Organization and Their Environment

Organization – a group of people working together in some concerted or coordinated effort to attain objectives

Types of organizations:
Formal / Informal
Micro / Small / Medium / Large
Production / Service
Private / Public
Profit / Non-profit

Organization as the system

External Environment Model

Porter's Five Forces Model
Management and Managers

What is “Management”?

Management as the set of activities (e.g. planning, organizing, staffing, leading, controlling)

Management as the set of leadership skills (e.g. establishing vision and goals, communicating the vision and goals, and guiding others to accomplish them)

Management is getting things done through others.

Management – efficient utilization of resources.

Management – supporting employee’s efforts to be fully productive members of the organizations and citizens of the community.

Management as the group of people (executives and other managers who are primarily responsible for making decisions in the organization).

In a nonprofit, the term "management" might refer to all or any of the activities of the board, executive director and/or program directors.

Management and Supervision

Supervision is the activity carried out by supervisors to oversee the productivity and progress of employees who report directly to the supervisors. Supervision is a management activity and supervisors have a management role in the organization.

What do managers do?

Problem Solving and Decision Making

1. Define the problem
   - Defining the problem (with input from yourself and others)
   - Defining complex problems
   - Verifying your understanding of the problems
   - Prioritize the problems
   - Understand your role in the problem
2. Look at potential causes for the problem
3. Identify alternatives for approaches to resolve the problem
4. Select an approach to resolve the problem
5. Plan the implementation of the best alternative (this is your action plan)
6. Monitor implementation of the plan
7. Verify if the problem has been resolved or not

Effective Delegation

Delegation is when supervisors give responsibility and authority to subordinates to complete a task, and let the subordinates figure out how the task can be accomplished. Managers become more fulfilled and productive themselves as they learn to count on their staffs and are freed up to attend to more strategic issues.

General steps to accomplish delegation:
1. Delegate the whole task to one person
2. Select the right person
3. Clearly specify your preferred results
4. Delegate responsibility and authority -- assign the task, not the method to accomplish it
5. Ask the employee to summarize back to you, their impressions of the project and the results you prefer
6. Get ongoing non-intrusive feedback about progress on the project
7. Maintain open lines of communication
8. If you're not satisfied with the progress, don't take the project back
9. Evaluate and reward performance

Internal Communications

1. Have all employees provide weekly written status reports to their supervisors
2. Hold monthly meetings with all employees together
3. Hold weekly or biweekly meetings with all employees together if the organization is small (e.g., under 10 people); otherwise, with all managers together.
4. Have supervisors meet with their direct reports in one-on-one meetings every month

Managing Yourself

1. Monitor your work hours
2. Recognize your own signs of stress
3. Get a mentor or a coach
4. Learn to delegate
5. Communicate as much as you can
6. Recognize what's important from what's urgent -- fix the system, not the problem
7. Recognize accomplishments

Sources:
http://www.valuebasedmanagement.net
http://www.management.about.com