



Management

8th edition

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Chapter

1

Introduction to Management and Organizations

LEARNING OUTLINE

Follow this Learning Outline as you read and study this chapter.

Who Are Managers?

- Describe who is doing managerial work in today's organizations.
- Define who managers are.
- Explain how managers differ from non-managerial employees.
- Discuss how to classify managers in organizations.

What Is Management?

- Define management.
- Contrast efficiency and effectiveness.
- Explain why efficiency and effectiveness are important to management.

LEARNING OUTLINE (cont'd)

Follow this Learning Outline as you read and study this chapter.

What Do Managers Do?

- Describe the four functions of management.
- Explain Mintzberg's managerial roles.
- Tell how a manager's include reflection and action.
- Describe Katz's three essential managerial skills and how the importance of these skills changes depending on managerial level.
- List other important managerial skills and competencies.
- Discuss the change that are impacting managers' jobs.
- Explain why customer service and innovation are important to the manager's job.

LEARNING OUTLINE (cont'd)

Follow this Learning Outline as you read and study this chapter.

What Is An Organization?

- Describe the characteristics of an organization.
- Explain how the concept of an organization is changing.

Why Study Management?

- Explain the universality of management concept.
- Discuss why an understanding of management is important even if you don't plan to be a manager.
- Describe the rewards and challenges of being a manager.

Who Are Managers?

Manager

- Someone who works with and through other people by coordinating and integrating their work activities in order to accomplish organizational goals.

Classifying Managers

First-line Managers

- Are at the lowest level of management and manage the work of non-managerial employees.

Middle Managers

- Manage the work of first-line managers.

Top Managers

- Are responsible for making organization-wide decisions and establishing plans and goals that affect the entire organization.

What Is Management?

Managerial Concerns

□ Efficiency

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

□ Effectiveness

- ❖ “Doing the right things”
 - Attaining organizational goals

What Do Managers Do?

Functional Approach

□ Planning

- ❖ Defining goals, establishing strategies to achieve goals, developing plans to integrate and coordinate activities

□ Organizing

- ❖ Arranging work to accomplish organizational goals

□ Leading

- ❖ Working with and through people to accomplish goals.

□ Controlling

- ❖ Monitoring, comparing, and correcting the work

What Do Managers Do? (cont'd)

Management Roles Approach

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

Management Roles Approach (cont)

Interpersonal	
Figurehead	Symbolic head; required to perform a number of routine duties of a legal or social nature
Leader	Responsible for the motivation and direction of employees
Liaison	Maintains a network of outside contacts who provide favors and information

Management Roles Approach (cont)

Informational	
Monitor	Receives wide variety of information; serves as nerve center of internal and external information of the organization
Disseminator	Transmits information received from outsiders or from other employees to members of the organization
Spokesperson	Transmits information to outsiders on organization's plans, policies, actions, and results; serves as expert on organization's industry

Management Roles Approach (cont)

Decisional	
Entrepreneur	Searches organization and its environment for opportunities and initiates projects to bring about change
Disturbance handler	Responsible for corrective action when organization faces important, unexpected disturbances
Resource allocator	Makes or approves significant organizational decisions
Negotiator	Responsible for representing the organization at major negotiations

What Do Managers Do? (cont'd)

Skills Approach

□ 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

How The Manager's Job Is Changing

The Increasing 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.

Innovation

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

What Is An Organization?

An Organization Defined

- A deliberate arrangement of people to accomplish some specific purpose

Common Characteristics of Organizations

- Have a distinct purpose (goal)
- Composed of people
- Have a deliberate structure

Why Study Management?

The Value of Studying Management

- The universality of management
 - ❖ Good management is needed in all organizations.
- The reality of work
 - ❖ Employees either manage or are managed.
- Rewards and challenges of being a manager
 - ❖ Management offers challenging, exciting and creative opportunities for meaningful and fulfilling work.
 - ❖ Successful managers receive significant monetary rewards for their efforts.