

GENERAL MANAGEMENT

Study School 2009

LECTURERS

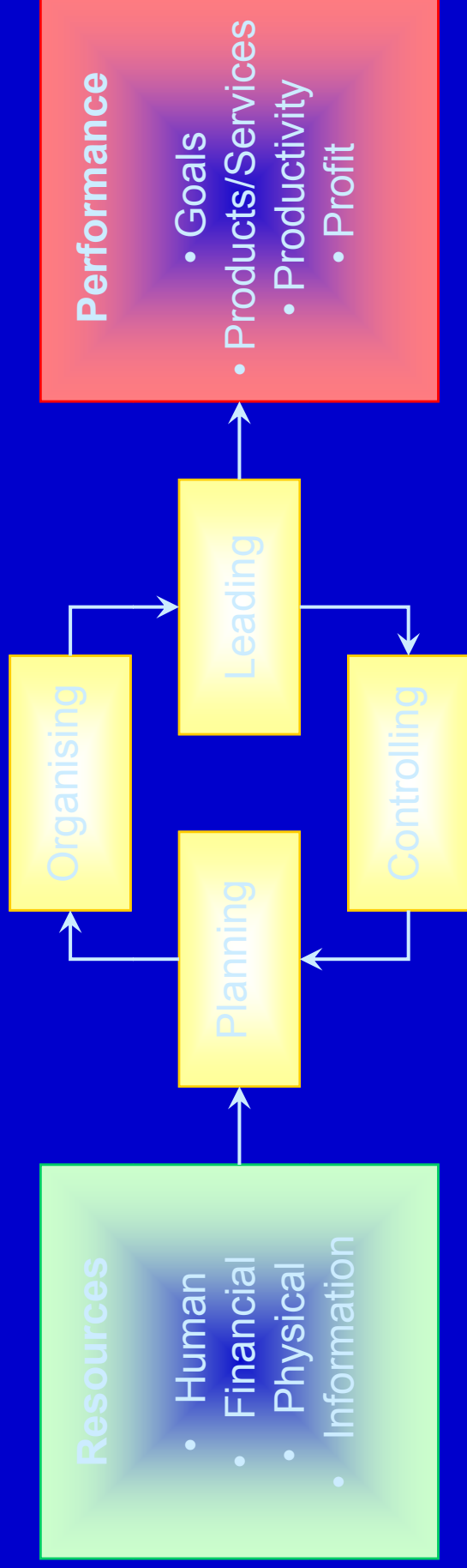
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TOPICS

- Introduction to general management
- The evolution of management theory
- Managing in a changing environment
- Managerial decision making
- Information management
- Planning
- Organising
- Communication and negotiation
- Leading
- Motivation
- Groups and teams
- Control
- Ethics and corporate social responsibility

General Management

INPUT – TRANSFORMATION - OUTPUT



1. INTRODUCTION TO GENERAL MANAGEMENT

- The nature of management
- Levels and kinds of managers
- Areas of management
- Role distribution of managers
 - Interpersonal, decision making, information
- Managerial skills
- Management challenges

2 The evolution of management theory

❑ CLASSICAL APPROACHES

- Scientific management school
- Process approach
- Bureaucratic approach

❑ HUMAN RELATIONS MOVEMENT

❑ QUANTITATIVE MANAGEMENT THEORY

❑ CONTEMPORARY APPROACHES

- Systems approach
- Contingency approach
- TQM
- Learning organisation
- Re-engineering

3 Management environment

- Micro-environment
- Market environment
- Macro-environment

3.1 Micro-environment

- ❖ Mission and goals
- ❖ The organisation and its management
- ❖ The resources of the organisation
- ❖ Organisational culture

3.2 Market environment

- **The market**

Consumers, their needs, purchasing power and behaviour

- **Suppliers**

- **Intermediaries**

- **Competitors**

- **Substitute products**

- **Possible new entrants**

- **Labour unions**

3.2 Macro-environment

- Technological environment
- Economic environment
- Social environment
- Political environment
- Ecological environment
- International environment

4 MANAGERIAL DECISION MAKING

- Definition
- Types of managerial decisions
- Decision-making conditions
- Decision-making model
- Group decision making

4.1 Definition

- Process of selecting an alternative course of action that will solve a problem

4.2 Types of managerial decisions

- Programmed decisions
- Non-programmed decisions

4.3 Decision-making conditions

- Certainty
- Risk
- Uncertainty

4.4 Decision-making model

- Classify and define the problem or opportunity
- Set objectives and criteria
- Generate creative alternatives
- Analyse alternatives and select the most feasible alternative
- Planning and implementing the decision
- Controlling

4.5 Group decision making

- Brainstorming
- Nominal group technique
- Delphi technique
- Group decision support systems

4.6 Tools for decision making

- Linear programming
- Queuing theory
- Probability analysis
- Pay-off matrix
- Decision tree
- Break-even analysis
- Capital budgeting
- Simulation
- Kepner-Fourie method
- Cost-benefit analysis

5. INFORMATION MANAGEMENT

- Role of information as a managerial resource
- Characteristics of useful information
- Information system components
- Classification of information systems
- Designing an information system

5.1 Role of information as a managerial resource

- Data vs information
- Information technology
- Information systems

5.2 Characteristics of useful information

- Quality
- Relevance
- Quantity
- Timeliness

5.3 Information system components

- Input
- Process
- Output
- Feedback
- Hardware
- Software
- People
- Storage

5.4 Classification of information systems

- Operations information systems (transaction processing, process control, office automation)
- Management information systems (information reporting, DSS, executive information systems)
- Other classifications (expert, business function, e-commerce, Intranet, Internet, Extranet)

5.5 Designing an information system

- Problem definition
- Feasibility study
- Systems analysis
- Systems design
- Detailed design
- Implementation
- Maintenance

6 STRATEGIC PLANNING

- Definition
- The strategic planning process
 1. The vision
 2. The mission statement
 3. Assessing the external environment
 4. Assessing the internal environment
 5. Translate the mission into long-term goals
 6. Choosing a strategy

6 CHOOSING A STRATEGY

- **GENERIC STRATEGY**
 - low cost leadership
 - differentiation
 - focus
- **GRAND STRATEGY**
 - Internal growth strategies
 - External growth strategies
 - Corporate combinations

7. PLANNING

- The nature and importance of planning
 - Kinds of organisational plan
 - The time-frame for planning
 - The planning process
 - Barriers to effective planning
 - Planning tools
- Forecasting, budgeting, scheduling and monitoring,
- Goal formulation

8. ORGANISING

- Definition
- The organising process
- Principles of organising
 - Unity of command: each employee should report to only one supervisor
 - Chain of command: clear unbroken chain of command should link every employee with someone at a higher level
 - Span of control: number of subordinates reporting to a manager
 - Division of work: employees have specialised jobs
 - Standardisation: process of developing uniform practices that employees need to follow
 - Coordination: work together to accomplish goals of the organisation
 - Responsibility: obligation to achieve goals by performing required activities
 - Authority: right to make decisions, issue orders and use resources
 - Accountability: the evaluation of how well individuals meet their responsibility
 - Power: ability to influence the behaviour of others
 - Delegation: assigning responsibility and authority for attaining goals
 - Downsizing: reducing size of organisation's workforce
 - Delayering: reducing the number of layers in the vertical management hierarchy

8. ORGANISING (cont.)

- Authority: line and staff, centralised and decentralised
- Organisation design: departmentalisation
- Job design: job specialisation; job expansion
- Delegation

9. LEADING

- **DEFINITION:** directing the behaviour of others towards accomplishment of organisational goals
- **LEADERSHIP VS MANAGEMENT**
- **THEORETICAL FOUNDATIONS**
 - LEADERSHIP CHARACTERISTICS
 - BEHAVIOURAL APPROACH TO LEADERSHIP
 - SITUATIONAL APPROACH
 - CONTEMPORARY PERSPECTIVES

10. MOTIVATION

- MOTIVATION PROCESS
- CONTENT THEORIES: “What of motivation” (Maslow, Herzberg, McClelland)
- PROCESS THEORIES: “How of motivation” (Equity, expectancy)
- REINFORCEMENT THEORIES

12. COMMUNICATION AND INTERPERSONAL RELATIONSHIPS

- THE COMMUNICATION PROCESS
- ORGANISATIONAL COMMUNICATION
- BARRIERS TO EFFECTIVE
COMMUNICATION
- HOW MANAGERS CAN BECOME BETTER
COMMUNICATORS

13. CONTROL

- THE CONTROL PROCESS
- THE FOCUS OF CONTROL
 - physical resources
 - financial resources
 - information resources
 - human resources
- LEVELS OF CONTROL
 - strategic control
 - operations control
- CHARACTERISTICS OF EFFECTIVE CONTROL SYSTEM

14. ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

- ETHICS
- CORPORATE SOCIAL RESPONSIBILITY