# Chapter 1: Management

#### **Learning Outcomes**

- 1-1 Describe what management is.
- 1-2 Explain the four functions of management.
- 1-3 Describe different levels of management.
- 1-4 Explain the major roles and subroles that managers perform in their jobs.
- 1-5 Assess managerial potential in relation to what companies look for in managers.
- 1-6 Discuss the transition that individuals go through when they are promoted to management.
- 1-7 Discuss common mistakes that managers make in their jobs.

#### **Key Concepts**

- Good management is working through others to accomplish tasks that help fulfill organizational objectives as efficiently as possible.
- Henri Fayol's classic management functions are known today as planning, organizing, leading, and controlling. Planning is determining organizational goals and a means for achieving them. Organizing is deciding where decisions will be made, who will do what jobs and tasks, and who will work for whom. Leading is inspiring and motivating workers to work hard to achieve organizational goals. Controlling is monitoring progress toward goal achievement and taking corrective action when needed. Studies show that performing these management functions well leads to better managerial performance.
- There are four different kinds of managers. Top managers are responsible for creating a context for change, developing attitudes of commitment and ownership, creating a positive organizational culture through words and actions, and monitoring their company's business environments. Middle managers are responsible for planning and allocating resources, coordinating and linking groups and departments, monitoring and managing the performance of subunits and managers, and implementing the changes or strategies generated by top managers. Front-line managers are responsible for managing the performance of non-managerial employees, teaching direct reports how to do their jobs, and making detailed schedules and operating plans based on middle management's intermediate-range plans. Team leaders are responsible for facilitating team performance, managing external relationships, and facilitating internal team relationships.
- Managers perform interpersonal, informational, and decisional roles in their jobs. In
  fulfilling the interpersonal role, managers act as figureheads by performing ceremonial
  duties, as leaders by motivating and encouraging workers, and as liaisons by dealing
  with people outside their units. In performing their informational role, managers act as
  monitors by scanning their environment for information, as disseminators by sharing
  information with others in the company, and as spokespeople by sharing information
  with people outside their departments or companies. In fulfilling decisional roles,
  managers act as entrepreneurs by adapting their units to incremental change, as

# **Chuck Williams Mgmt 3 Instructors Manual**

Chuck Williams, Alan McWilliams, Rob
Lawrence, Wahed Waheduzzaman

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security have advanced degrees in math computer science information systems or computer or electrical engineering you do not need this technical background to address security effectively in your organization You do not need to develop your own cryptographic algorithm for example you simply need to be able to understand how cryptography is used along with its strengths and weaknesses As you progress in your studies you will learn that many security problems are caused by the human element The best technology in the world still ends up being placed in an environment where humans have the opportunity to foul things up and all too often do Part I Security Concepts The book begins with an introduction to some of the basic elements of security Part II Cryptography and Applications Cryptography is an important part of security and this part covers this topic in detail The purpose is not to make cryptographers out of readers but to instead provide a basic understanding of how cryptography works and what goes into a basic cryptographic scheme An important subject in cryptography and one that is essential for the reader to understand is the creation of public key infrastructures and this topic is covered as well Part III Security in the Infrastructure The next part concerns infrastructure issues In this case we are not referring to the critical infrastructures identified by the White House several years ago identifying sectors such as telecommunications banking and finance oil and gas and so forth but instead the various components that form the backbone of an organization's security structure Part IV Security in Transmissions This part discusses communications security This is an important aspect of security because for years now we have connected our computers together into a vast array of networks Various protocols in use today that the security practitioner needs to be aware of are discussed in this part Part V Operational Security This part addresses operational and organizational issues This is where we depart from a discussion of technology again and will instead discuss how security is accomplished in an organization Because we know that we will not be absolutely successful in our security efforts attackers are always finding new holes and ways around our security defenses one of the most important topics we will address is the subject of security incident response and recovery Also included is a discussion of change management addressing the subject we alluded to earlier when addressing the problems with patch management security awareness and training incident response and forensics Part VI Appendixes There are two appendixes in CompTIA Security All in One Exam Guide Appendix A provides an additional in depth explanation of the OSI model and Internet protocols should this information be new to you and Appendix B explains how best to use the CD ROM included with this book Glossary Located just before the index you will find a useful glossary of security terminology including many related acronyms and their meanings We hope that you use the glossary frequently and find it to be a useful study aid as you work your way through the various topics in this exam guide MGMT4 Chuck Williams, Alan McWilliams, Rob Lawrence, Wahed Waheduzzaman, 2019-09-09 MGMT4 is the fourth Asia Pacific edition of this innovative approach to teaching and learning the principles of management Concise yet complete coverage of the subject supported by a suite of online learning tools and teaching material equips students and instructors with the resources required to successfully undertake an introductory

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