

# CHM 224

## MANAGEMENT & CHEMICAL INDUSTRY I

BY

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# BRIEF OVERVIEW OF COURSE

- The nature of management and the role with the chemical industry: Management theory, Managerial association and specialization. Line and staff structure: functions and relationship. Managerial role. Organizational structure and management structure.

# BRIEF OVERVIEW OF COURSE

- **Authority and Organization.**  
Corporate policy and organizational constraints on management process. The decision process, managerial techniques, supportive information system.

# GROUND RULES & REGULATIONS

- **Mandatory 90% class attendance.**
- **No eating in the classroom.**
- **Active participation in all class activities.**
- **All class assignments/tutorials to be submitted on time.**
- **Punctuality to classes is very important and is to be observed.**

# RECOMMENDED READING

- ◎ Steven Stralser, MBA in a day, published by John Wiley and Sons, Inc. New Jersey, 2004
- ◎ Ellen A. Benowitz, Principles of Management, published by Hungry Minds, Inc., New York, 2001.
- ◎ Peter, F. Drucker, The frontiers of Management (New York: Truman Talley Books, Dulton, 1986).

# LINE AND STAFF STRUCTURE

- ◎ Organizational structure involves the designation of jobs within an organization and the relationships among those jobs. There are numerous ways to structure jobs within an organization, but two of the most basic forms include *simple line structures and line-and-staff structures.*

- In a line organization, top management has complete control, and the chain of command is clear and simple. Examples of line organizations are small businesses in which the owner, is positioned at the top of the organizational structure and has clear "lines" of distinction between him and his subordinates.

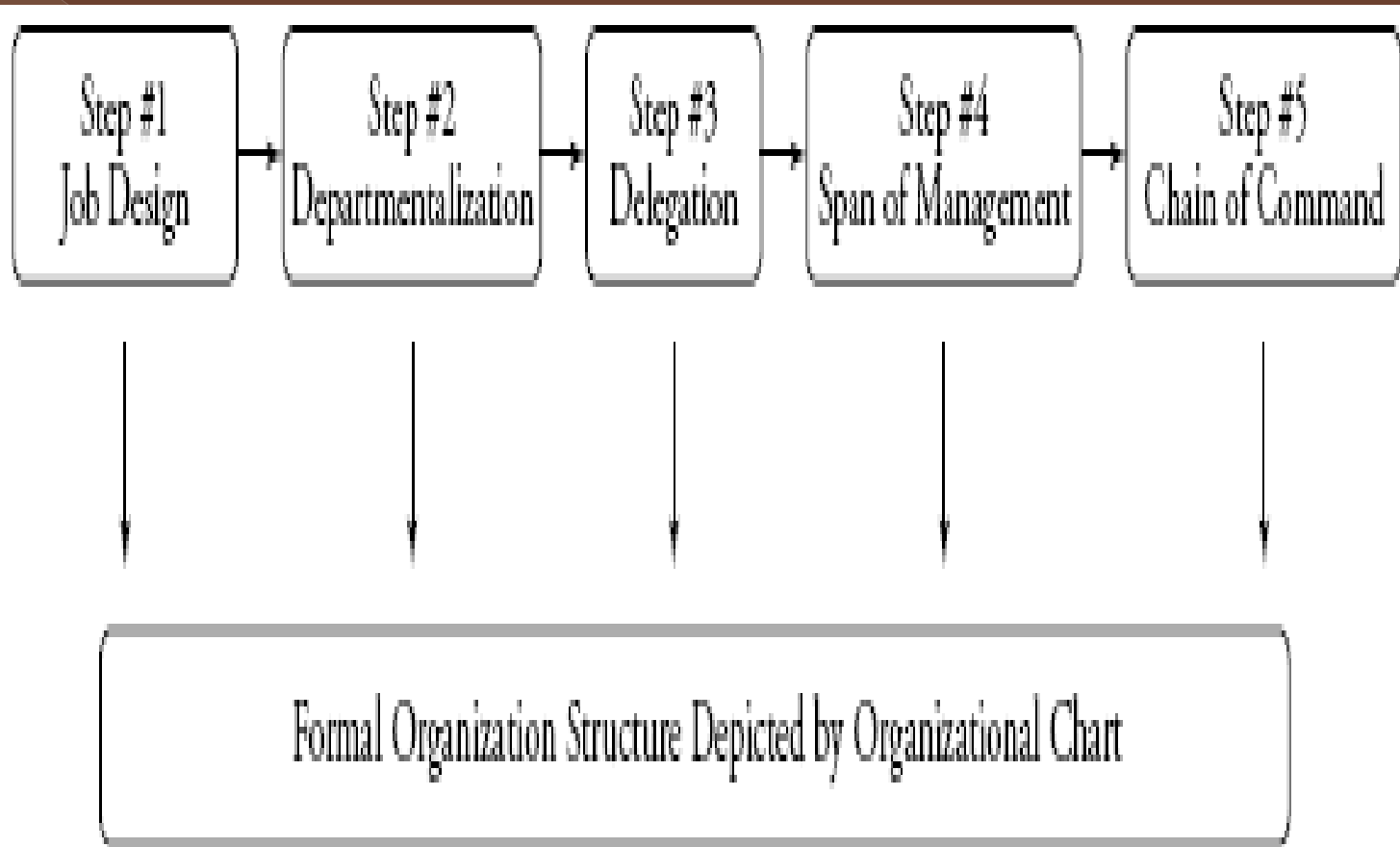
- **The line-and-staff organization combines the line organization with staff departments that support and advise line departments. Most medium and large-sized firms exhibit line-and-staff organizational structures.**



# The Organizational Process

- ① Organizing, like planning, must be a carefully worked out and applied process.
- ② The end result of the organizing process is an organization (A whole consisting of unified parts acting in harmony to execute tasks to achieve goals, both effectively and efficiently).

- ① If the organizing process is not conducted well, the results may yield confusion, frustration, loss of efficiency, and limited effectiveness.
- ① In general, the organizational process consists of five steps



# Line Structure

- **The line structure is defined by its clear chain of command, with final approval on decisions affecting the operations of the company still coming from the top down.**

- ◎ **Line structures by nature are fairly informal and involve few departments, making the organizations highly decentralized. Employees are on a first-name basis with the president, who is often available throughout the day to answer questions and/or to respond to situations as they arise.**

# Line-And-Staff Structure

- This type of structure combines the flow of information from the line structure with the staff departments that service, advice, and support them.

- While the line structure would not be appropriate for larger companies, the line-and-staff structure is applicable because it helps to identify a set of guidelines for the people directly involved in completing the organization's work

- **Line departments are involved in making decisions regarding the operation of the organization, while staff areas provide specialized support.**



- ◎ **The line – and - staff organizational structure "is necessary to provide specialized, functional assistance to all managers, to ensure adequate checks and balances, and to maintain accountability for end results"**

# TUTORIALS / QUESTIONS

- **Is there any difference between line organization and line-and-staff organization?**
- **What is line and staff structure? Give a relevant example of this in Covenant University.**

# THE LEVELS OF MANAGEMENT

- ◎ WHO IS A MANAGER?
- ◎ A manager is a person responsible for the work performance of group members. (Because organizations have become more democratic, the term *group member* or *team member* is now frequently used as a substitute for *subordinate*.)

- ① **The term management also refers to the process of using organizational resources to achieve organizational objectives through the functions of planning, organizing and staffing, leading, and controlling.**

# TOP - LEVEL MANAGERS

Top-level managers are the people who give the organization its general direction; they decide where it is going and how it will get there.



# MIDDLE - LEVEL MANAGERS

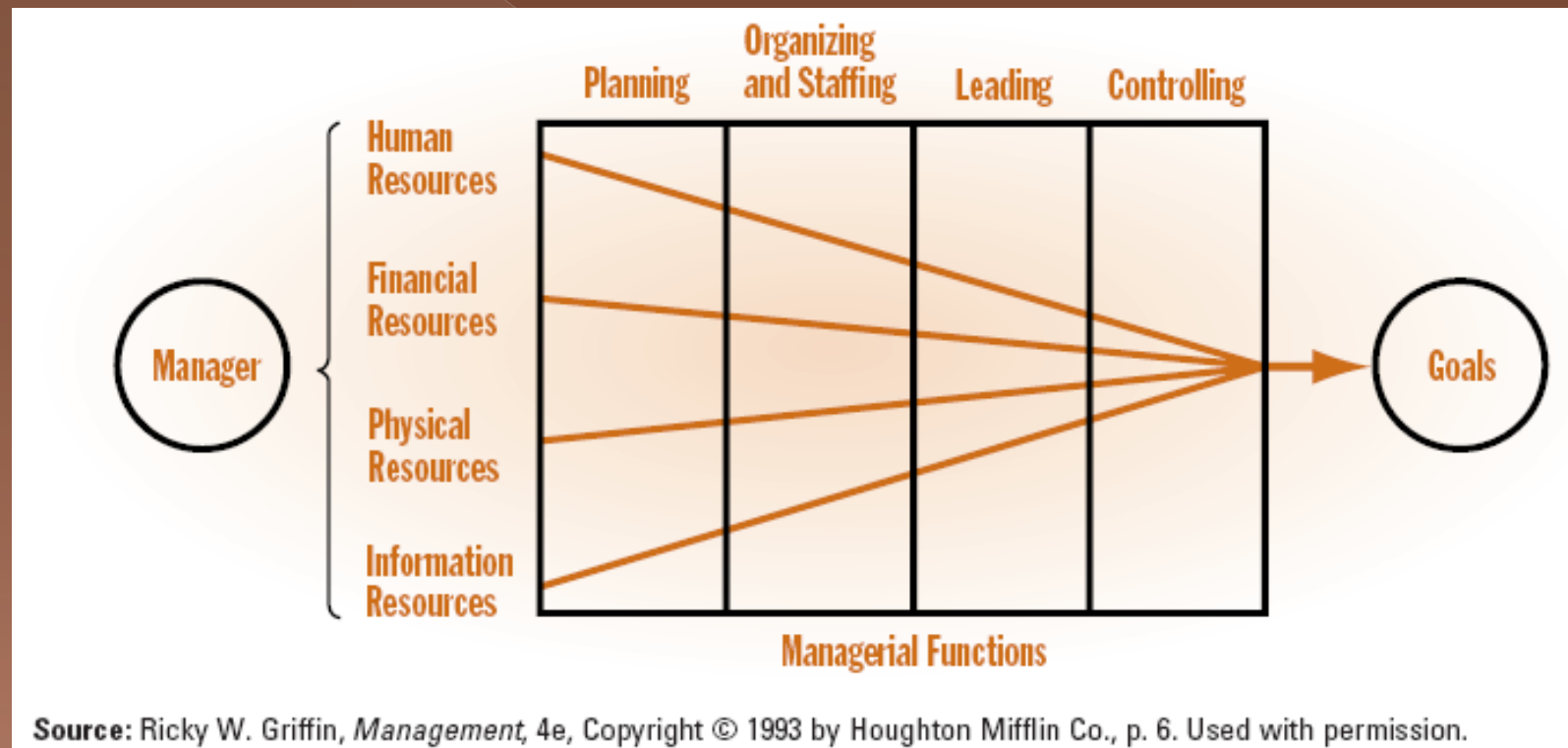
- ◎ Middle-level managers are managers who are neither executives nor first-level supervisors, but who serve as a link between the two groups. Middle-level managers conduct most of the coordination activities within the firm, and they disseminate information to upper and lower levels.

# FIRST - LEVEL MANAGERS

- **Managers who supervise operatives are referred to as first-level managers, first-line managers, or supervisors. Historically, first level managers were promoted from production or clerical positions into supervisory positions.**

# TYPES OF MANAGERS

## ○ Functional and General Managers





- ◎ ***Functional Managers*** supervise the work of employees engaged in specialized activities, such as accounting, engineering, quality control, food preparation, marketing, sales, and telephone installation. A functional manager is a manager of specialists and of their support team, such as office assistants.

- ***General Managers*** are responsible for the work of several different groups that perform a variety of functions. The job title “plant general manager” offers insight into the meaning of general management.

# Six key tasks foundation for every General Manager's job.

- ① Shaping the work environment—  
setting up performance standards
- ② Crafting a strategic vision—describing  
where the organization is headed
- ③ Allocating resources—deciding who  
gets how much money, people,  
material, and access to the manager

- ① **Developing managers—helping prepare people for their first and more advanced managerial jobs**
- ② **Building the organization—helping solve important problems so the organization can move forward**
- ③ **Overseeing operations—running the business, spotting problems, and helping solve them**
- ④

# THE MANAGERIAL FUNCTIONS

## ◎ PLANNING

- ◎ Planning involves setting goals and figuring out ways of reaching them. Planning is considered the central function of management, and it pervades everything a manager does. In planning, a manager looks to the future, saying, “Here is what we want to achieve, and here is how we are going to do it.”

# ORGANIZING AND STAFFING

- ① Organizing is the process of making sure the necessary human and physical resources are available to carry out a plan and achieve organizational goals. Organizing also involves assigning activities, dividing work into specific jobs and tasks, and specifying who has the authority to accomplish certain tasks.

# LEADING

- ① Leading is influencing others to achieve organizational objectives. As a consequence, it involves energizing, directing, activating, and persuading others.
- ② The leadership aspect of management focuses on inspiring people and bringing about change, whereas the other three functions focus more on maintaining a stable system.

# CONTROLLING

- **Controlling is ensuring that performance conforms to plans. It is comparing actual performance to a predetermined standard. If there is a significant difference between actual and desired performance, the manager must take corrective action.**



# ROLES PERFORMED BY MANAGERS

## Planning

1. Strategic planner
2. Operational planner

## Organizing and Staffing

3. Organizer
4. Liaison
5. Staffing coordinator
6. Resource allocator
7. Task delegator

## Leading

8. Figurehead

9. Spokesperson

10. Negotiator

11. Coach

12. Team builder

13. Team player

14. Technical problem solver

15. Entrepreneur

## Controlling

16. Monitor

17. Disturbance handler

# SKILLS NEEDED BY MANAGERS

- ◎ **Technical**
- ◎ **Human**
- ◎ **Conceptual**

# Tutorials / Questions

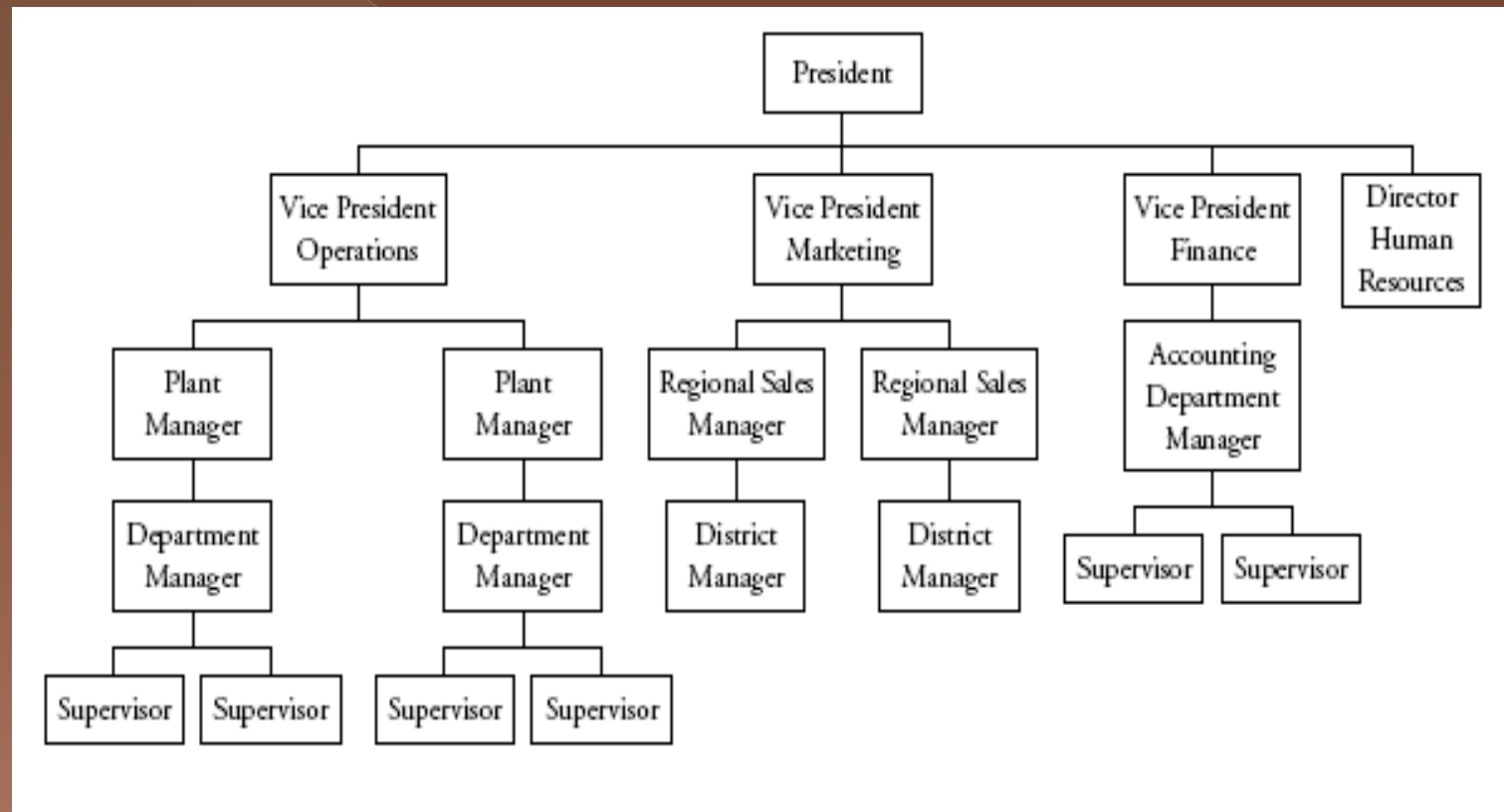
- ① Explain what the term manager means, and identify different types of managers.
- ① Describe the process of management, including the functions of management.
- ① Describe the various managerial roles.
- ① Many people in good-paying technical jobs actively seek to become managers. What do you suspect are their reasons?

# ORGANIZATIONAL STRUCTURE

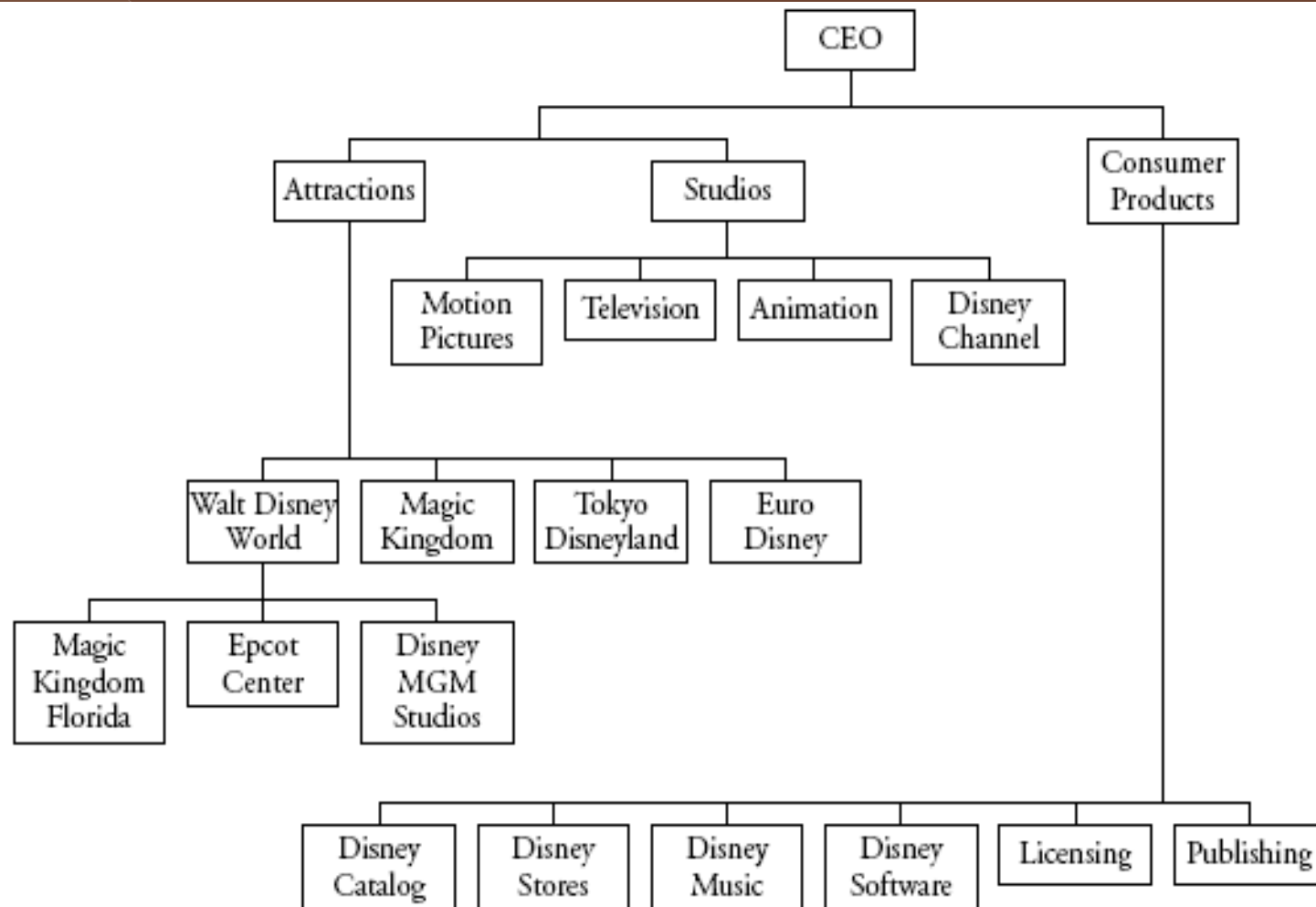
- ◎ The second function of management is organizing. Not only does a business's organizational structure help determine how well its employees make decisions, but it also reflects how well they respond to problems. A suitable organizational structure can minimize a business's costs, as well as maximize its efficiency

# Five Approaches to Organizational Design

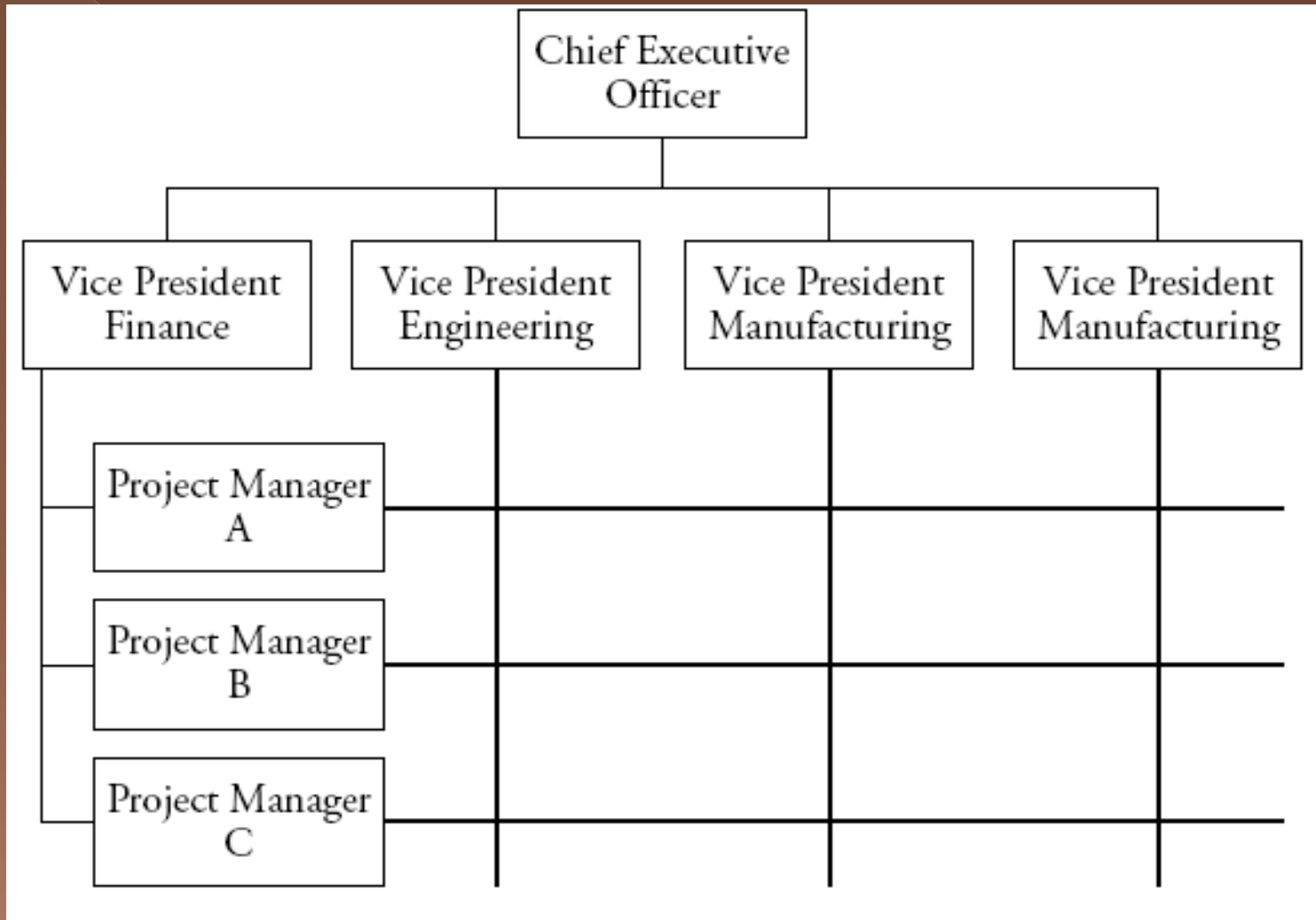
## ○ Functional structure



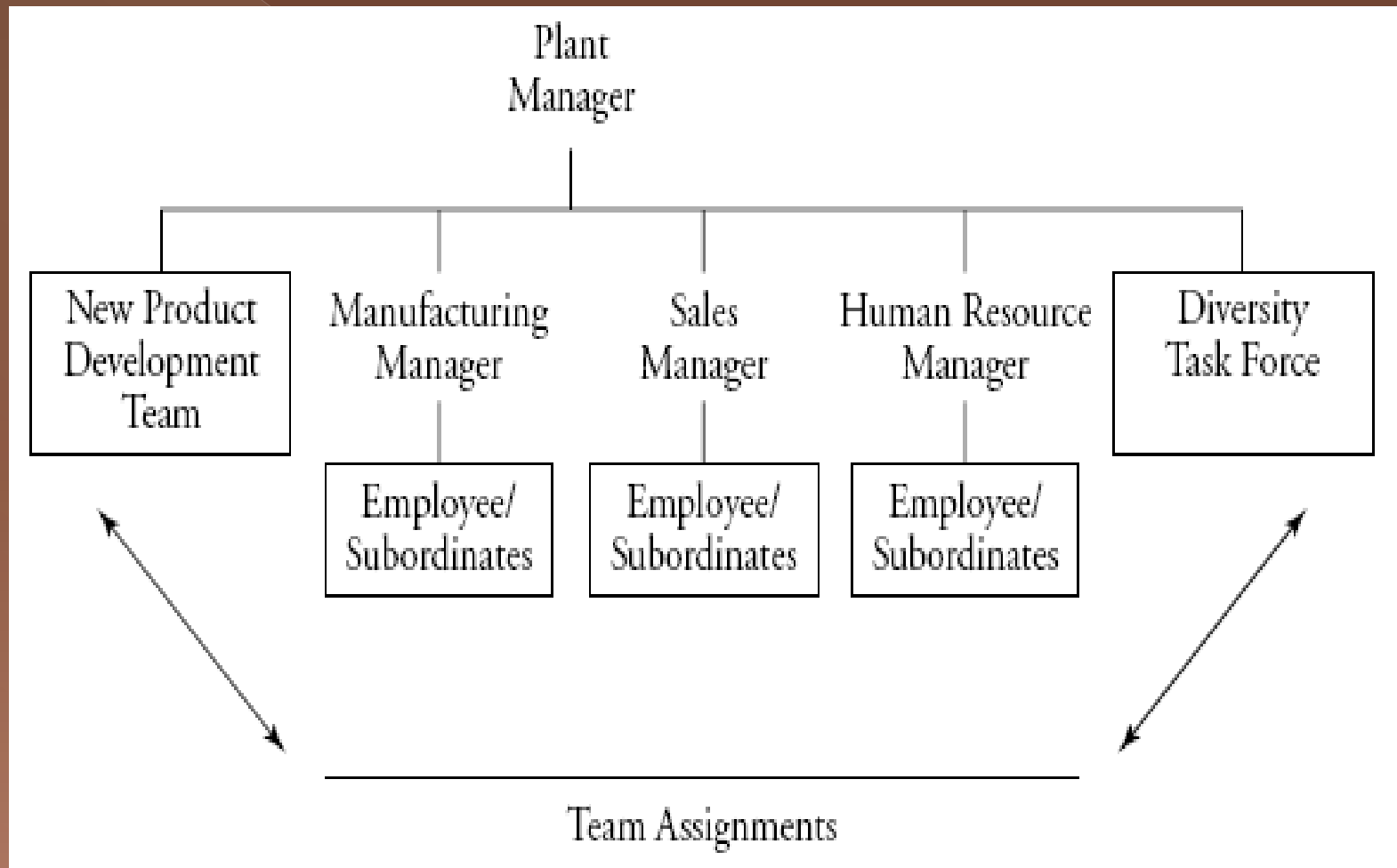
# Divisional structure



# Matrix structure

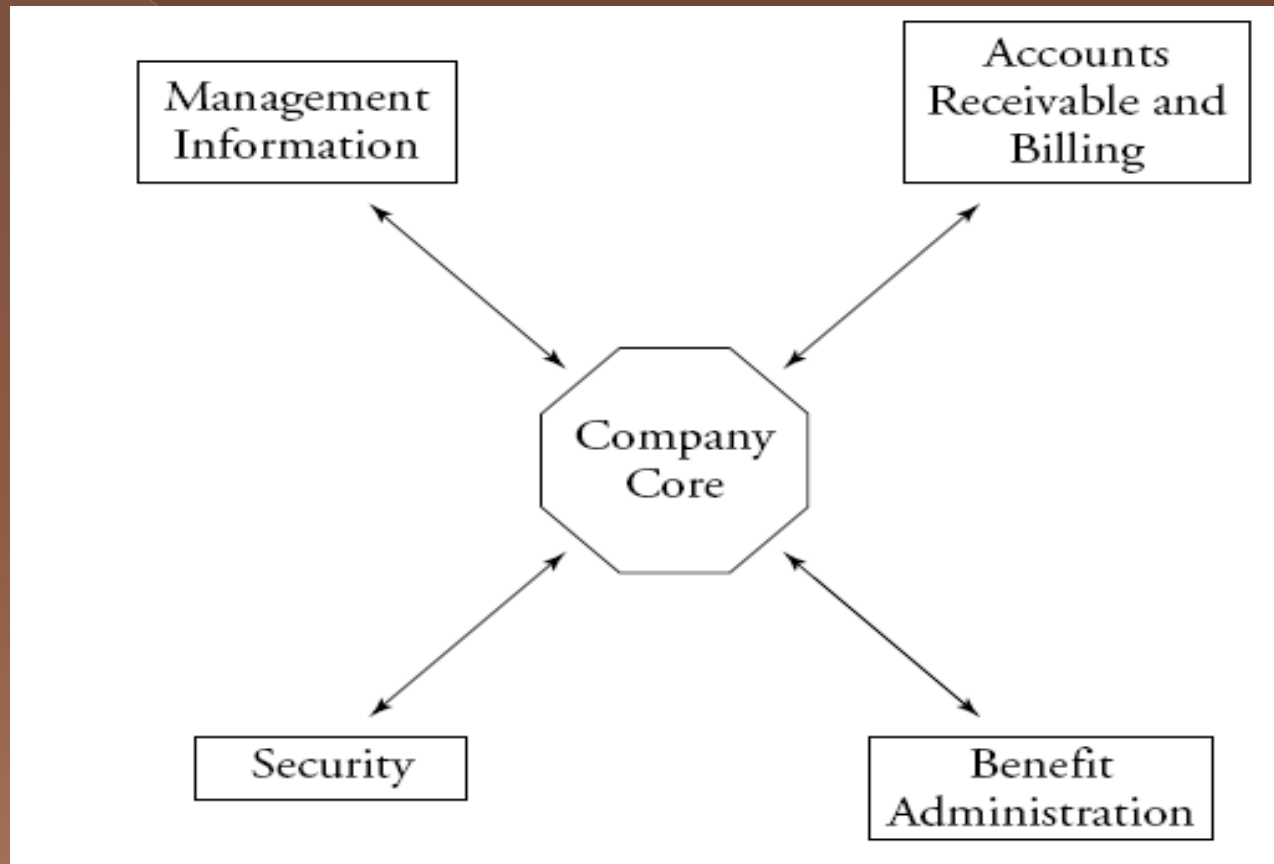


# Team structure





# Network structure



# Tutorials / Questions

- ① What is the existing relationship between organizing and planning in the context of management studies?
- ① Discuss the approaches to organizational design.
- ① Differentiate between Network structure and Matrix structure?

# DECISION PROCESS

- ◎ This aspect explores how managerial workers solve problems and make decisions individually and in groups.
- ◎ A problem is a discrepancy between ideal and actual conditions.
- ◎ A decision is choosing among alternatives.

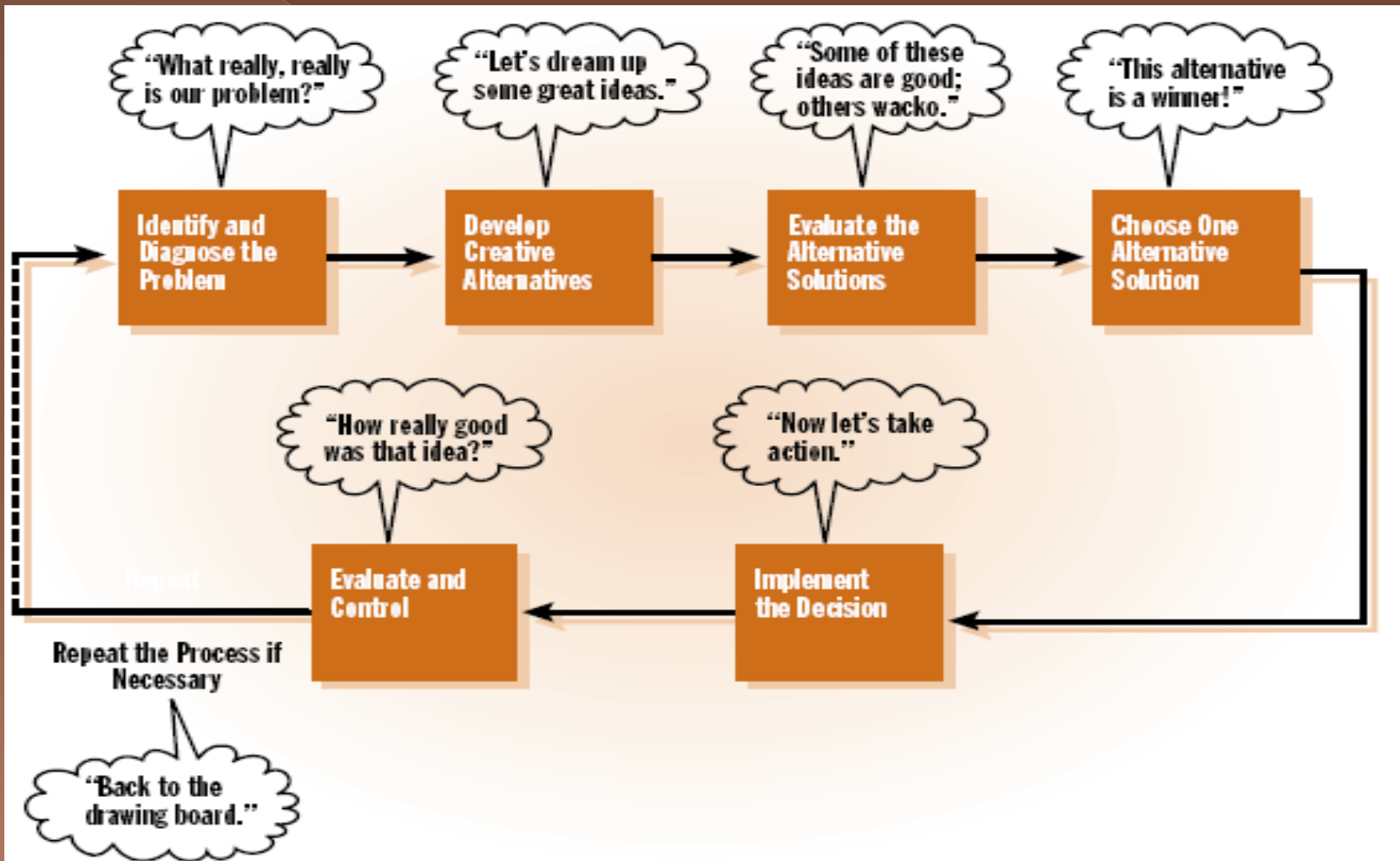
- ① **Problem solving and decision making are important components of planning, and they are also required to carry out the other management functions.**
- ② **Understanding decision making is also important because decision making contributes to job satisfaction.**

# NONPROGRAMMED VERSUS PROGRAMMED DECISIONS

- ◎ Some decisions that managerial workers face are difficult because they occur infrequently. These unique decisions are nonprogrammed decisions (or nonroutine decisions). In contrast, a programmed decision is repetitive, or routine, and made according to a specific procedure.

- ① **Handling a nonprogrammed problem properly requires original thinking. The skill required for decision making varies inversely with the extent to which it is programmed. Highly routine decisions require minimum decision making skill; highly nonroutine decisions require maximum skill.**

# STEPS IN PROBLEM SOLVING AND DECISION MAKING



# INDICATORS OF PROBLEMS

- **Deviation from past performance**
- **Deviations from the plan**
- **Criticism from outsiders**
- **Competitive threats**



● Thank you for Listening