



# Management

ELEVENTH EDITION

Stephen P. **ROBBINS**  
Mary **COULTER**

PEARSON

## LEARNING OUTCOMES

- **Explain** why managers are important to organizations
- **Tell** who managers are and where they work
- **Describe** the functions, roles, and skills of managers
- **Describe** the factors that are reshaping and redefining the manager's job
- **Explain** the value of studying management

# Why are Managers Important?

---

- Organizations need their managerial skills and abilities more than ever in these uncertain, complex, and chaotic times.
- Managerial skills and abilities are critical in getting things done.
- The quality of the employee/supervisor relationship is the most important variable in productivity and loyalty.

# Who Are Managers?

---

- Manager
  - Someone who coordinates and oversees the work of other people so that organizational goals can be accomplished.



# Classifying Managers

---

- **First-line Managers** - Individuals who manage the work of non-managerial employees.
- **Middle Managers** - Individuals who manage the work of first-line managers.
- **Top Managers** - Individuals who are responsible for making organization-wide decisions and establishing plans and goals that affect the entire organization.

# Exhibit 1-1: Levels of Management

---



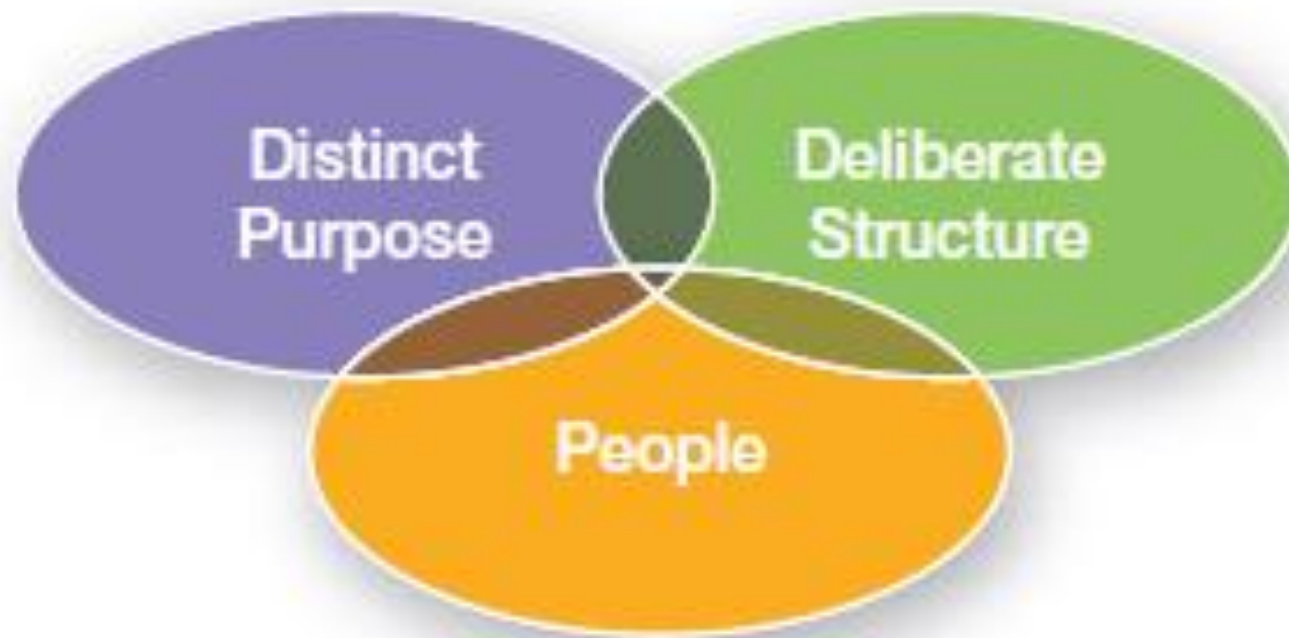
# Where Do Managers Work?

---

- **Organization** - A deliberate arrangement of people assembled to accomplish some specific purpose (that individuals independently could not accomplish alone).
- Common Characteristics of Organizations
  - Have a distinct purpose (goal)
  - Are composed of people
  - Have a deliberate structure

# Exhibit 1-2: Characteristics of Organizations

---





# What Do Managers Do?

---

- **Management** involves coordinating and overseeing the work activities of others so that their activities are completed efficiently and effectively.

# Effectiveness and Efficiency

---

- **Efficiency**

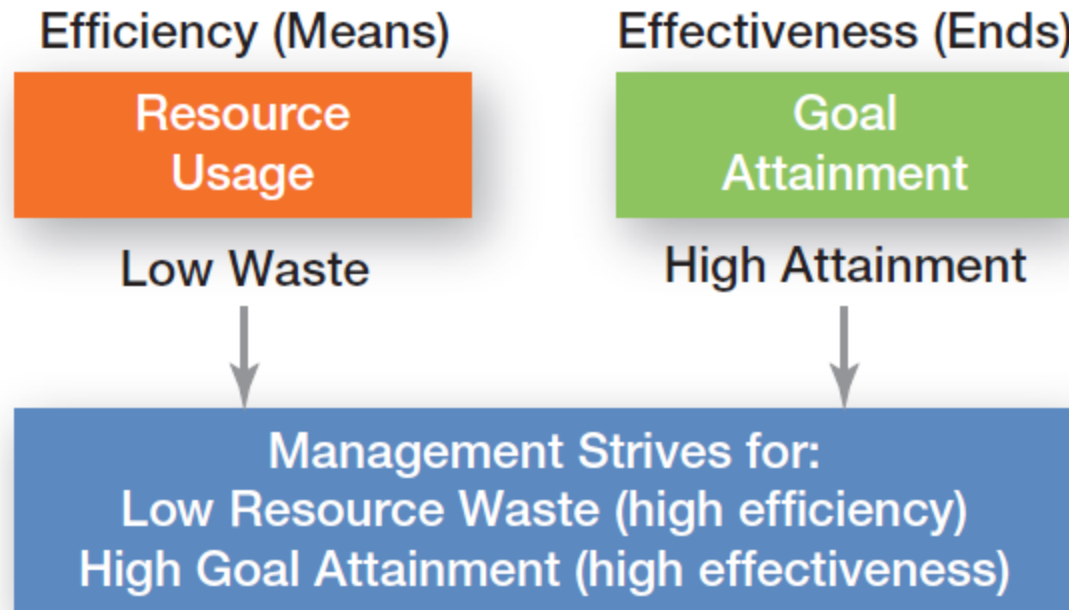
- “Doing things right”
- Getting the most output for the least inputs

- **Effectiveness**

- “Doing the right things”
- Attaining organizational goals

# Exhibit 1-3: Efficiency and Effectiveness in Management

---



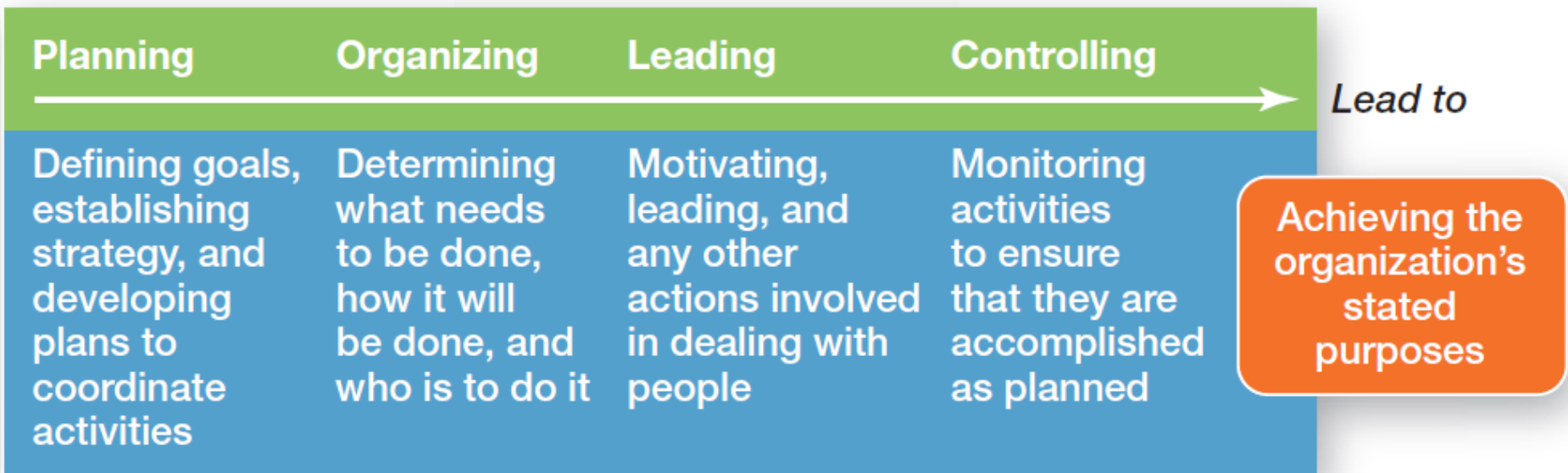
# Management Functions

---

- **Planning** - Defining goals, establishing strategies to achieve goals, and developing plans to integrate and coordinate activities.
- **Organizing** - Arranging and structuring work to accomplish organizational goals.
- **Leading** - Working with and through people to accomplish goals.
- **Controlling** - Monitoring, comparing, and correcting work.

# Exhibit 1-4: Four Functions of Management

---



# Management Roles

---

- Roles are specific actions or behaviors expected of a manager.
- Mintzberg identified 10 roles grouped around *interpersonal relationships, the transfer of information, and decision making.*

# Management Roles

---

- **Interpersonal roles**
  - Figurehead, leader, liaison
- **Informational roles**
  - Monitor, disseminator, spokesperson
- **Decisional roles**
  - Entrepreneur, disturbance handler, resource allocator, negotiator

# Exhibit 1-5: Mintzberg's Managerial Roles

## Interpersonal Roles

- Figurehead
- Leader
- Liaison



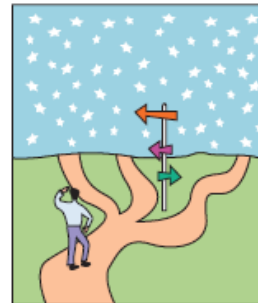
## Informational Roles

- Monitor
- Disseminator
- Spokesperson



## Decisional Roles

- Entrepreneur
- Disturbance handler
- Resource allocator
- Negotiator





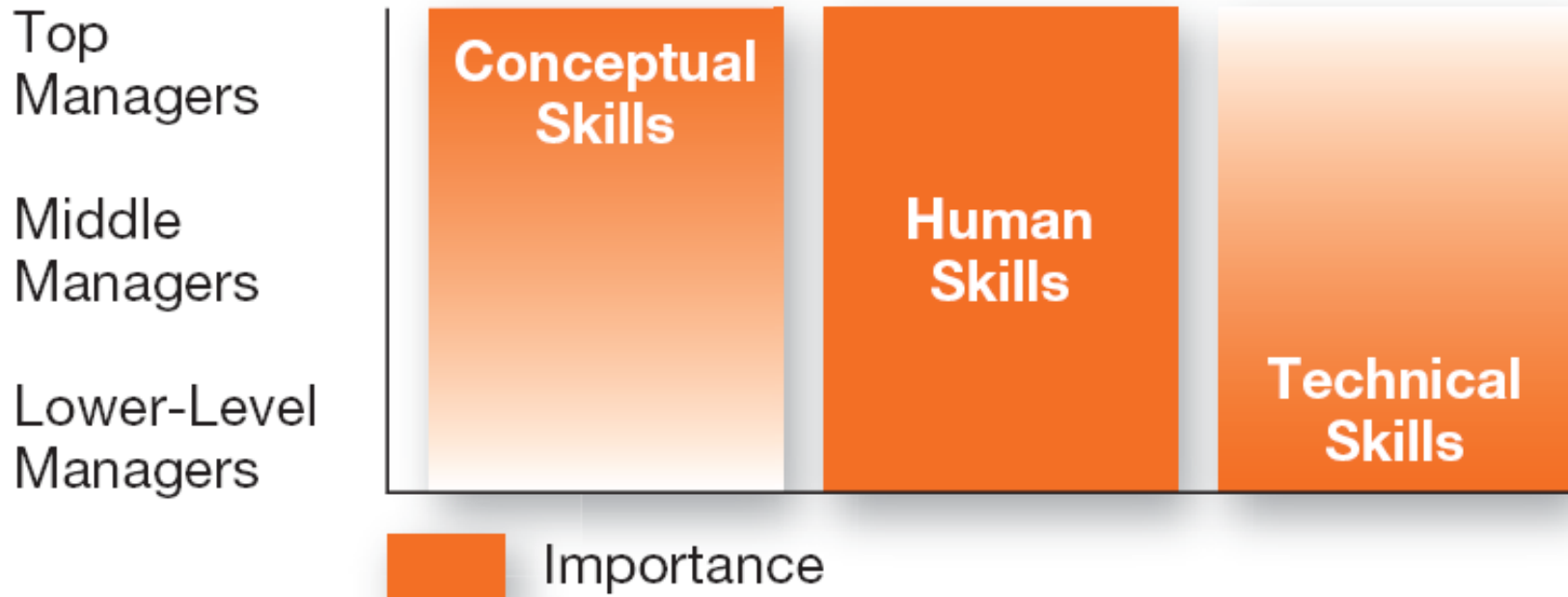
# Skills Managers Need

---

- **Technical skills**
  - Knowledge and proficiency in a specific field
- **Human skills**
  - The ability to work well with other people
- **Conceptual skills**
  - The ability to think and conceptualize about abstract and complex situations concerning the organization

# Exhibit 1-6: Skills Needed at Different Managerial Levels

---



# Exhibit 1-7: Important Managerial Skills

---

- Managing human capital
- Inspiring commitment
- Managing change
- Structuring work and getting things done
- Facilitating the psychological and social contexts of work
- Using purposeful networking
- Managing decision-making processes
- Managing strategy and innovation
- Managing logistics and technology

# The Importance of Customers

---

- **Customers:** the reason that organizations exist
  - Managing customer relationships is the responsibility of all managers and employees.
  - Consistent high quality customer service is essential for survival.

# The Importance of Innovation

---

- **Innovation**
  - Doing things differently, exploring new territory, and taking risks.
  - Managers should encourage employees to be aware of and act on opportunities for innovation.

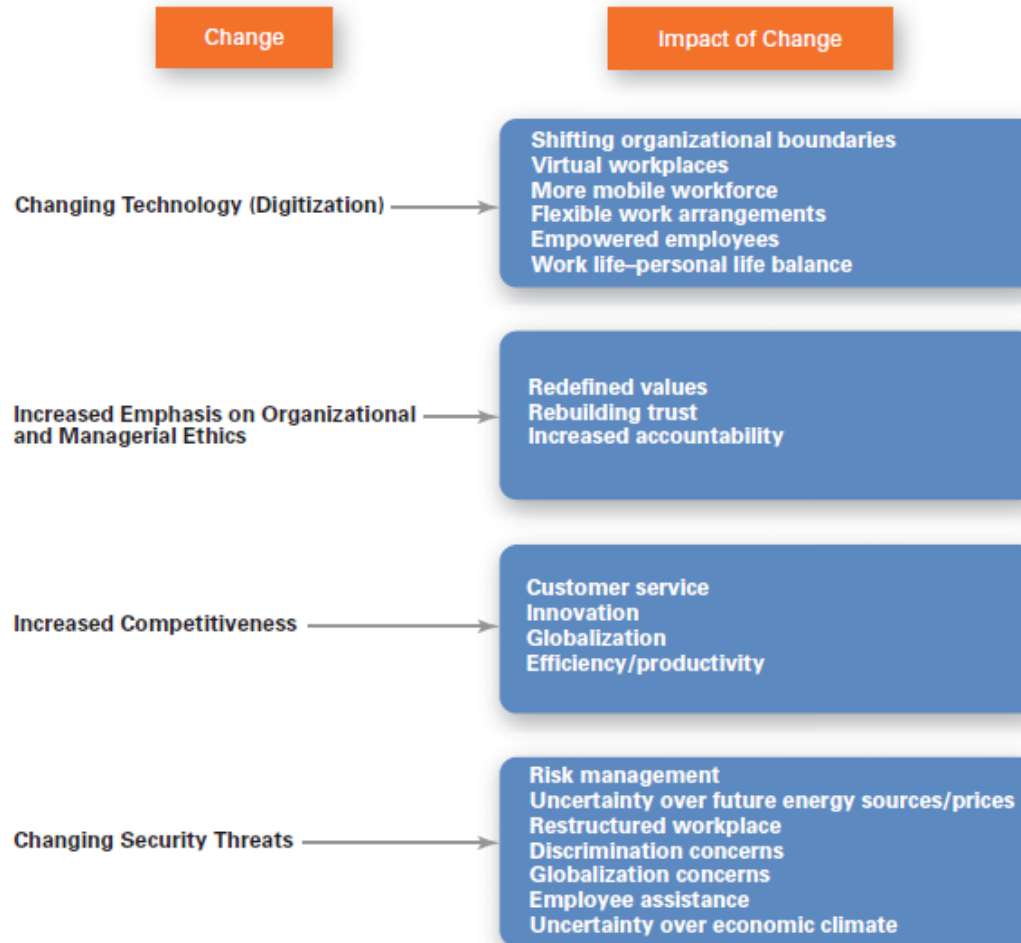
# The Importance of Sustainability

---

- **Sustainability** -  
a company's ability to achieve its business goals and increase long-term shareholder value by integrating economic, environmental, and social opportunities into its business strategies.



# Exhibit 1-8: Changes Facing Managers



# Why Study Management?

---

- **Universality of Management**
  - The reality that management is needed
    - in all types and sizes of organizations
    - at all organizational levels
    - in all organizational areas
    - in all organizations, regardless of location



# Exhibit 1-9: Universal Need for Management

---



# Exhibit 1-10: Rewards and Challenges of Being a Manager

---

## Rewards

- Create a work environment in which organizational members can work to the best of their ability
- Have opportunities to think creatively and use imagination
- Help others find meaning and fulfillment in work
- Support, coach, and nurture others
- Work with a variety of people
- Receive recognition and status in organization and community
- Play a role in influencing organizational outcomes
- Receive appropriate compensation in the form of salaries, bonuses, and stock options
- Good managers are needed by organizations


## Challenges

- Do hard work
- May have duties that are more clerical than managerial
- Have to deal with a variety of personalities
- Often have to make do with limited resources
- Motivate workers in chaotic and uncertain situations
- Blend knowledge, skills, ambitions, and experiences of a diverse work group
- Success depends on others' work performance

# Terms to Know

---

- manager
- first-line managers
- middle managers
- top managers
- management
- efficiency
- effectiveness
- planning
- organizing
- leading
- controlling
- management roles
- interpersonal roles
- informational roles
- decisional roles
- technical skills
- human skills
- conceptual skills
- organization
- universality of management



**This work is protected by United States copyright laws and is provided solely for the use of instructors in teaching their courses and assessing student learning. Dissemination or sale of any part of this work (including on the World Wide Web) will destroy the integrity of the work and is not permitted. The work and materials from it should never be made available to students except by instructors using the accompanying text in their classes. All recipients of this work are expected to abide by these restrictions and to honor the intended pedagogical purposes and the needs of other instructors who rely on these materials.**