

Management

tenth edition

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Chapter

1

Introduction to Management and Organizations

Learning Outcomes

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

1.1 Who Are Managers?

- Explain how managers differ from non-managerial employees.
- Describe how to classify managers in organizations.

1.2 What Is Management?

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

Learning Outcomes

1.3 What Do Managers Do?

- Describe the four functions of management.
- Explain Mintzberg's managerial roles.
- Describe Katz's three essential managerial skills and how the importance of these skills changes depending on managerial level.
- Discuss the changes that are impacting manager's jobs.
- Explain why customer service and innovation are important to the manager's job.

Learning Outcomes

1.4 What Is An Organization?

- Explain the characteristics of an organization.
- Describe how today's organizations are structured.

1.5 Why Study Management?

- Discuss why it's important to understand management.
- Explain the universality of management concept.
- Describe the rewards and challenges of being a manager.

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.

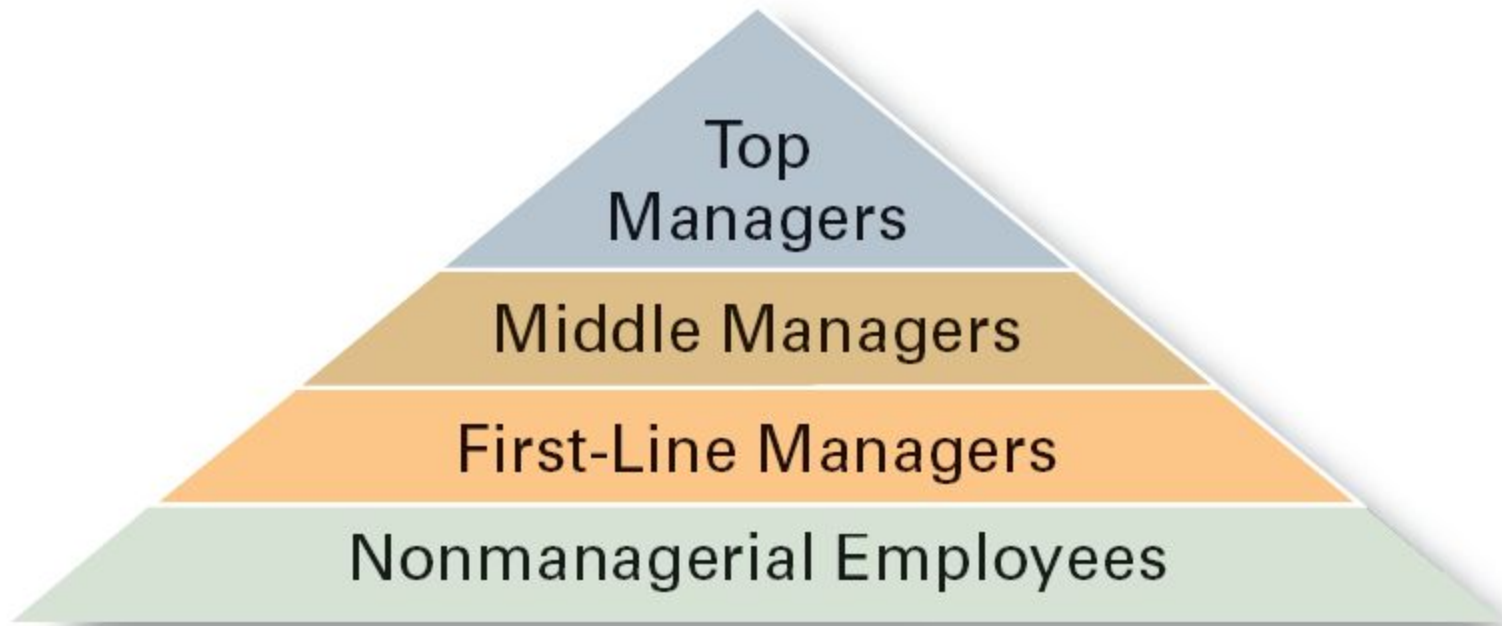
- **Middle Managers**

- 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 1–2 Managerial Levels



What Is Management?

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

What Is Management?

- **Managerial Concerns**

- Efficiency

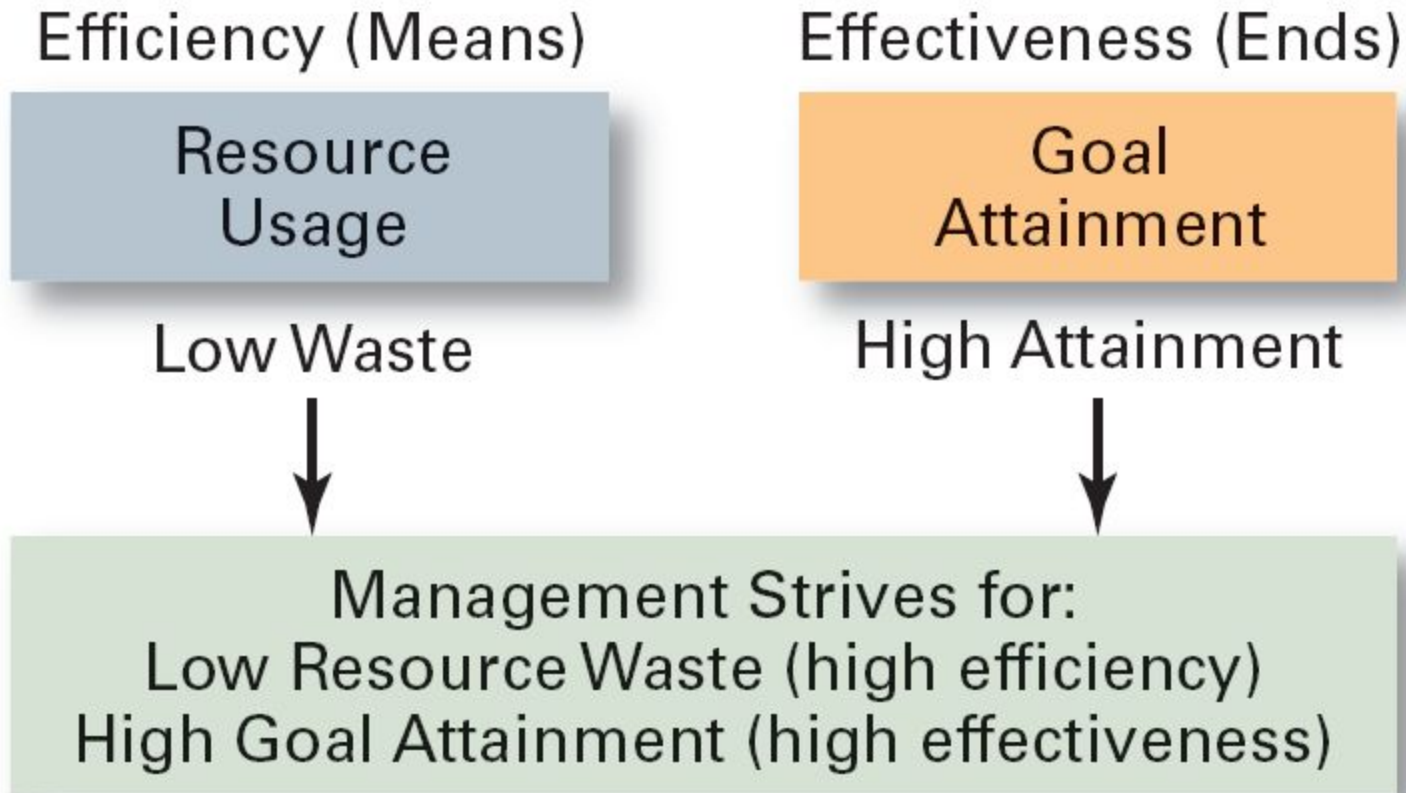
- ❖ “Doing things right”
 - Getting the most output for the least inputs

- Effectiveness

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



Exhibit 1–3 Effectiveness and Efficiency in Management



What Managers Do?

- Three Approaches to Defining What Managers Do.
 - Functions they perform.
 - Roles they play.
 - Skills they need.

What Managers Do?

- **Functions Manager's Perform**

- Planning

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

- Organizing

- ❖ Arranging and structuring work to accomplish organizational goals.

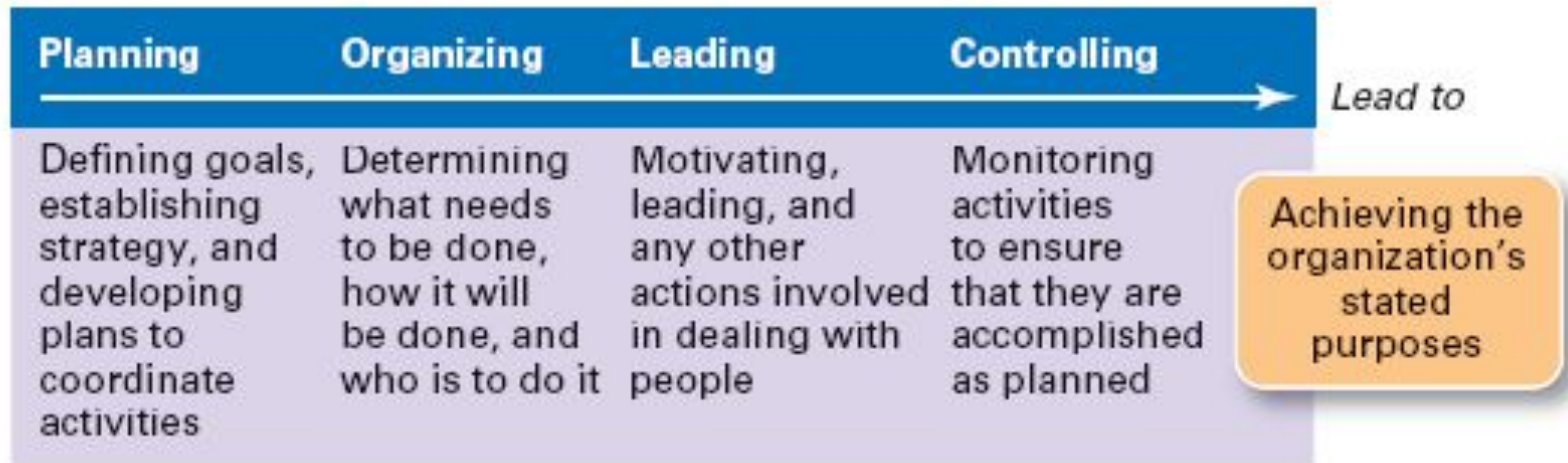
- Leading

- ❖ Working with and through people to accomplish goals.

- Controlling

- ❖ Monitoring, comparing, and correcting work.

Exhibit 1–4 Management Functions



What Managers Do?

- Roles Manager's Play

- 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.

What Managers Do?

- **Management Roles (Mintzberg)**

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



What Managers Do (Mintzberg)

- **Actions**
 - thoughtful thinking
 - practical doing

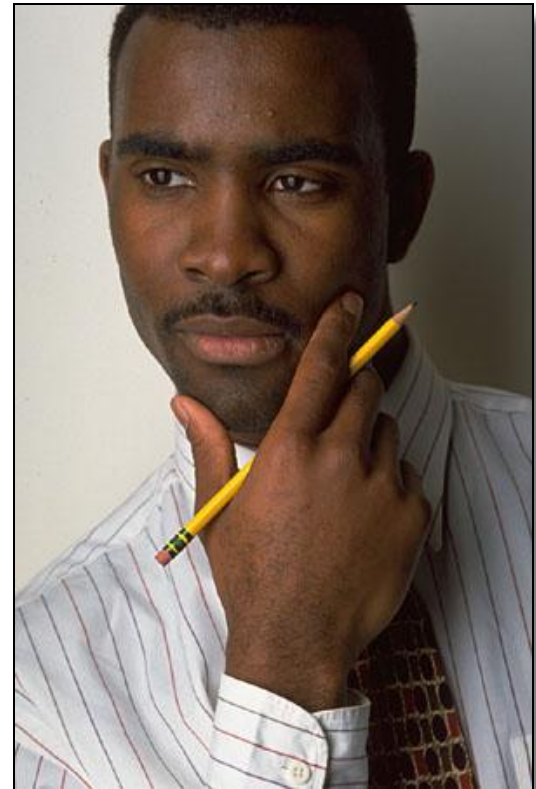


Exhibit 1.5 Mintzberg's Managerial Roles

- **Interpersonal Roles**

- Figurehead
- Leader
- Liaison

- **Informational Roles**

- Monitor
- Disseminator
- Spokesperson

- **Decisional Roles**

- Entrepreneur
- Disturbance handler
- Resource allocator
- Negotiator

Adapted from Mintzberg, Henry,
The Nature of Managerial Work,
1st Edition, © 1980, pp. 93–94..

What Managers Do?

- **Skills Managers Need**

- Technical skills

- ❖ Knowledge and proficiency in a specific field

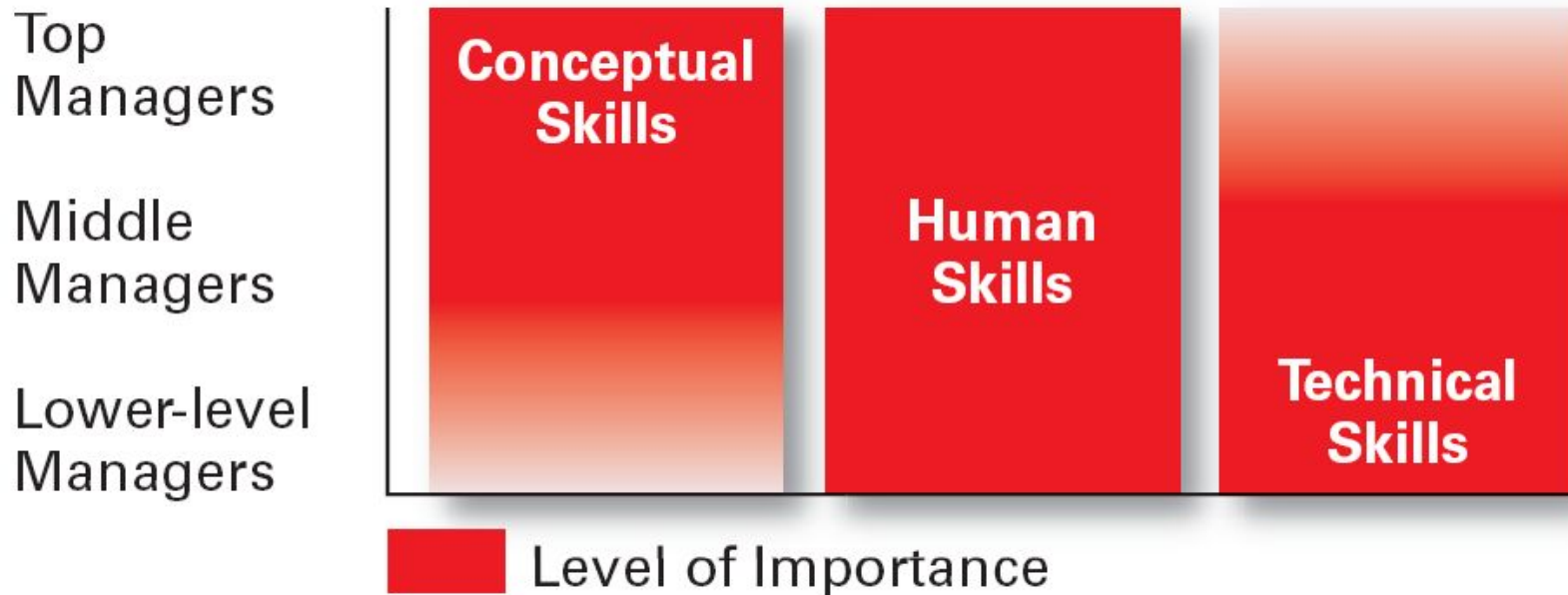
- Human skills

- ❖ 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 Management Levels

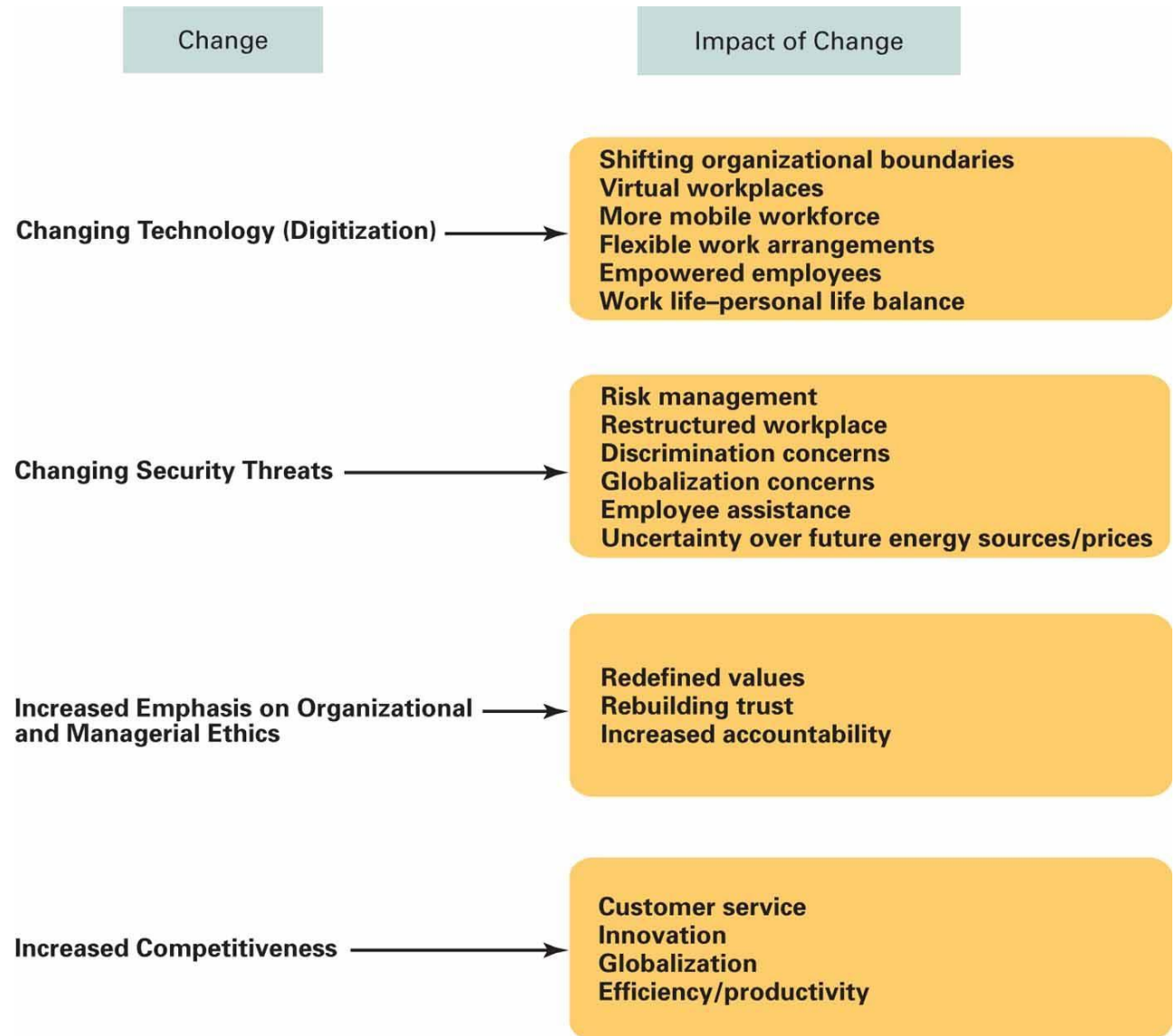


How The Manager's Job Is Changing

- **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.

Exhibit 1–8

Changes Affecting a Manager's Job



What Is An Organization?

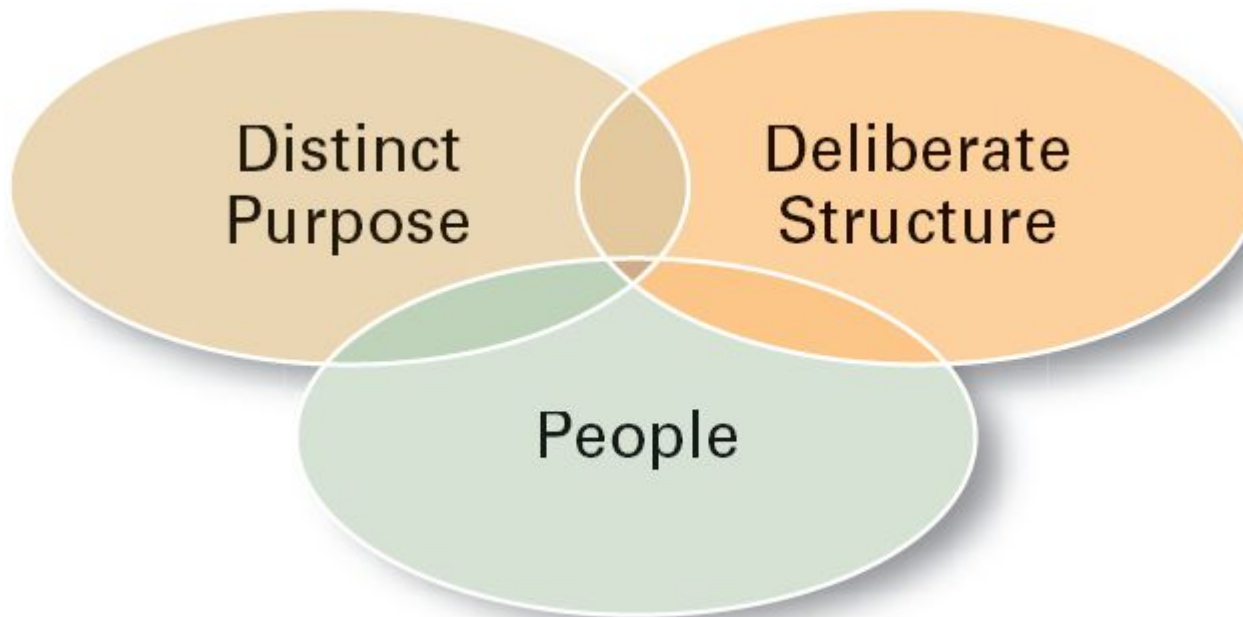
- **An Organization Defined**

- A deliberate arrangement of people to accomplish some specific purpose (that individuals independently could not accomplish alone).

- **Common Characteristics of Organizations**

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

Exhibit 1–9 Characteristics of Organizations



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.

Exhibit 1–10 Universal Need for Management



Exhibit 1–11 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 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
- Successfully 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**