

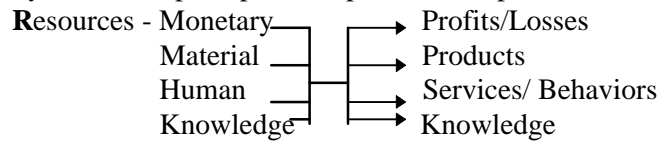
Chapter 1 Managing to Excel

1. Effectively converse with managers about what they do and understand what you would do as a manager.

2. Describe the general nature of organizations that you may someday manage.

An organization is a system of resources structured by power centers to achieve some purpose within some environment.

System - accepts inputs and produces outputs.



Structure - resources configured in some non-random manner
- static and dynamic
- roles are important mechanisms

Power Centers - attract, select, and allocate resources (structure resources)
- wielders of authority
- different organization designs result from alternative distributions of power.

Purpose - managers work to bring system to state consistent with purpose/goals.

Environment - a changing state of the environment drives change in the organization state to maintain consistency with purpose/goals. (i.e. Microsoft and the internet)
- an organization can affect its environment

3. Cite the four major resources of organizations and explain what managers do with them.
 - a. Monetary (See resources in Objective 2)
 - b. Material
 - c. Human
 - d. Knowledge

4. Identify the various functions or roles that describe the work a manager performs.

Functions -

 - a. Planning - establish forecasts: formulate outline of things to be done and methods for execution with respect to organization purpose.
 - b. Organizing - configuring the organization's resources
 - c. Commanding - issuing instructions of specific and general natures to cause activities to happen.
 - d. Controlling - verifying proper implementation of plans
 - e. Coordinating - interrelating/harmonizing activities in the organization

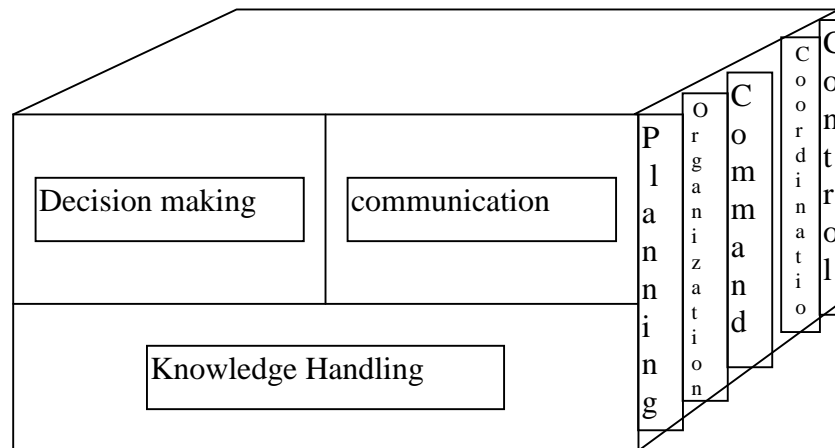
Roles -

Mintzberg's 3 categories -

- a. Interpersonal roles -
 - Figurehead - obliged to perform routine duties
 - Leader - motivates/activates subordinates
 - Liaison - maintains network of contacts (trade info and services)
- b. Informational roles - derive from access to information
 - Monitor - seeks and acquires information
 - Disseminator - transmits information
 - Spokesman - transmits information to outside (PR)
- c. Decisional roles - derive from authority and information
 - Entrepreneur - searches organization and information for opportunities and controls change in an organization.
 - Disturbance handler - initiates/devises corrective actions during disturbance.
 - Resource allocator - allocates resources
 - Negotiator - represents org in negotiations

5. Explain relationships that exist among management, knowledge, decision making and communication.

- Both decision making and communication are based on the ability to handle knowledge (handle knowledge - acquiring, storing, recalling, using, deriving, distributing)



- In communicating, the manager transmits/receives knowledge. The communication process is concerned with message passing and implies the existence of some language.
- In making a decision, the manager manufactures knowledge: a description of what to do with resources, a description of a future state. The manufacturing process draws on knowledge: descriptions of what is (the current state), what is desired and what is expected.