



Management

ELEVENTH EDITION

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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

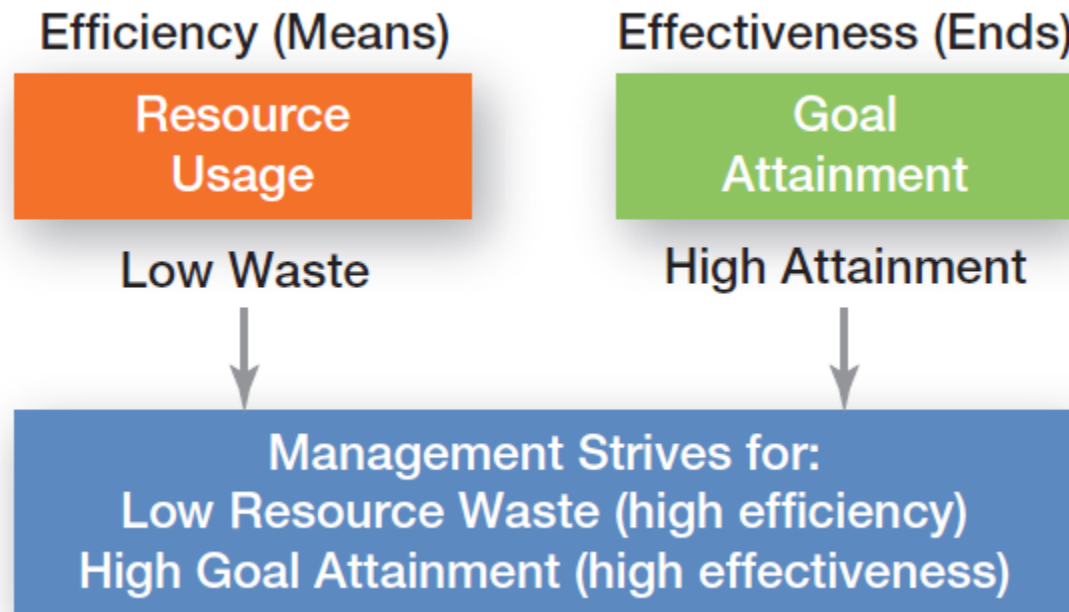
- **Efficiency**

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

- **Effectiveness**

- “Doing the right things”
- Attaining organizational goals

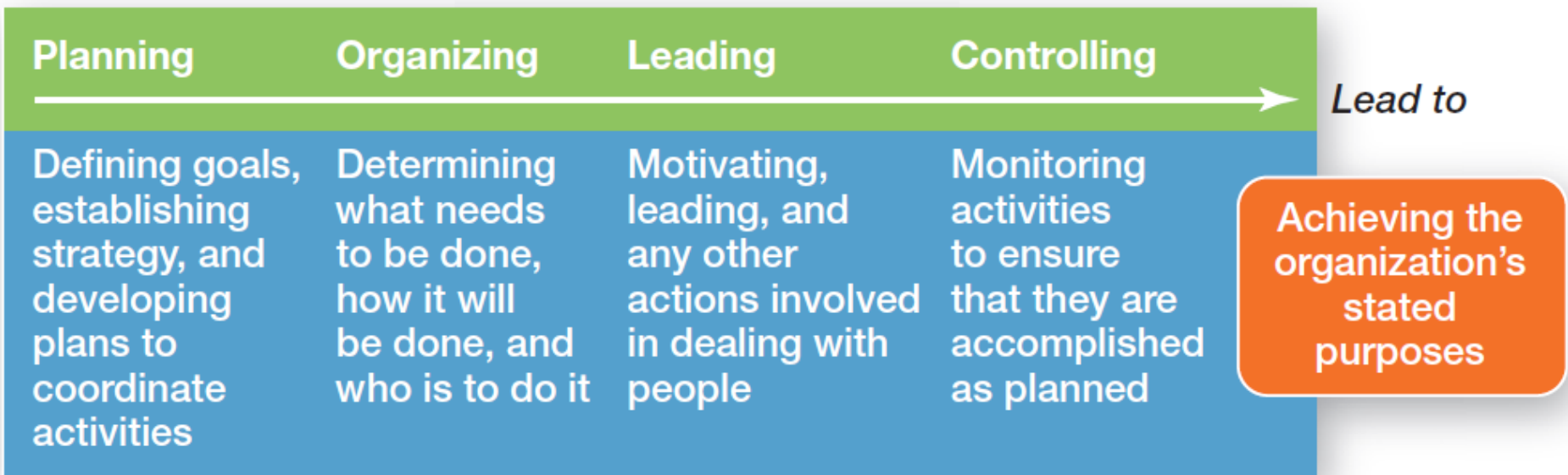
Exhibit 1-3: Efficiency and Effectiveness in Management



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



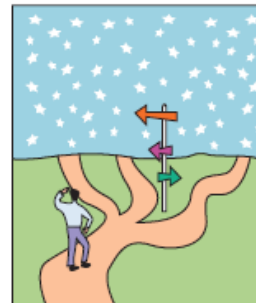
Informational Roles

- 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

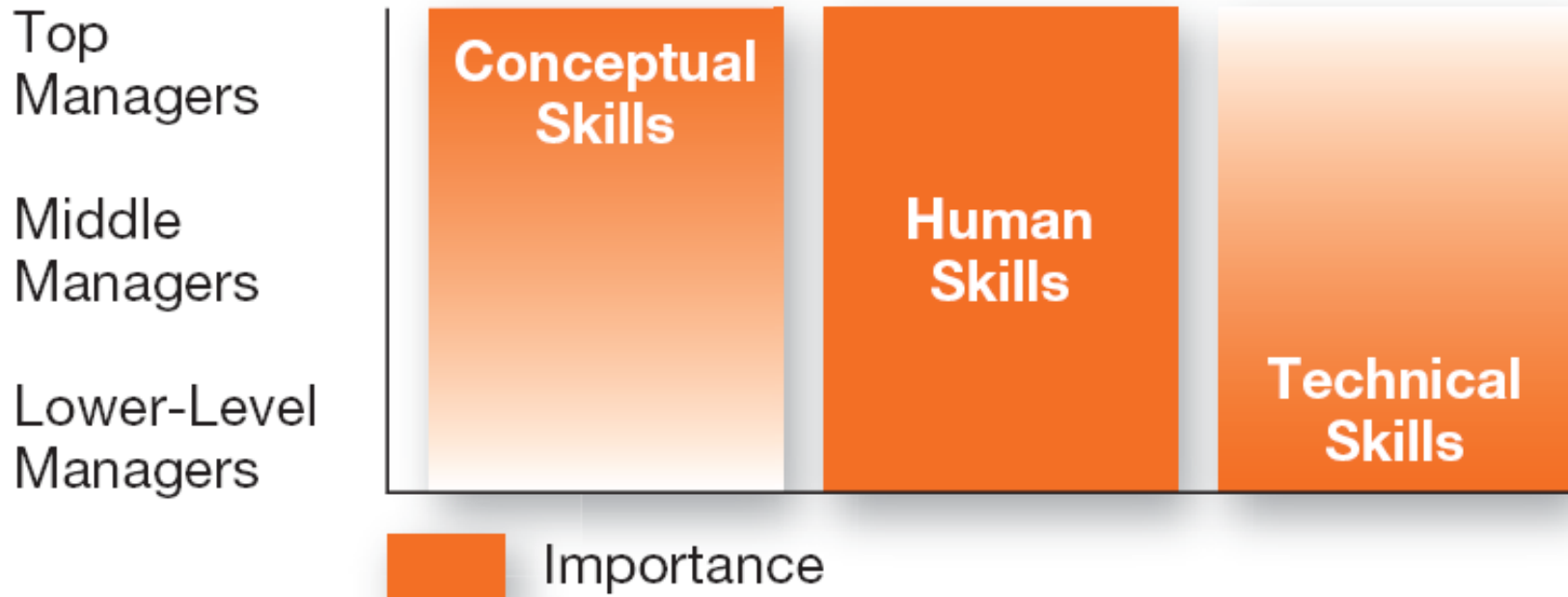


Exhibit 1-7: Important Managerial Skills

- 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

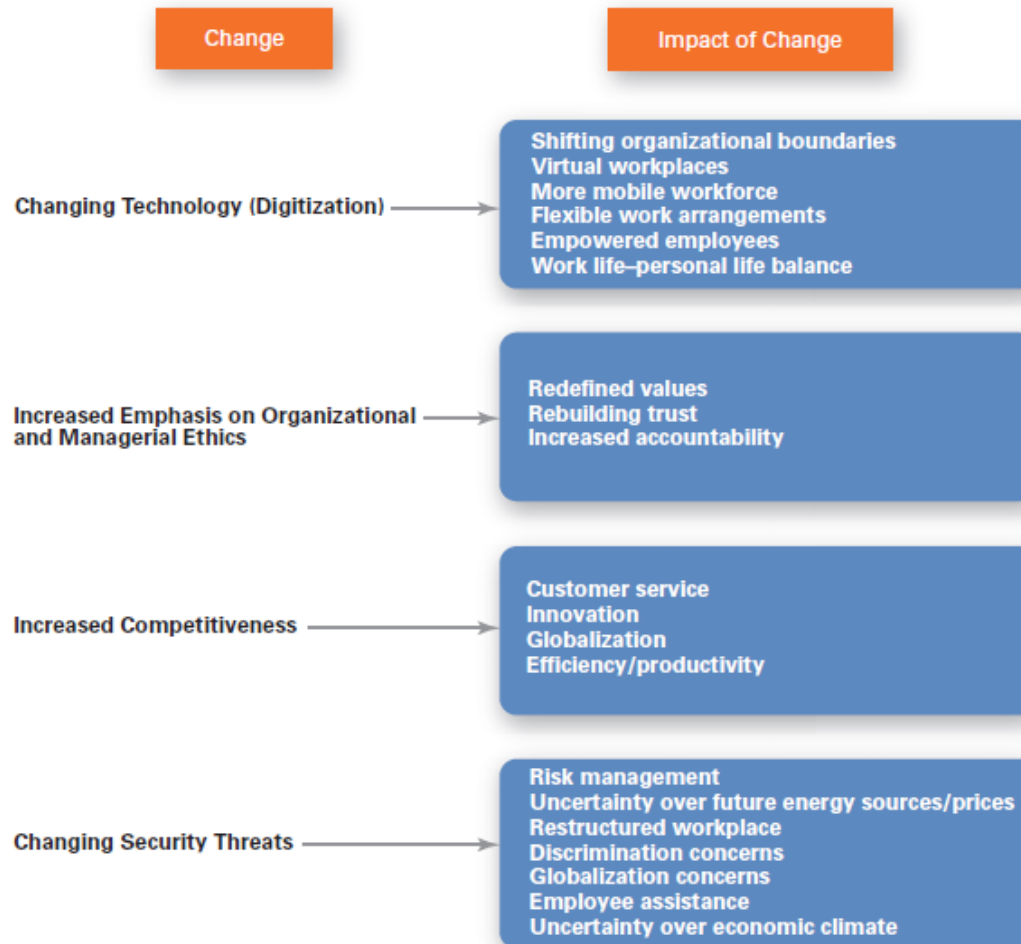
- **Innovation**
 - Doing things differently, exploring new territory, and taking risks.
 - Managers should encourage employees to be aware of and act on opportunities for innovation.

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



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