



**Institut Tadbiran Awam Negara (INTAN)**  
*National Institute of Public Administration*

# Organizational Management

**Dr. Rothiah Haji Omar**  
Head  
Program for Local Government and  
District Management  
INTAN Bukit Kiara





# Management?

*"...is the process of achieving organizational missions & objectives through the coordinated behavior of organizational members "*

**- Michael & Jones (2000)**

*" ..is the process of working with people and resources to accomplish organizational goals"*

**- Snell , Bateman 2000**





# Management

## Key Concepts :

- Organizations – People working together and coordinating their actions to achieve specific goals
- Goal – A desired future condition that the organization seeks to achieve
- Management – The process of using organizational resources to achieve the organization's goals by...Planning, Organizing, Leading & Controlling



# ACHIEVING HIGH PERFORMANCE

- Organizations must provide goods/services desired by its customers such as....
  - Mc Donald's restaurants provide burgers, fries and shakes that people want to buy;
  - Physicians, nurses & health care administrators seek to provide healing from sickness.....etc.

# ORGANIZATIONAL PERFORMANCE

- Measures how efficiently and effectively managers use resources to satisfy customers and achieve goals.
  - Efficiency – A measure of how well resources are used to achieve a goal
  - Effectiveness – A measure of the appropriateness of the goals chosen & the degree to which they're achieved

# MANAGERIAL FUNCTIONS

- Henri Fayol was the first to describe the 4 managerial functions when he was the CEO of a large mining company in late 1800.
- He noted managers at all levels must perform each of the functions of...Planning, Organizing, Leading, Controlling.

# FOUR BASIC FUNCTIONS OF MANAGEMENT





# Planning

“ Planning is the process used by managers to identify and select appropriate goals and courses of action for an organization”





# Why Planning?





# Planning Steps

1. Environmental scanning
2. Determine SWOT/PESTEL/PEST
3. Determine the vision and mission
4. Setting objectives and strategies
5. Action plan
6. Monitor
7. Evaluate





# Leading

- In leading, managers determine direction, state a clear vision for employees to follow and help employees understand the role they play in attaining goals.
- Leadership involves a manager using power, influence, vision, persuasion and communication skills.
- The outcome of the leading function is a high level of motivation and commitment from employees to the organization.





# Organizing

- In organizing, managers create the structure of working relationships between organizational members that best allows them to work together and achieve goals
- Managers will group people into departments according to the tasks performed
- An organizational structure is the outcome of organizing. This structure coordinate and motivates employees so that they work together to achieve goals.





# Controlling

- In controlling, managers evaluate how well the organization is achieving its goals and takes corrective action to improve performance
- Managers will monitor individuals, departments and the organization to determine if desired performance has been reached
- The outcome of the controlling function is the accurate measurement of performance and regulation of efficiency and effectiveness



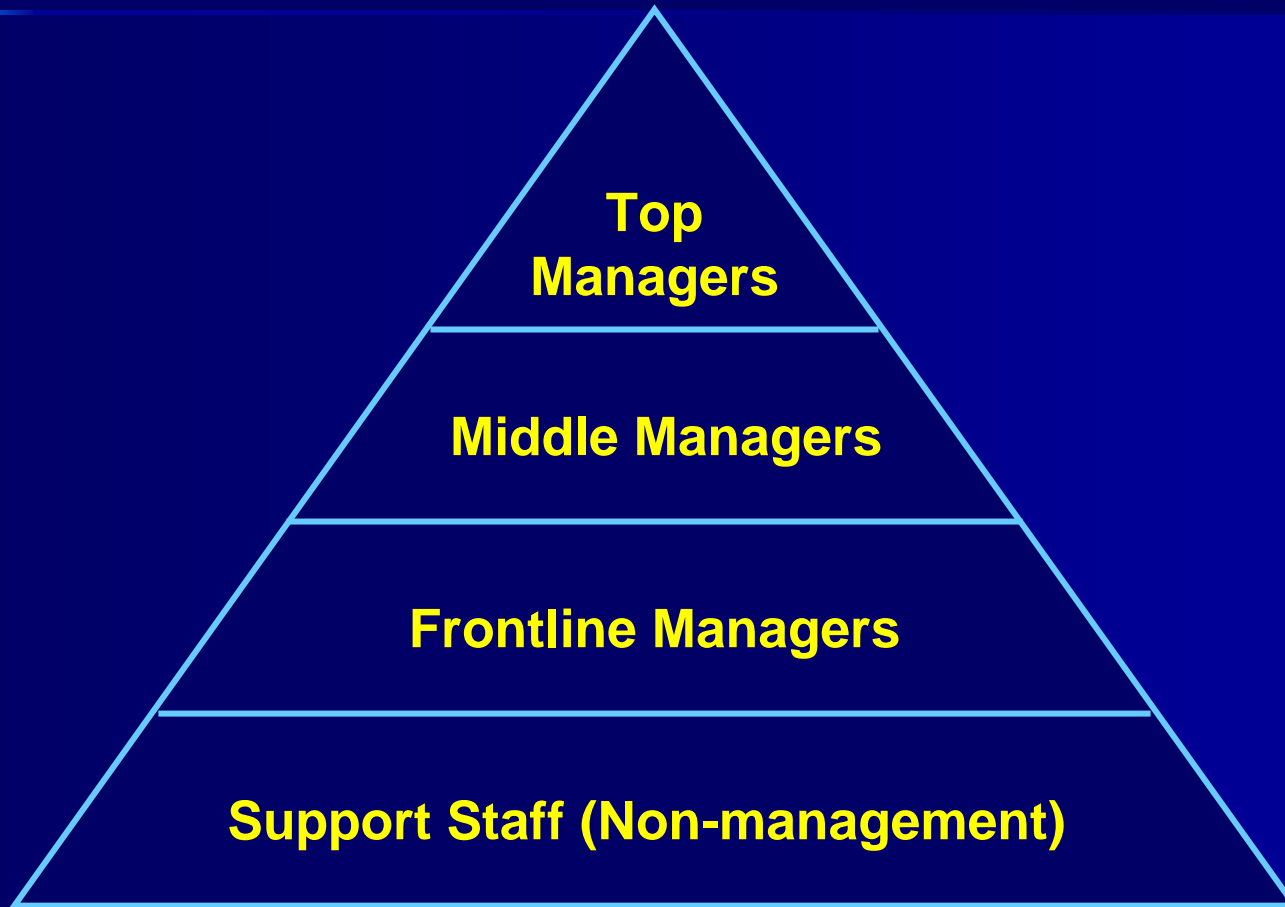


**Why do we need to  
control?**





# Management Levels





## Frontline managers

## Middle –level managers

## Top –level managers

### Key activities

- Creating and pursuing new growth opportunities for the organization
- Attracting and developing resources and competencies
- Managing continuous performance improvement within the unit

- Developing individuals and supporting their activities
- Linking dispersed knowledge, skills, and best practices across units
- Managing the tension between short-term performance and long-term ambition

- Challenging embedded assumptions while establishing a stretching opportunity horizon and performance standards
- Institutionalizing a set of norms and values to support cooperation and trust
- Creating an over arching corporate purpose and ambition





# Transformation of Management Roles and Tasks

	Frontline managers	Middle –level managers	Top –level managers
Changing roles	<ul style="list-style-type: none"><li>■ From operational implementers to aggressive manager</li></ul>	<ul style="list-style-type: none"><li>■ From administrative controllers to supportive coaches</li></ul>	<ul style="list-style-type: none"><li>■ from resource allocator to institutional leader</li></ul>
Primary value	<ul style="list-style-type: none"><li>■ Driving organisational performance by focusing on productivity, innovation and growth within frontline units</li></ul>	<ul style="list-style-type: none"><li>■ Providing the support and coordination to bring large company advantage to the independent frontline units</li></ul>	<ul style="list-style-type: none"><li>■ Creating and embedding a sense of direction, commitment and challenge to people throughout the organization</li></ul>





# Management Skills

- 1. Technical skills**
- 2. Conceptual & Decision skill**
- 3. Interpersonal and  
Communication skill**





# Technical skills

The ability to perform a specialised task involving a particular method or process





# Conceptual and decision skills

Skills pertaining to a manager's ability to recognize complex and dynamic issues, examine the numerous and conflicting factors such issues involve, and resolve the problem for the benefit of the organization and its members.





# Interpersonal And Communication Skills

People skills: the ability to lead,  
motivate and communicate  
effectively with others





# Fayol's 14 Principles Of Management

- Division of work
- Authority
- Discipline
- Unity of command
- Unity of direction
- Subordination
- Remuneration
- Centralization
- Scalar chain
- Order
- Equity
- Stability of tenure of personnel
- Initiative
- Esprit de corps



# The 21<sup>st</sup> Century Organisation

*"...Now we are entering a third period of change – the shift from the command-and-control organization, the organization of departments and divisions, to the information based organization, the organization of knowledge specialists..."*

Peter Drucker (1998)

# The 21<sup>st</sup> Century Organization

## 12 key characteristics of the 21<sup>st</sup> century organization

1. Borderless
2. Learning Centric
3. Collaborative
4. Knowledge  
Creating
5. Strategically  
Outsource
6. Geocentric
7. Ethical
8. Networked
9. Loosely Coupled
10. Self maintainable
11. Contingency  
Based
12. Fostering an  
environment of high  
care

# World Class Organization

The major pillars of world-class organization

## WORLD CLASS ORGANIZATION

Customer-based Focus

Continuous Improvement

Fluid, Flexible or "Virtual Organization"

Creative HRM

Egalitarian Climate

Technological Support

Hodgetts, Luthans & Lee (2000)

- *New Paradigm Organizations: From Total Quality to Learning to World-Class*



# How manager must change?

## Traditional Manager

- Think of self as a manager or boss
- Follow the chain of command
- Makes more decision alone
- Try to master one major discipline

## Contemporary Manager

- > Thinks of self as a sponsor, or internal consultant
- > Deals with anyone necessary to get the job done
- > Invite others to join in decision making
- > Tries to master a broad array of managerial discipline





# Continue....

## Traditional Manager

- Look 'up' for direction and answer
- Accepts and does repetitive work
- Sees others primarily as bosses and competitors
- Demands long hours

## Contemporary Manager

- Questions, collaborates and negotiates with others to find solutions
- Learn new way to contribute
- Creates relationship based on common purpose, mutual respect, and exchange of information
- Demand results



# CHALLENGES IN ORGANIZATIONAL MANAGEMENT

- Increasing number of global organisations
- Building competitive advantage through superior efficiency, quality, innovation & responsiveness
- Increasing performance while remaining ethical managers
- Managing an increasingly diverse work force
- Using new technologies

# ISSUES IN ORGANIZATIONAL MANAGEMENT

1. How employee feel about their organization?
2. Training Needs Analysis
3. Differences in feedback
4. Research before a development programme
5. When is a problem a problem?
6. Intervention for organization change
7. Involving managers in organization development.
8. What makes sense in management training?
9. Team Building: A Reexamination



# Thank you

