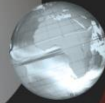


GLOBAL
EDITION

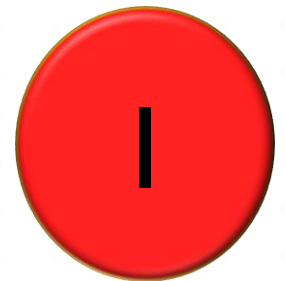


Management

THIRTEENTH EDITION

Stephen P. Robbins • Mary Coulter

MANAGERS IN THE WORKPLACE

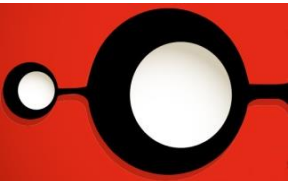


TIME..



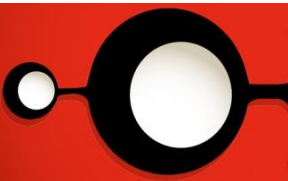
How to maintain the time?

- ▶ Make and keep a list of all activities: current and upcoming
- ▶ Rank all goals
- ▶ List all activities that necessary to achieve the goals
- ▶ Categories the activities



LEARNING OBJECTIVES

1. **Explain** why managers are important to organizations.
2. **Tell** who managers are and where they work.
 - Know how to manage your time.
3. **Describe** the functions, roles, and skills of managers.
4. **Describe** the factors that are reshaping and redefining the manager's job.
 - Develop your skills at being politically aware.
5. **Explain** the value of studying management.

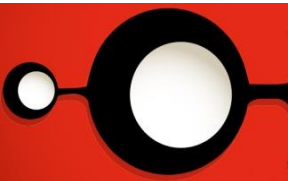


WHY ARE MANAGERS IMPORTANT?

- ▶ Organizations need their managerial skills and abilities more than ever in these uncertain, complex, and chaotic times.
 - ▶ Creativity only is not enough. We also need someone with skills to direct, manage, etc. It's not only about having a new idea.
 - ▶ Think about ojek-online.
- ▶ Managerial skills and abilities are critical in getting things done.
 - ▶ Think about TELKOM Indonesia in delivering its services.
- ▶ The quality of the employee/supervisor relationship is the most important variable in productivity and loyalty.



A research by Gallup:
Loyalty and productivity =!
High pay/benefits/workplace
environment



WHO ARE MANAGERS?

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

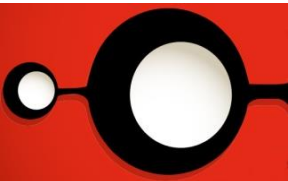
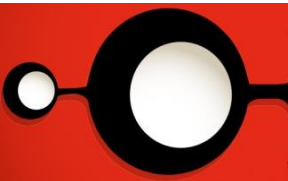


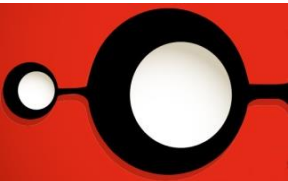
EXHIBIT I-1

LEVELS OF MANAGEMENT



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.



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

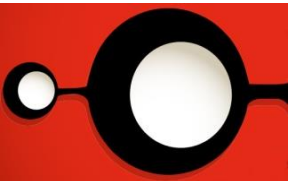
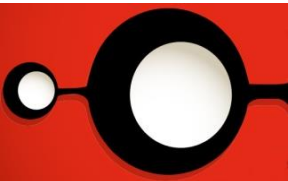
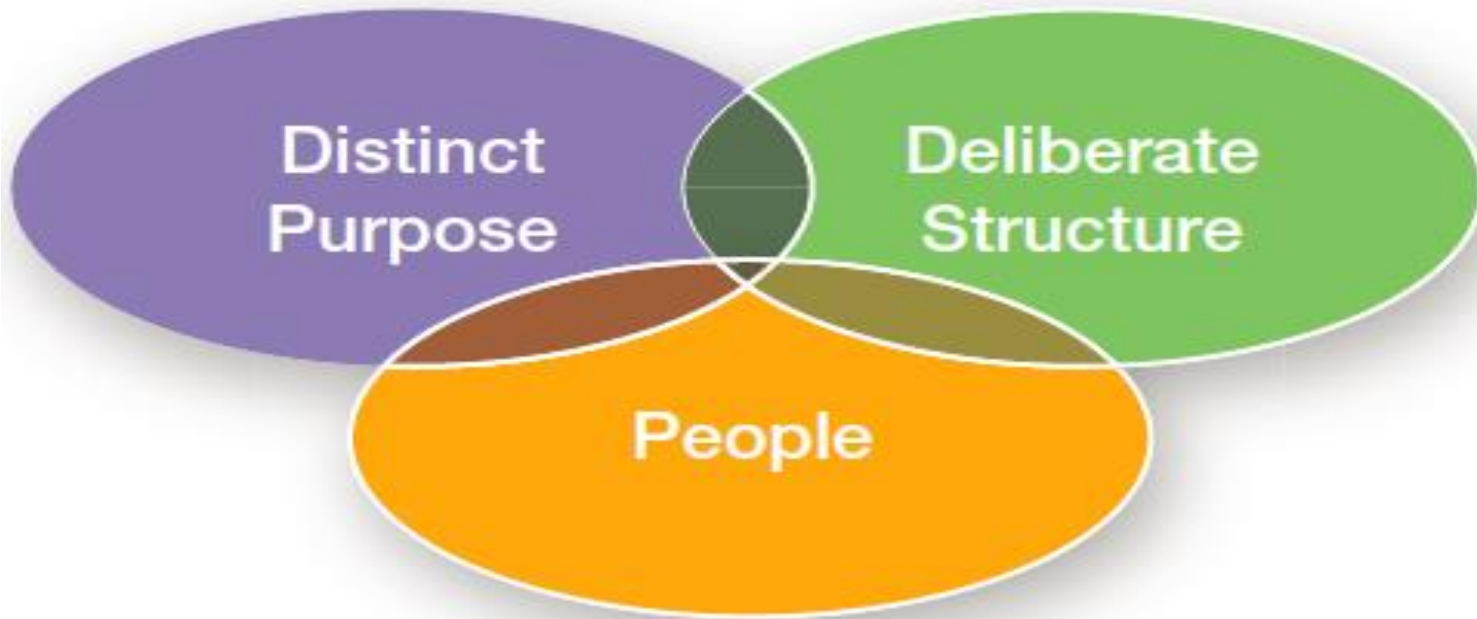


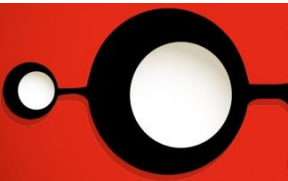
EXHIBIT I-2

CHARACTERISTICS OF ORGANIZATIONS



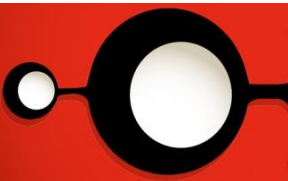
Is it still managing
when what you're
managing are robots?

If yes, then how do you think your job
as manager might be different?



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

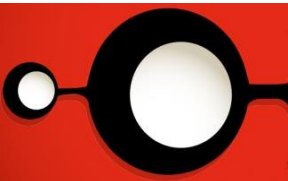
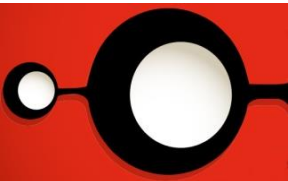


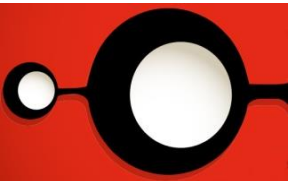
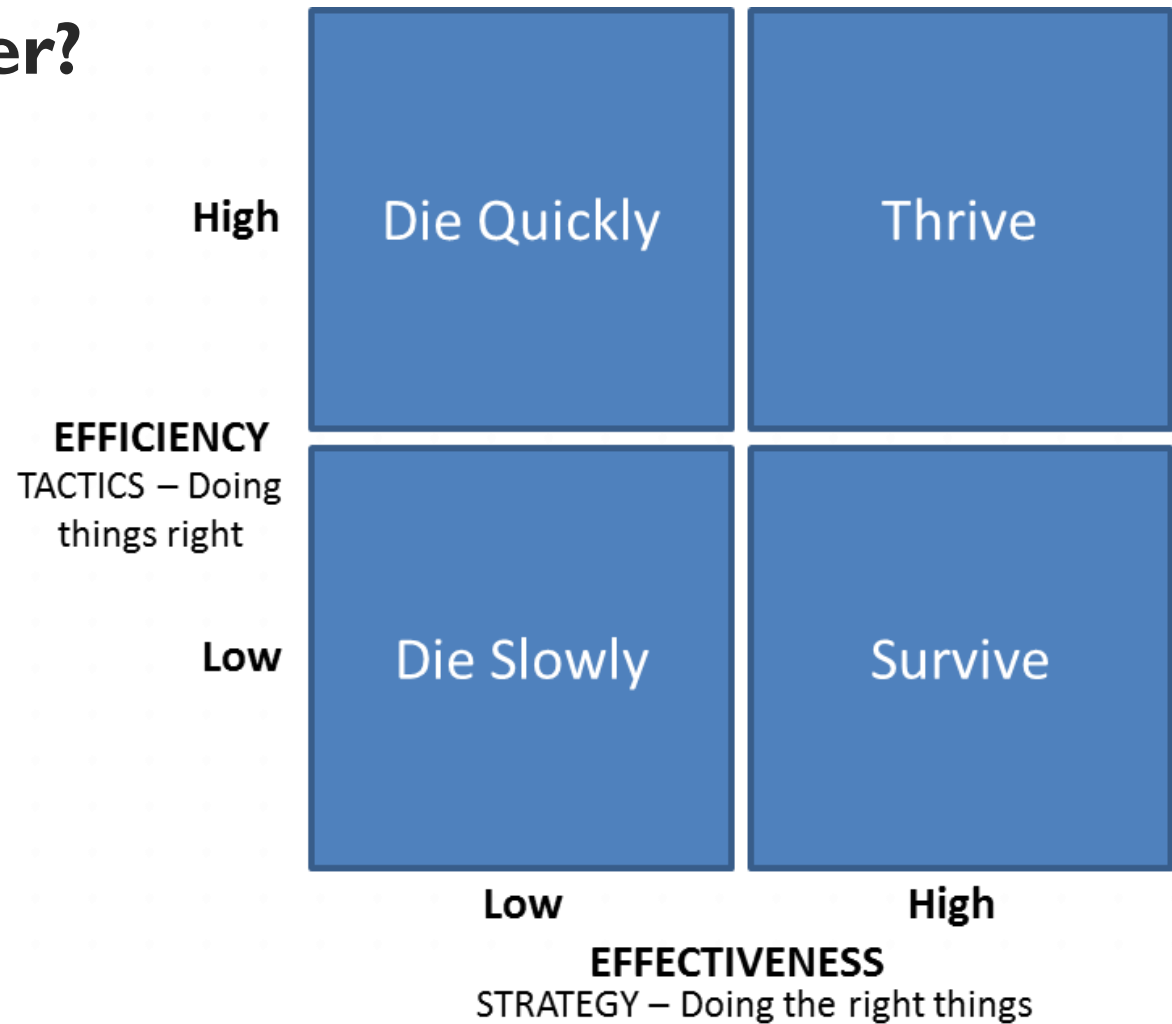
EXHIBIT 1-3

EFFICIENCY AND EFFECTIVENESS IN MANAGEMENT



What is better?

Being efficient or being effective?



THE FOUR 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.

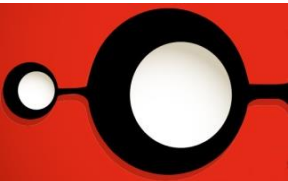
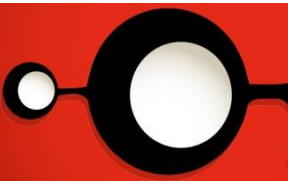
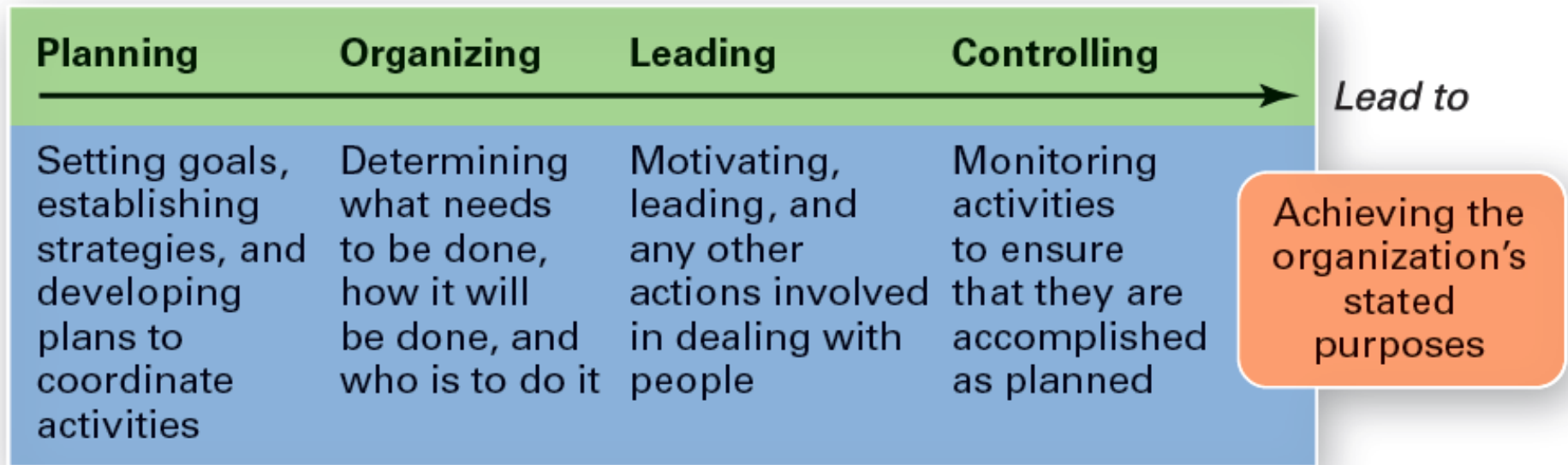


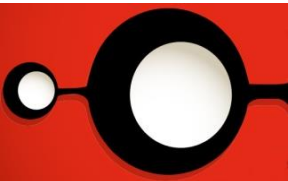
EXHIBIT I-4

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*.



THREE TYPES OF ROLES

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

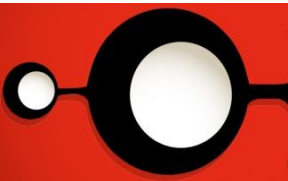
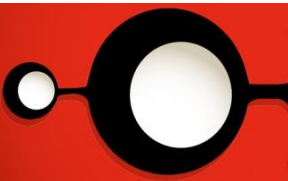


EXHIBIT I-5

MINTZBERG'S MANAGERIAL ROLES



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

Robert L. Katz, 1974

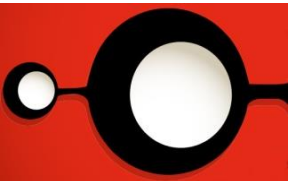


EXHIBIT I-6

SKILLS NEEDED AT DIFFERENT MANAGERIAL LEVELS

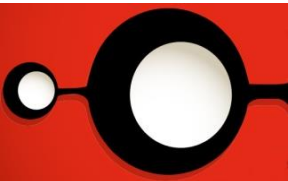


EXHIBIT I-7

OTHER IMPORTANT MANAGERIAL SKILLS

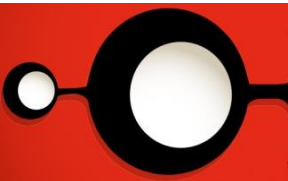
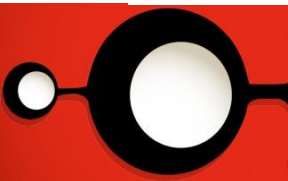
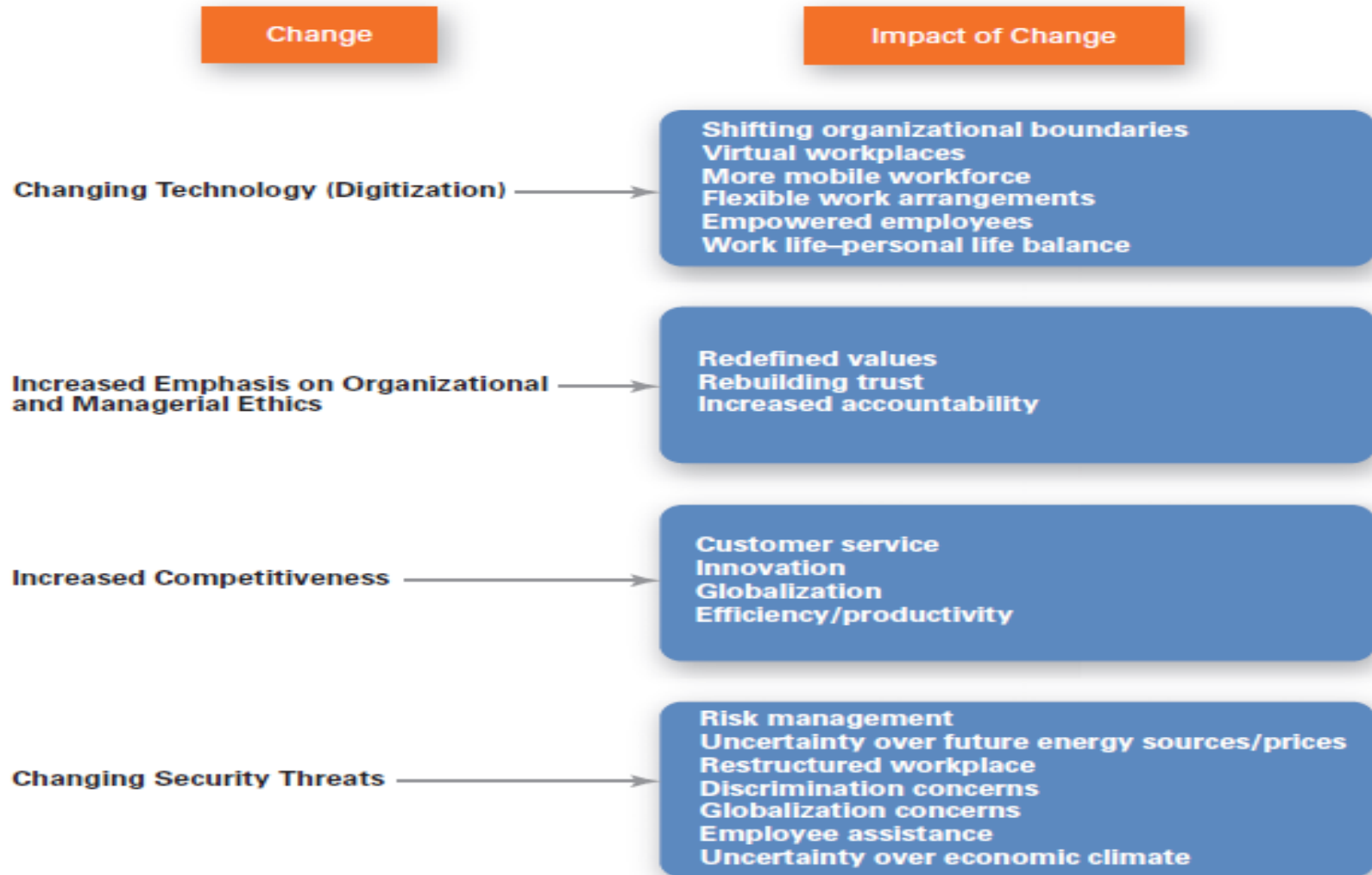


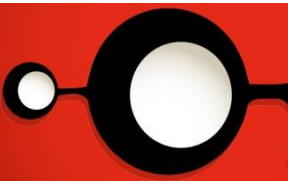
EXHIBIT I-8

CHANGES FACING MANAGERS



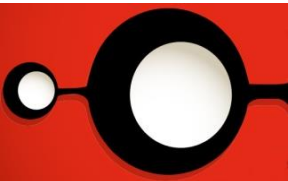
THE IMPORTANCE OF CUSTOMERS

- **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 SOCIAL MEDIA

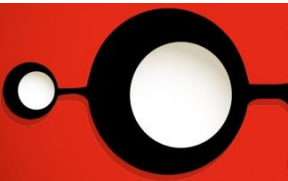
- **Social media**
 - Forms of electronic communication through which users create online communities to share ideas, information, personal messages, and other content.



THE IMPORTANCE OF INNOVATION

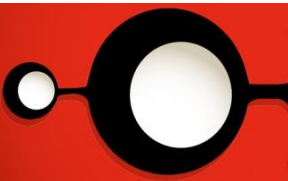
- **Innovation**

- 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.



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

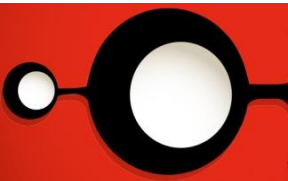
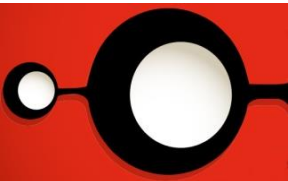


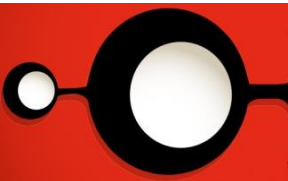
EXHIBIT I-9

UNIVERSAL NEED FOR MANAGEMENT



CHALLENGES OF BEING A MANAGER

- Challenges
 - Can be a thankless job
 - May entail clerical type duties
 - Managers also spend significant amounts of time in meetings and dealing with interruptions
 - Managers often have to deal with a variety of personalities and have to make do with limited resources



REWARDS OF BEING A MANAGER

- Rewards
 - Responsible for creating a productive work environment.
 - Recognition and status in your organization and in the community.
 - Attractive compensation in the form of salaries, bonuses, and stock options.

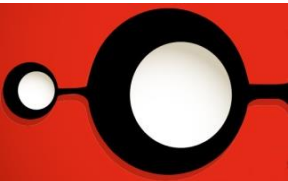


EXHIBIT I-10

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

