

# Management

Eleventh Edition

## Chapter 1

### Managers and Organizations

# Learning Objectives

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

# Who Is a Manager?

**Manager:** someone who coordinates and oversees the work of other people so that organizational goals can be accomplished

# Exhibit 1-1

## Levels of Management



Exhibit 1-1 shows that in traditionally structured organizations, managers can be classified as first-line, middle, or top.

# Classifying Managers

- **First-Line Managers:** manage the work of non-managerial employees
- **Middle Managers:** manage the work of first-line managers
- **Top Managers:** 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 to accomplish some specific purpose

# Exhibit 1-2

## Characteristics of Organizations

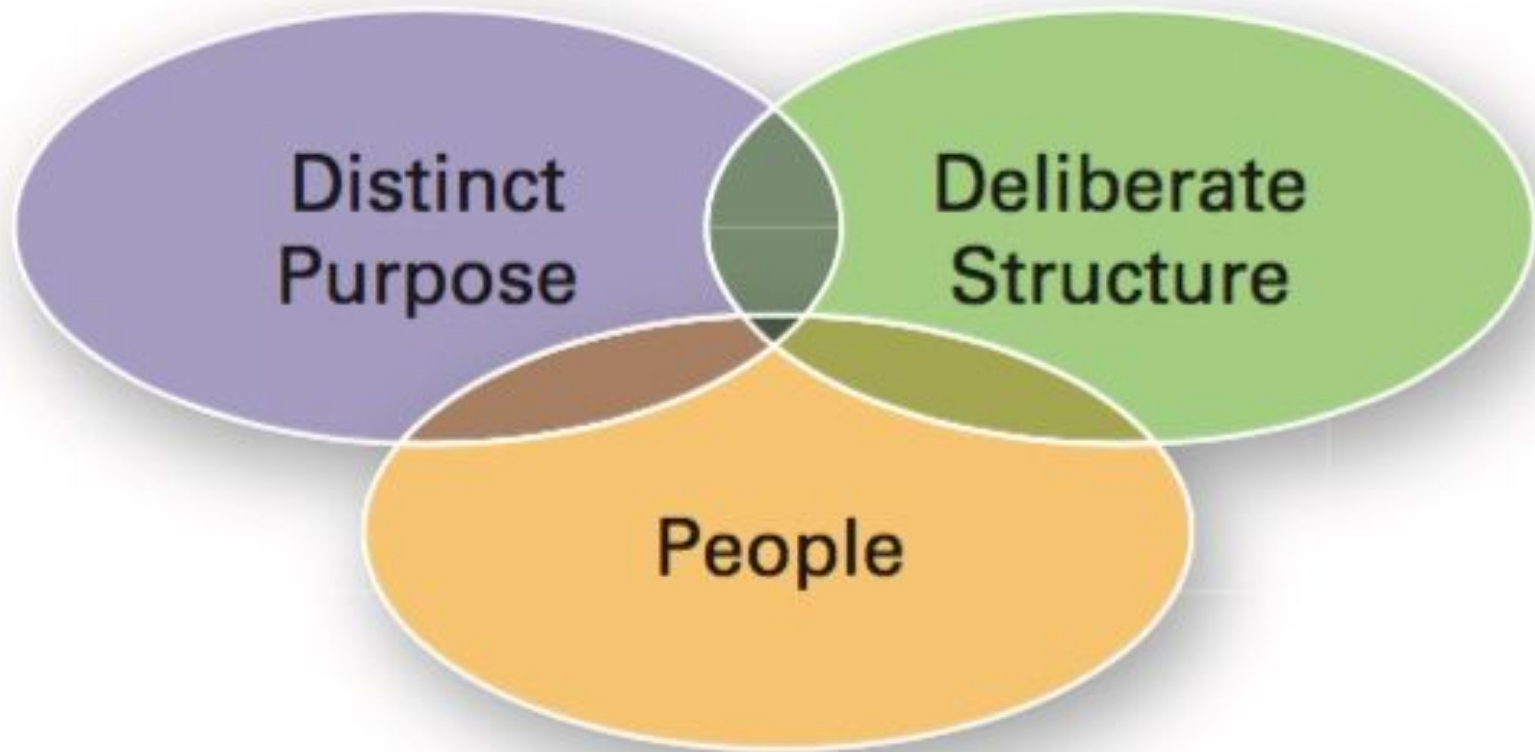


Exhibit 1-2 shows the three common characteristics of organizations: distinct purpose, deliberate structure, and people.

# Why Are Managers Important?

- Organizations need their managerial skills and abilities now more than ever
- Managers are critical to getting things done
- Managers do matter to organizations



# What Do Managers Do?

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

# Efficiency and Effectiveness

- **Efficiency:** doing things right
  - getting the most output from the least amount of input
- **Effectiveness:** doing the right things
  - attaining organizational goals

# Exhibit 1-3

## Efficiency and Effectiveness in Management

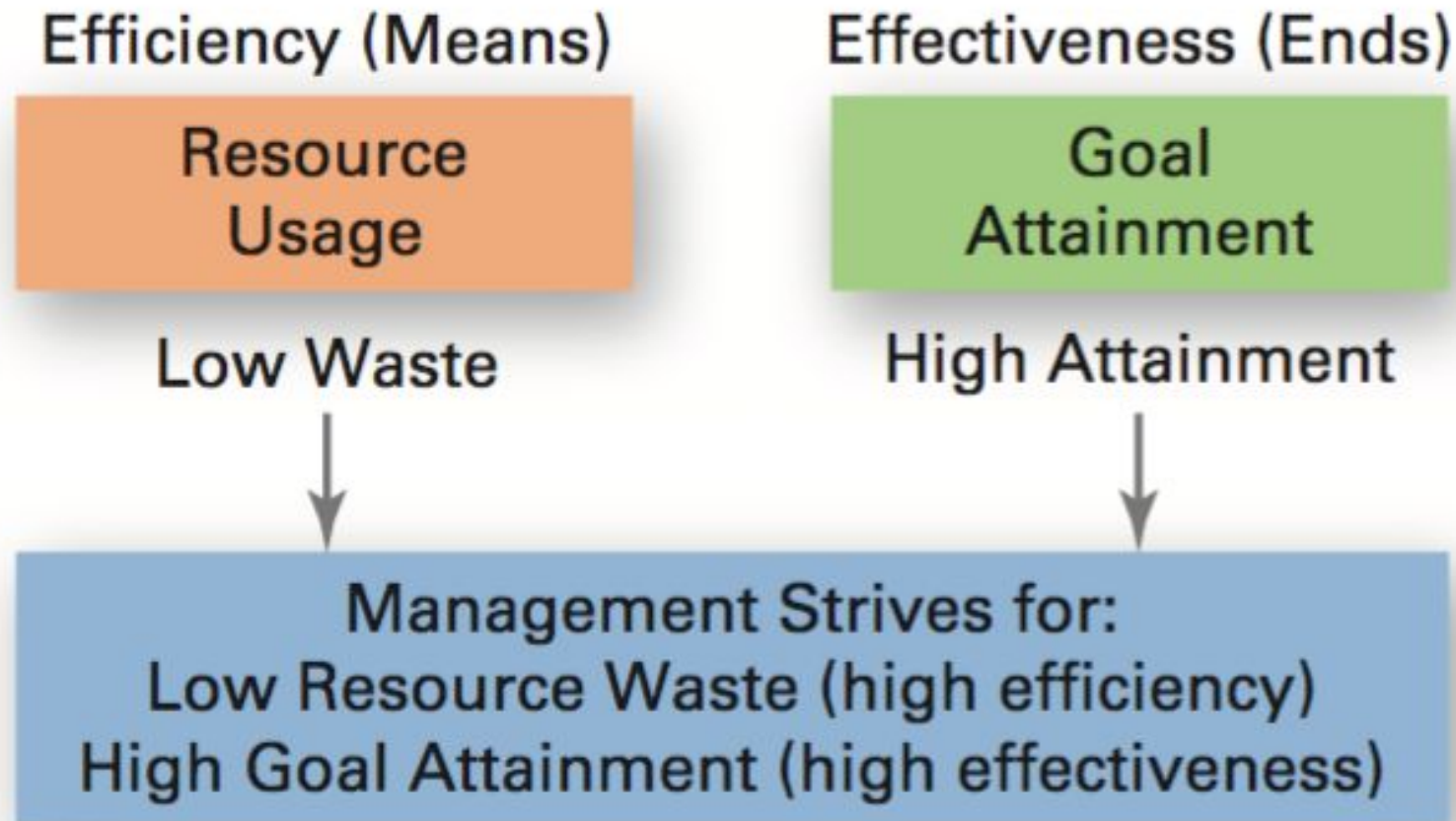


Exhibit 1-3 shows that whereas efficiency is concerned with the means of getting things done, effectiveness is concerned with the ends, or attainment of organizational goals.

# 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
- **Lending:** Working with and through people to accomplish goals
- **Controlling:** Monitoring, comparing, and correcting work

# Exhibit 1-4

## Four Functions of Management

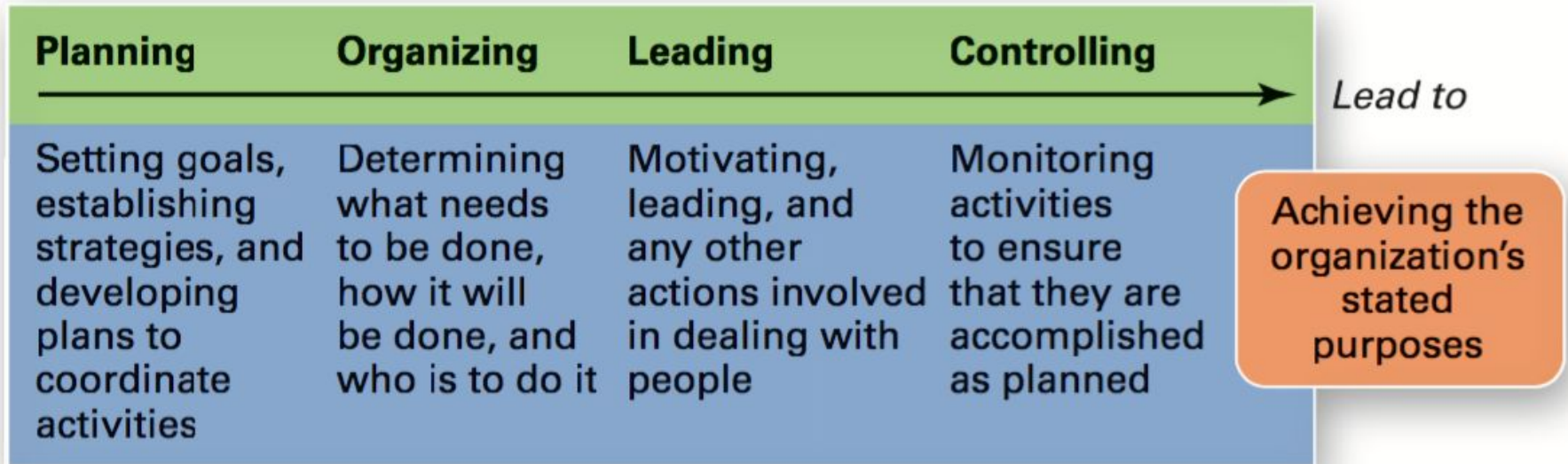


Exhibit 1-4 shows the four functions used to describe a manager's work: planning, organizing, leading, and controlling.

# Mintzberg's Managerial Roles and a Contemporary Model of Managing

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

# Types of Roles

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

# Exhibit 1-5

## Mintzberg's Managerial Roles



Exhibit 1-4 shows the four functions used to describe a manager's work: planning, organizing, leading, and controlling.



# Management Skills

- **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

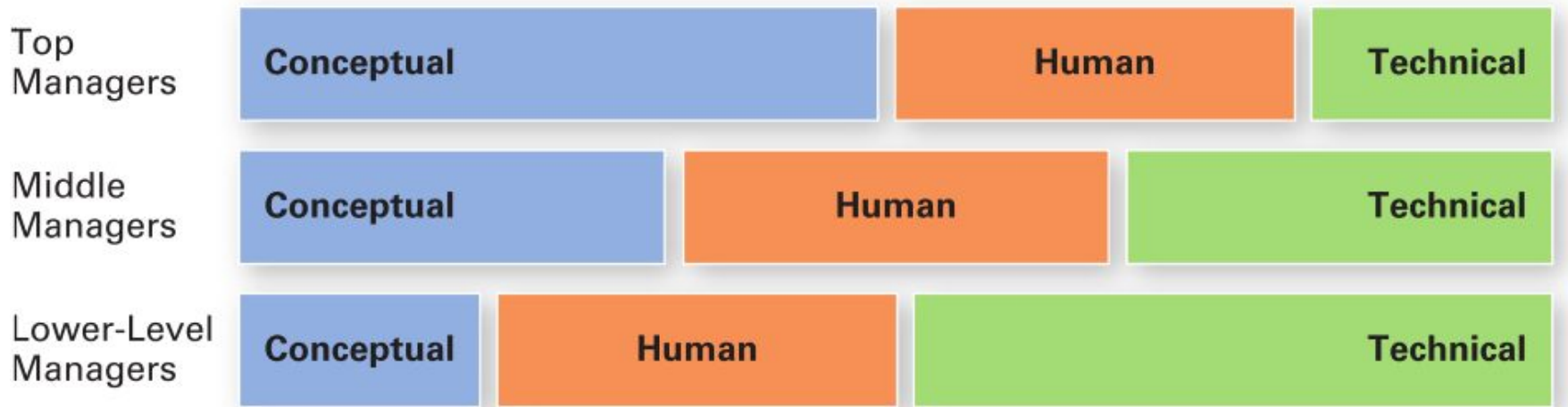


Exhibit 1-6 shows the relationships of conceptual, human, and technical skills to managerial levels.

# Exhibit 1-7

## Important Managerial Skills



Exhibit 1-7 shows other important managerial skills.

# How is the Manager's Job changing?

# Exhibit 1-8

## Changes Facing Managers

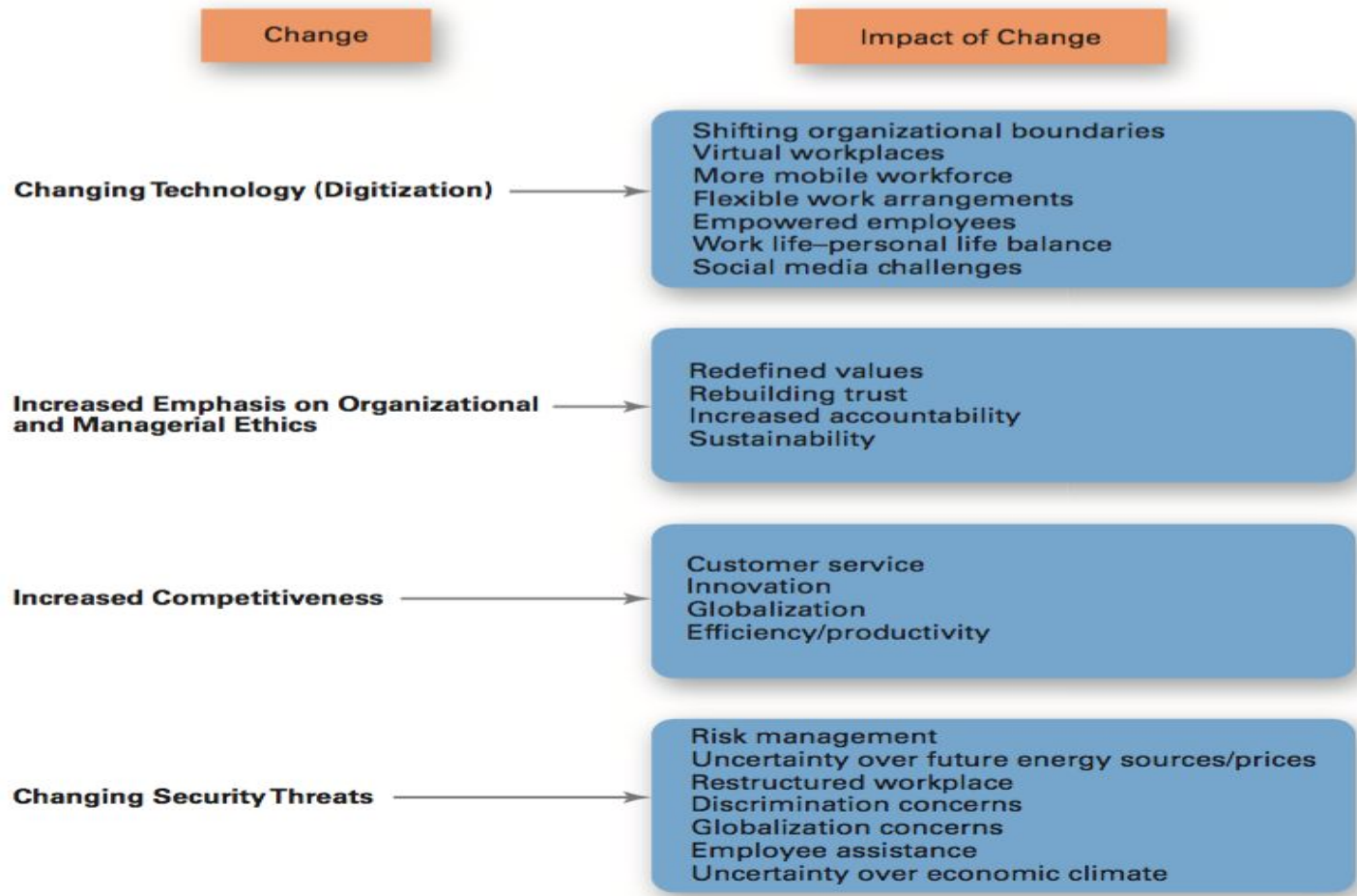


Exhibit 1-8 shows some of the most important changes facing managers.

# Focus on the Customer

- Without customers, most organizations would cease to exist
- Managing customer relationships is the responsibility of all managers and employees
- Consistent, high-quality customer service is essential

# Focus on Technology

- Managers must get employees on board with new technology
- Managers must oversee the social interactions and challenges involved in using collaborative technologies

# Focus on Innovation

- **Innovation:** exploring new territory, taking risks, and doing things differently



# Focus on 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

# The Universality of Management

- The reality that management is needed in all types and sizes of organizations, at all organizational levels, in all organizational areas, and in organizations no matter where located

# Exhibit 1-9

## Universal Need for Management



Exhibit 1-9 shows that management is universally needed in all types of, and throughout all areas of, organizations.

# The Reality of Work

- When you begin your career, you will either manage or be managed.

# Challenges of Being a Manager

- 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

- 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 1-10

## Rewards and Challenges of Being a Manager

Rewards	Challenges
Create a work environment in which organizational members can work to the best of their ability	Do hard work
Have opportunities to think creatively and use imagination	May have duties that are more clerical than managerial
Help others find meaning and fulfillment in work	Have to deal with a variety of personalities
Support, coach, and nurture others	Often have to make do with limited resources
Work with a variety of people	Motivate workers in chaotic and uncertain situations
Receive recognition and status in community and organization	Blend knowledge, skills, ambitions, and experiences of diverse work group
Play a role in influencing organizational outcomes	Success depends on others' work performance
Receive appropriate compensation in the form of salaries, bonuses, and stock options	
Good managers are needed by organizations	