

LECTURE 1

Introduction and generality

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management
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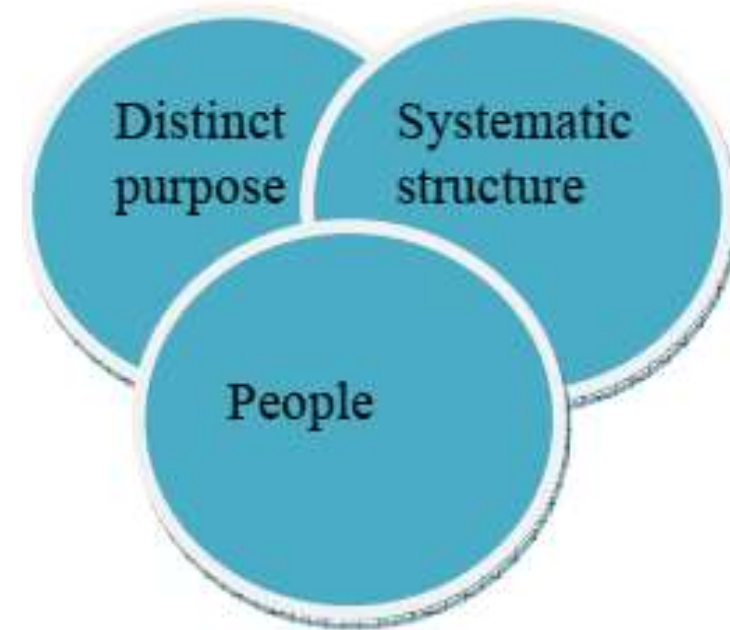


LECTURE STRUCTURE

1. **Organization**
2. **Goal**
3. **Management**
4. **Managerial performance**
5. **Efficiency and Effectiveness**
6. **Manager**
7. **Types of managers**

1- ORGANIZATION

- Organization defined as “Two or more people who work together in a structured way to achieve a specific goal or set of goals”.



Characteristics of Organizations

Classification of organizations

A formal organization

An informal organization

2-GOAL

- Goal is generally mentioned as the purpose that an organization strives to achieve.
- Organizations must also acquire and allocate the resources necessary to achieve their goals.

3- MANAGEMENT

- James Stonner et.al (2003) defined the **management** as ***“The process of planning, organizing, leading and controlling the work of organization members and of using all available resources to reach stated organizational goals”***.
- According to Mary Parker Follett, **“Management is the art of getting things done through people.”**
Harold Koontz defined as, **“Management is the art of getting things done through and** with people in formally organized groups. It is the art of creating an environment in which people can perform and individuals could cooperate towards attaining of group goals.”
In view of Joseph Massie, **“Management is defined as the process by which a cooperative** group directs actions towards common goals.”
George.R.Terry’s point of view, **“Management is a distinct process, consisting of planning,** organizing, actuating and controlling, performed to determine and accomplish stated goals by the use of human beings and other resources.”

3- MANAGEMENT

- **Process: *planning, organizing, leading and controlling.***
- **People (*Human Resources*)**
- **Available resources**
- **To reach goals**

3- MANAGEMENT

- **Management is a process of planning, decision making, organizing, leading, motivation and controlling the human resources, financial, physical, and information resources of an organization to reach its goals efficiently and effectively.**

4-MANAGERIAL PERFORMANCE

- **Managerial performance** : How successfully does an organization achieve its objectives and satisfy social responsibilities? This depends on its managers. If managers do their jobs well an organization will certainly reach its objectives or goals. This is based on the **managerial performance. It is a measure of how efficient and effective a manager is.**

5. EFFICIENCY AND EFFECTIVENESS

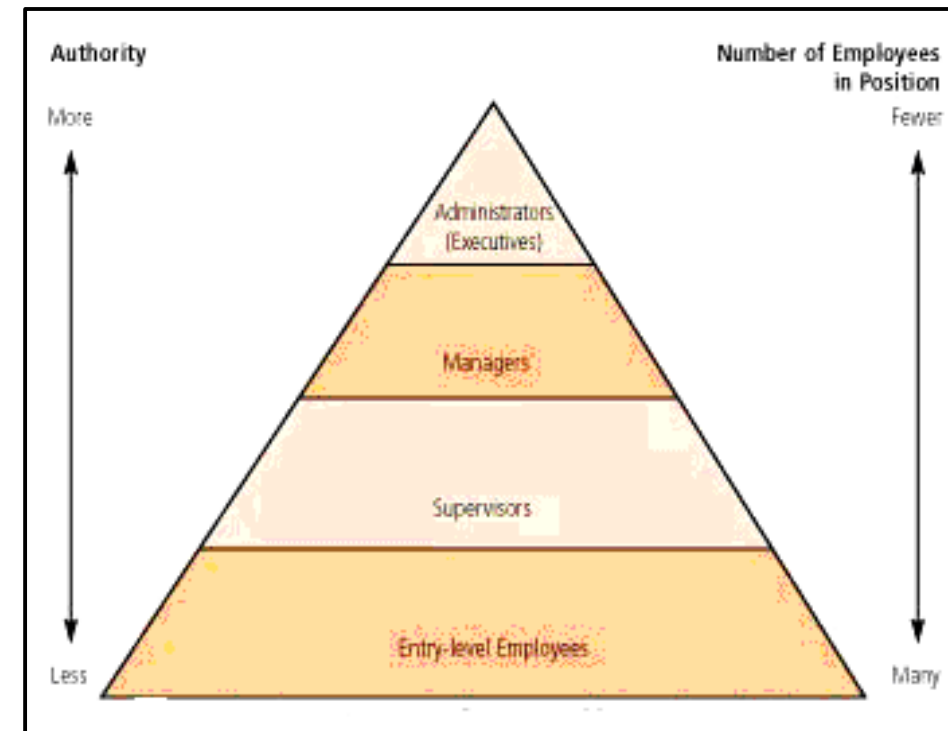
- Efficiency, the ability to do things right- is an input-output concept.
Efficient manager who is able to minimize the cost of the resources needed to achieve goals.
- Effectiveness involves choosing right goals. A manager is called as inefficient manager when he/she selects an inappropriate goal.

6- MANAGER

- Managers are responsible for **directing** the efforts made by all in the organization aimed at helping organizations **achieving goals**. All managers in all organizations have the same basic responsibility without considering type of organization
- **Manager** who manages work, leads people and achieves results through their efforts.

7- TYPES OF MANAGERS

- There are three levels of management in organizations
 - Top-level
 - Middle-level
 - First-level



Types of Managers

7- 1-TOP-LEVEL MANAGERS

- Senior management or executives.
- Setting goals for the organization rather than directing the day-to-day activities of the firm.
- In most organizations, they have a great deal of managerial experience and they have been promoted through the ranks of management within the company.
- An exception to this is an individual may start a small company and manage it until it grows enough to support several levels of management.
- Some top managers may be hired from other top management positions in other companies. Conversely, they may be promoted from within and groomed for top management with management development activities, coaching, and mentoring .

7- 2-Middle-Level Managers

- General Manager, Plant manager, Regional manager, and Divisional manager
- Middle-level managers are responsible for carrying out the goals set by top management.
- setting goals for their departments and other business units.
- Middle managers can motivate and assist first-line managers to achieve business objectives.
- They may also communicate upward, by offering suggestions and feedback to top managers. Because middle managers are more involved in the day-to-day workings of a company,
- they may provide valuable information to top managers to help improve the organization's bottom line.
- Middle managers may be employees who were promoted from first-level manager positions within the organization, or they may have been hired from outside the firm.

7- 3-FIRST-LEVEL MANAGERS

- These managers have job titles such as: Office manager, Shift supervisor, Department manager, Store manager.
- First-line managers are responsible for the daily management of line workers - the employees who actually produce the product or offer the service. There are first-line managers in every work unit in the organization .
- Although first-level managers typically do not set goals for the organization, they have a very strong influence on the company.
- In the past, most first-line managers were employees who were promoted from line positions (such as production or clerical jobs). Rarely did these employees have formal education beyond the high school level. However, many first-line managers are now a three year bachelor's degree graduate.