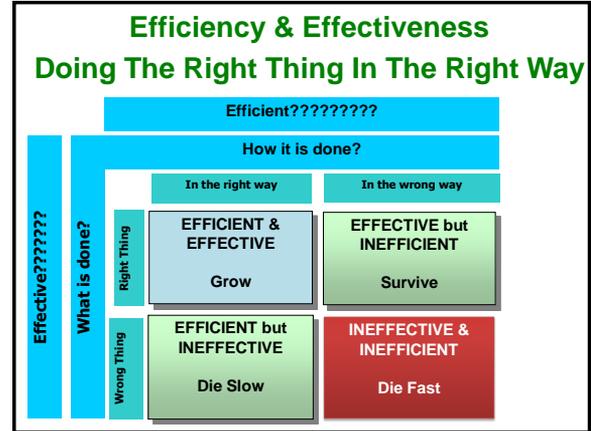
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Effectiveness & Efficiency

- **Efficiency:**
- **The degree to which limited resources are optimally used.**

- **Effectiveness:**
- **The degree to which the intended results are achieved.**



Productivity

Productivity is the relative measure of the amount of good output generated per unit of input which can be expressed from the following relationship.

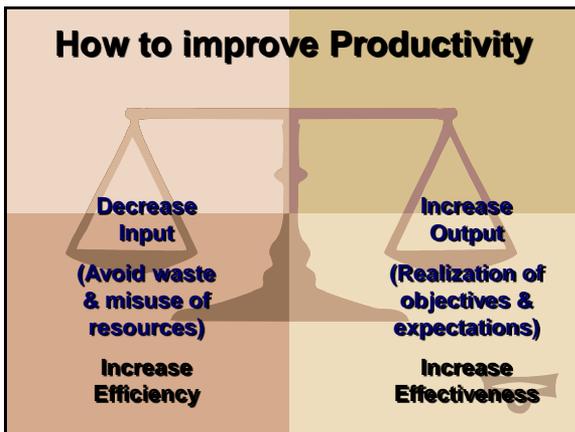
Productivity = (Efficiency + Effectiveness)

Productivity can be measured by using the following formula;

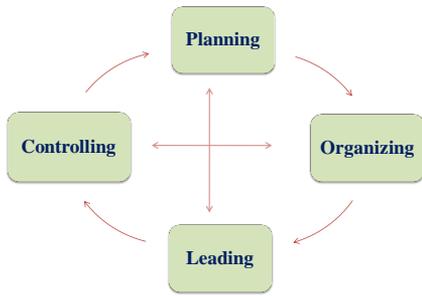


$$\text{Productivity} = \frac{\text{Good output}}{\text{Input}}$$

- ## Productivity
- It is the relationship between input and output
 - It is the Input: output relationship and it discusses the ability to get the maximum output from limited input



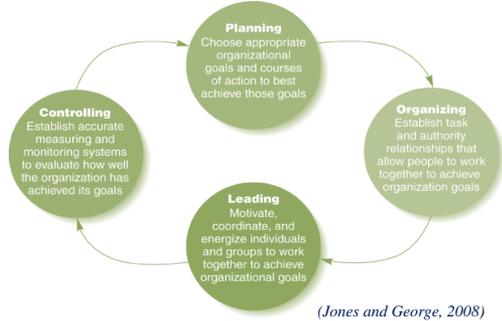
Management – as a Process



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Four Functions of Management



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Management

Is it a Science or an Art?

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Management as a Science

Science is a *body of knowledge* pertaining to a specific field of study. It contains theories, principles and facts.

Management as an Art

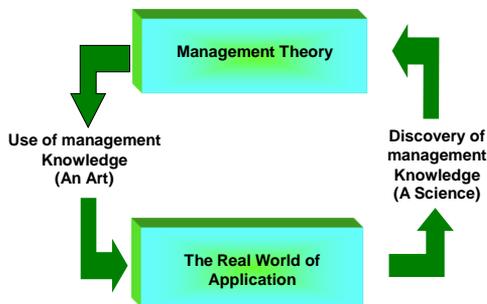
Art implies the *application of knowledge* and skills to bring about the desired results.

Management is both a science as well as an art. Science(theory) and art (practice) are both essential for the success of management.

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Management- A science or an Art?



Management can be viewed in different perspectives

As

- An Art
- A Science
- A Process
- A Practice
- A Mechanism
- An Ideology
- A Discipline
- A system
- A Philosophy
- Etc...

Why Management?

- To maximise the utilisation of scarce resources
- To face the increasing competition for inputs and outputs
- To enhance the quality of the products and services
- To adopt/plan for the changes in the business environment

The ultimate aim of management is to enhance the organisational productivity and performance.

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Who are manager and their Role??

- Who is a manager?
- Types of managers
- Managerial skills
- Managerial roles
- Characteristics of new work organisations
- Challenges faced by modern-day managers

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Who is a Manager?

➤ Manager is a person who involves in performing management Functions.

➤ He is the person responsible for directing the efforts aimed at helping organizations achieving its objectives.

Manager/s

- The people responsible for directing the efforts aimed at helping organizations achieve their goals.

(Stoner, Freeman and Gilbert, 2008)

- Someone whose primary responsibility is to carry out the management process.

(Griffin,2012)

In general we can define a manager as someone who performs management functions in an organization.

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Introduction to management

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Types of Managers

▪ The Managerial Levels

First line managers / Lower level Managers
Middle managers
Top managers

▪ Scope of the Activities

Functional managers
General managers

▪ Responsibility of the Activities

Line managers
Staff managers

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Classification of Managers by the Managerial Level



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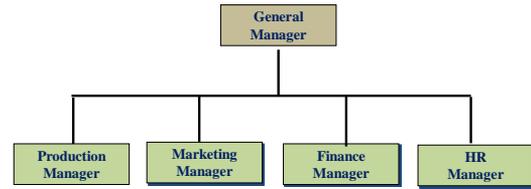
Types of Managers based on Managerial Level in an Organisation

- **First-line managers**
 - Supervisors responsible for directing the day-to-day activities of operative employees
- **Middle managers**
 - Individuals at levels of management between the first-line manager and top management
- **Top managers**
 - Individuals who are responsible for making decisions about the direction of the organisation and establishing policies that affect all organisational members

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Types of Managers based on the Scope of Activities in an Organisation



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Functional and General Managers

- **Functional manager**
A manager who is responsible for one business function in an organisation.
- **General manager**
The individual responsible for all the business functions in an organisation.

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Line and Staff Managers

- **Line managers** are responsible for work activities that directly affect organisation's outputs and objectives.
- **Staff managers** use technical expertise to advise and support the efforts of the line managers and workers .

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Managerial Skills

Managerial skills is generally a pre-requisite for management success. *(Certo and Certo 2009)*

What type of skills do managers need?

Robert L. Katz proposed that managers need three critical skills in managing an organization.

- Conceptual skills
- Human skills
- Technical skills

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Managerial Skills

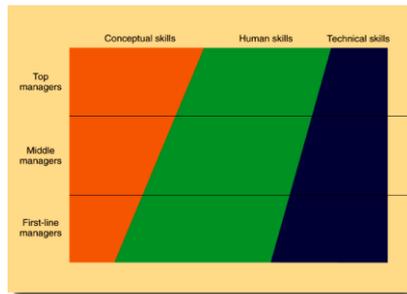
- **Conceptual skills:** the ability to analyze and diagnose a situation and find the cause and effect.
- **Human skills:** the ability to work well with other people individually and in a group.
- **Technical skills:** the job-specific knowledge required to perform a task. Common examples include marketing, accounting, and manufacturing.

All three skills are enhanced through formal training, reading, and practice.

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Relative Skills Needed for Effective Performance at Different Levels of Management



(Jones and George, 2008)

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What Managers Do?

Henry Mintzberg's Managerial Roles

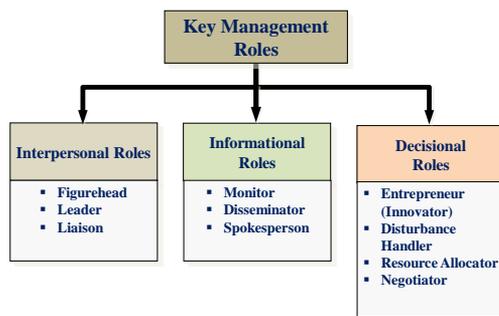
Managerial roles refers to specific actions or behaviours expected of and exhibited by a manager.

(Robbins and Coulter, 2011)

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Key Managerial Roles (Mintzberg)



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Interpersonal Roles

Roles managers assume to coordinate and interact with employees and provide direction to the organisation.

- **Figurehead role:** Perform ceremonial and symbolic duties such as greeting visitors, signing legal documents.
- **Leader role:** Direct and motivate subordinates, train counsel and communicate with subordinates.
- **Liaison role:** Maintain information links and coordinate people inside and outside the organisation to help achieve goals.

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Informational Roles

Associated with the activities needed to obtain and transmit information for management of the organisation.

- **Monitor role:** Seek and receive information from both the internal and external environment.
- **Disseminator role:** Forward information about the changes taking place in the external and internal environment to the organisation members.
- **Spokesperson role:** Transmit information through speeches and reports to outsiders of the organisation.

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Decisional Roles

Associated with the methods managers use to plan strategy and utilize resources to achieve goals.

- **Entrepreneur role:** decide and initiate projects; identify new ideas, delegate idea responsibility to others.
- **Disturbance handler role:** assume responsibility for handling an unexpected event or crisis.
- **Resource allocator role:** assign resources between functions and divisions, set budgets of lower managers.
- **Negotiator role:** seeks to negotiate solutions between other managers, unions, customers, or shareholders.

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Requirements to be an Effective and Efficient Manager

- Knowledge (know what, know how)
- Skills (general and specific)
- Positive Attitudes (on work, people, environment and on self)

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Challenges faced by Modern-day Managers

- Managing global competition.
- Facing the competition through superior efficiency, quality, innovation, and responsiveness.
- Increasing performance while being an ethical manager.
- Balancing the interests of different stakeholders.
- Managing a diversified workforce.
- Adopting new technologies.
- Managing creativity, innovation and continuous change.

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Thank You

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