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.
   Resources - Monetary $\rightarrow$ Profits/Losses
   $\rightarrow$ Material $\rightarrow$ Products
   $\rightarrow$ Human $\rightarrow$ Services/Behaviors
   $\rightarrow$ Knowledge $\rightarrow$ Knowledge

   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.