



# Management

8<sup>th</sup> 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?**

- 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.
- 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 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.

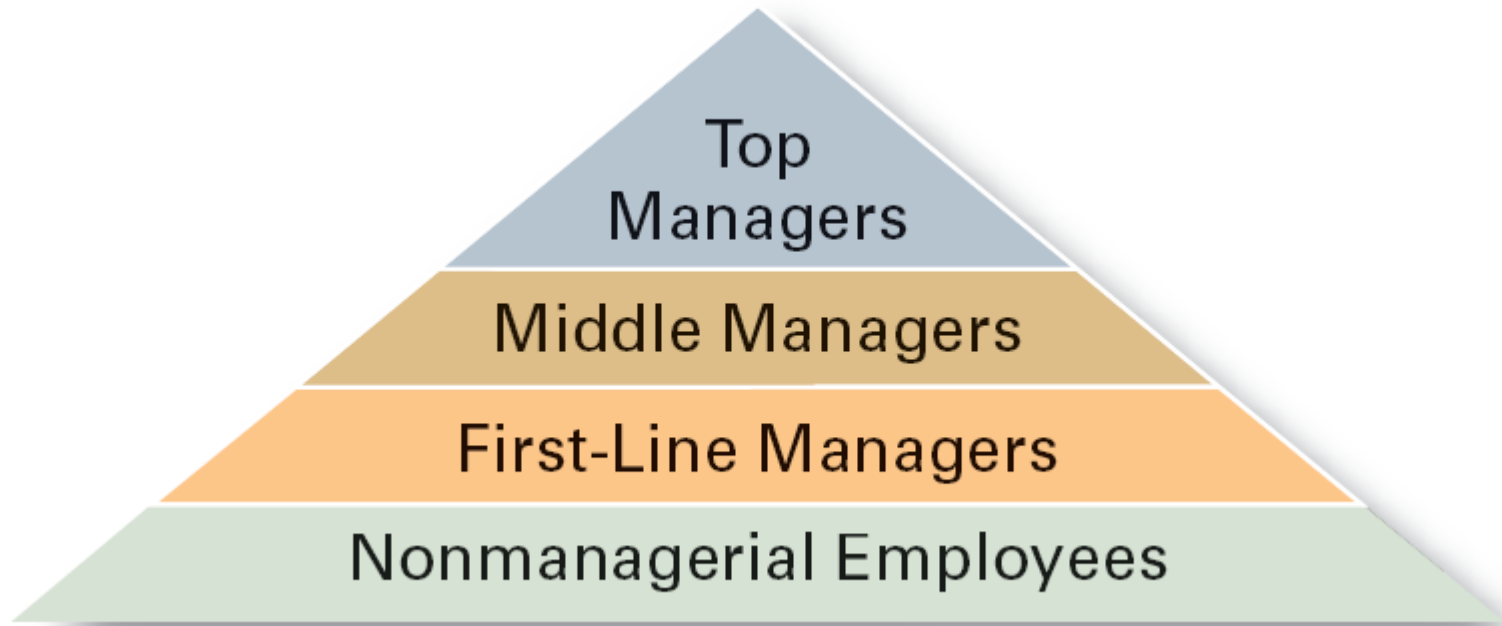
## Middle Managers

- 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.

# Managerial Levels



# What Is Management?

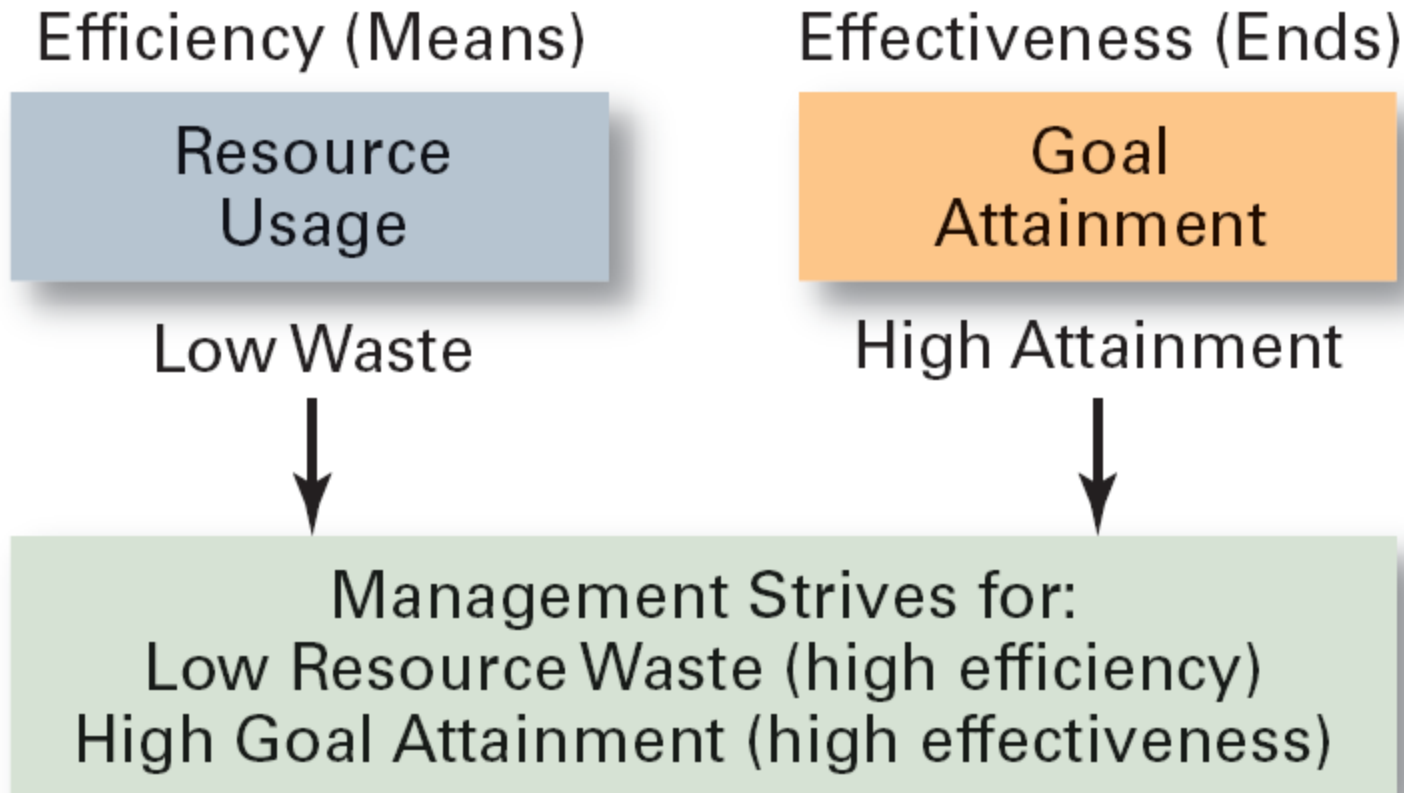
## Managerial Concerns

- **Efficiency**
  - ❖ “Doing things right”
    - Getting the most output for the least inputs
- **Effectiveness**
  - ❖ “Doing the right things”
    - Attaining organizational goals





# Effectiveness and Efficiency in Management



# 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.

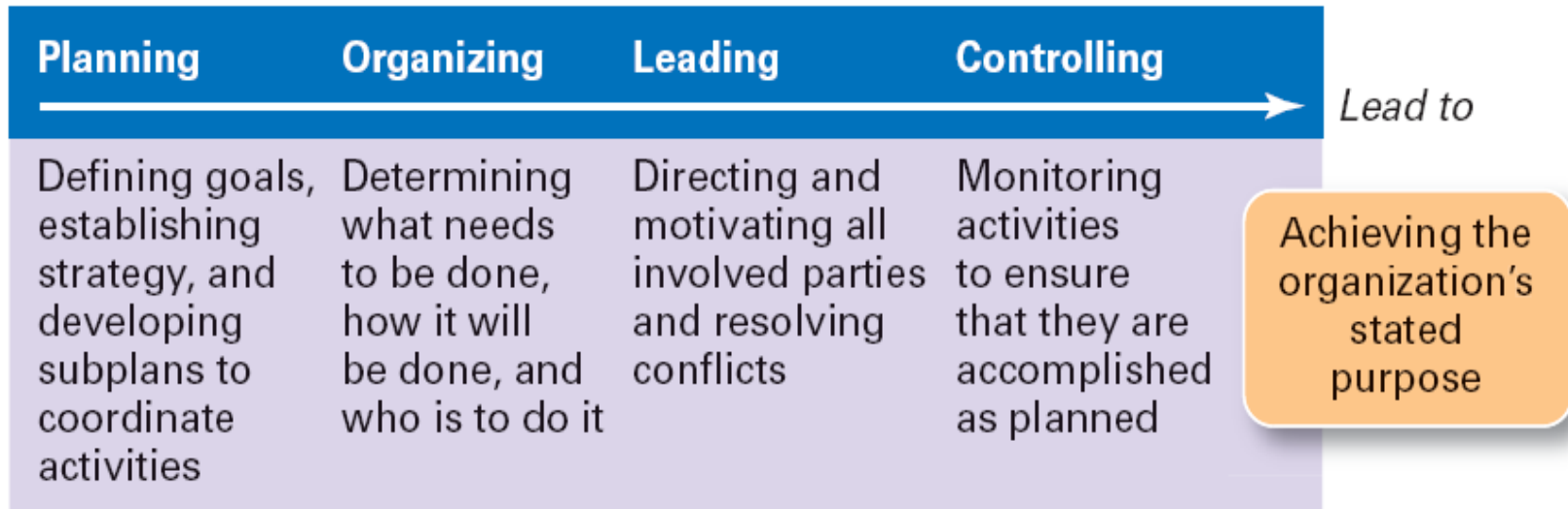
### ➤ Leading

- ❖ Working with and through people to accomplish goals.

### ➤ Controlling

- ❖ Monitoring, comparing, and correcting the work.

# Management Functions



# 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



# What Do Managers Do? (cont'd)

## Skills Approach

- **Technical skills**

- ❖ Knowledge and proficiency in a specific field

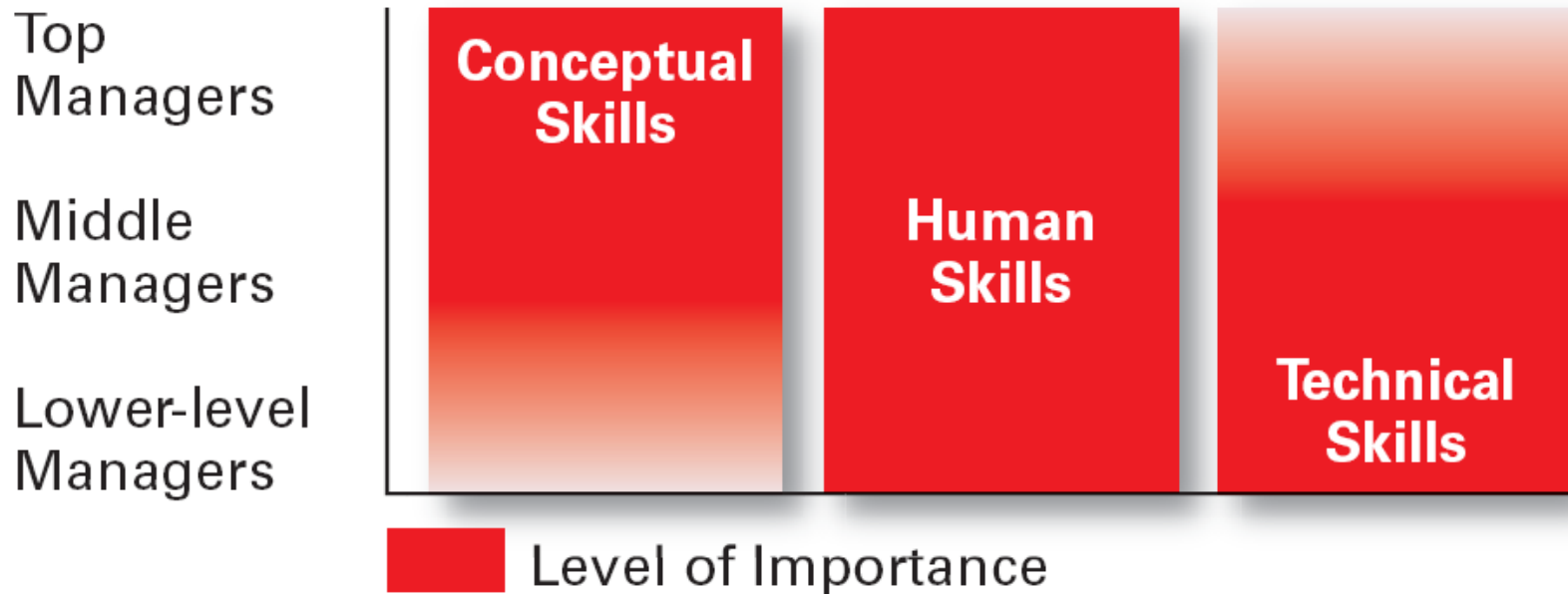
- **Human skills**

- ❖ The ability to work well with other people

- **Conceptual skills**

- ❖ The ability to think and conceptualize about abstract and complex situations concerning the organization

# Skills Needed at Different Management Levels



# Conceptual Skills

- Using information to solve business problems
- Identifying of opportunities for innovation
- Recognizing problem areas and implementing solutions
- Selecting critical information from masses of data
- Understanding of business uses of technology
- Understanding of organization's business model

# Communication Skills

- Ability to transform ideas into words and actions
- Credibility among colleagues, peers, and subordinates
- Listening and asking questions
- Presentation skills; spoken format
- Presentation skills; written and/or graphic formats



# Effectiveness Skills

- Contributing to corporate mission/departmental objectives
- Customer focus
- Multitasking: working at multiple tasks in parallel
- Negotiating skills
- Project management
- Reviewing operations and implementing improvements

# Effectiveness Skills (cont'd)

- Setting and maintaining performance standards internally and externally
- Setting priorities for attention and activity
- Time management

# Interpersonal Skills

- Coaching and mentoring skills
- Diversity skills: working with diverse people and cultures
- Networking within the organization
- Networking outside the organization
- Working in teams; cooperation and commitment

# Management Skills and Management Function Matrix

Skill	Function			
	Planning	Organizing	Leading	Controlling
Acquiring power		✓	✓	
Active listening			✓	✓
Budgeting	✓			✓
Choosing an effective leadership style			✓	
Coaching			✓	
Creating effective teams		✓	✓	
Delegating (empowerment)		✓	✓	
Designing motivating jobs		✓	✓	
Developing trust			✓	
Disciplining			✓	✓
Interviewing		✓	✓	
Managing Conflict			✓	✓
Managing resistance to change		✓	✓	✓
Mentoring			✓	
Negotiating			✓	
Providing feedback			✓	✓
Reading an organization's culture		✓	✓	
Scanning the environment	✓			✓
Setting goals	✓			✓
Solving problems creatively	✓	✓	✓	✓
Valuing Diversity	✓	✓	✓	✓

# How The Manager's Job Is Changing

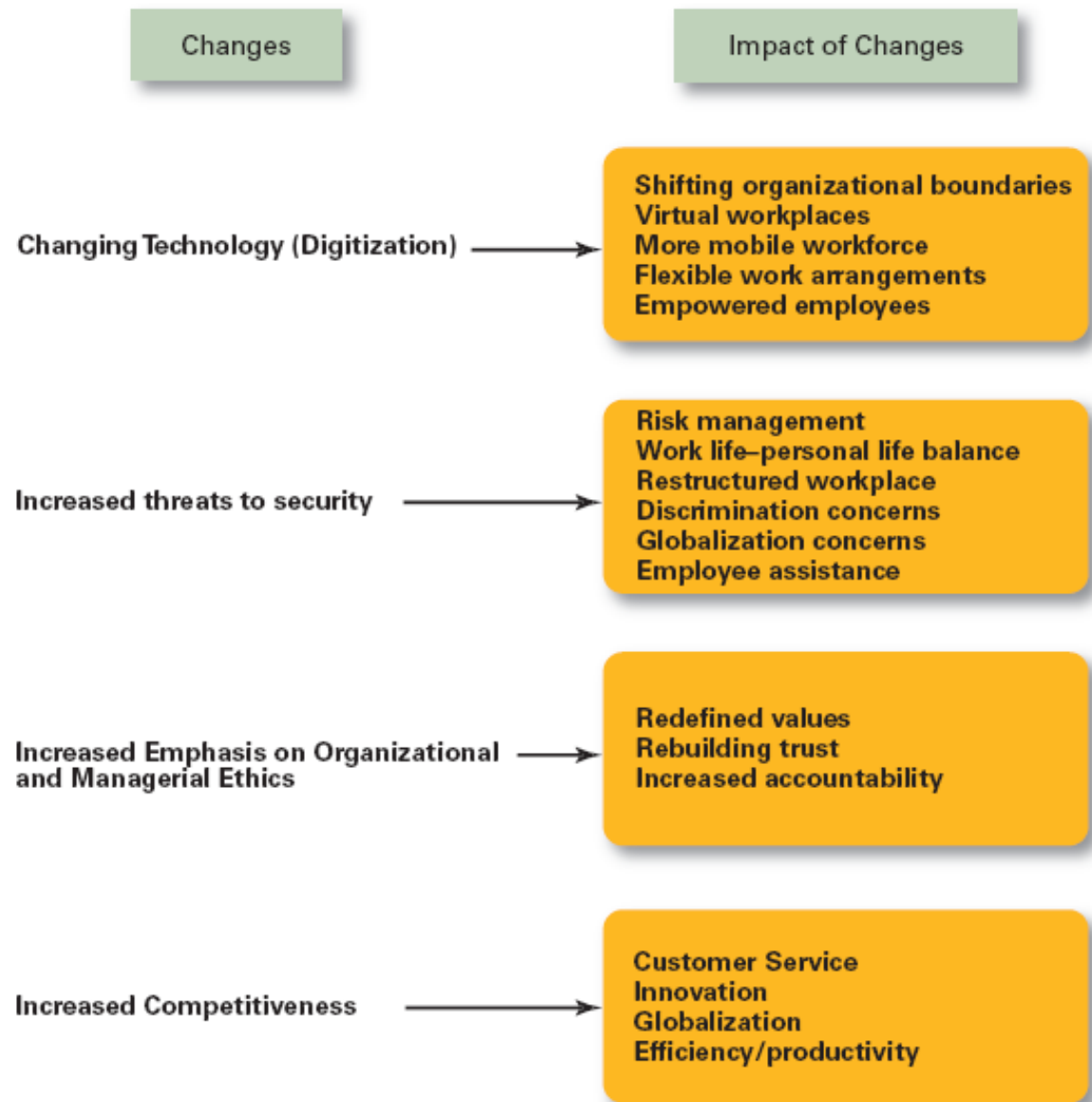
## The Increasing Importance of Customers

- **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.

# Changes Impacting the Manager's Job



# What Is An Organization?

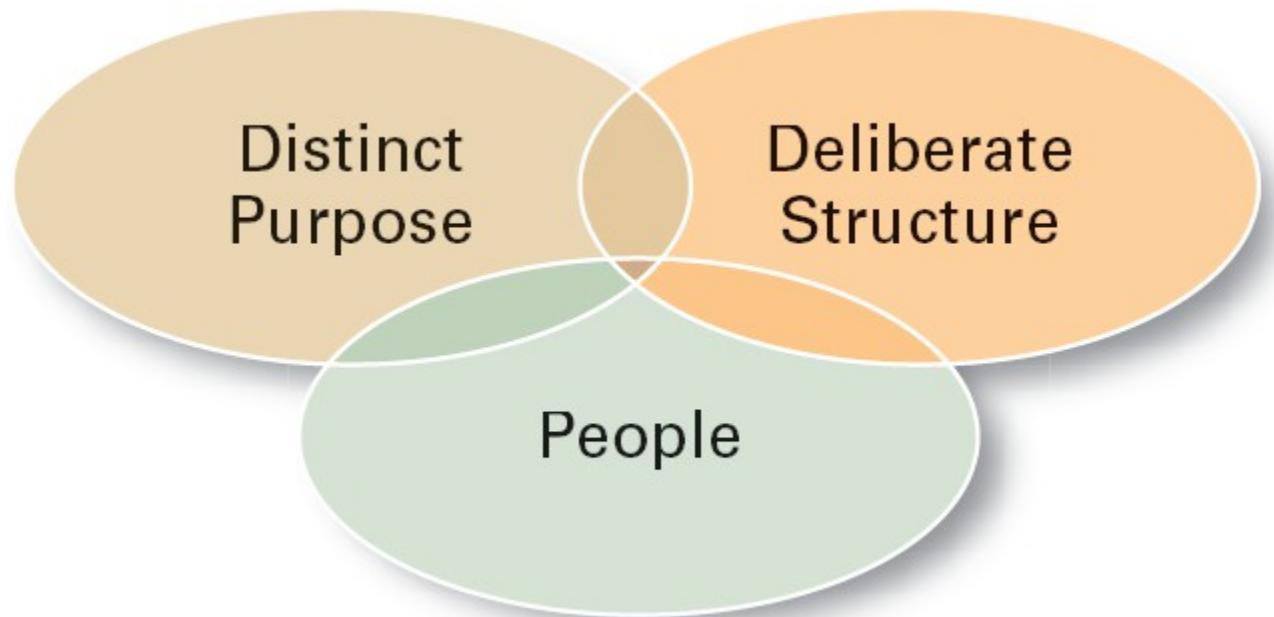
## An Organization Defined

- 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

# Characteristics of Organizations





# The Changing Organization

Traditional Organization	New Organization
<ul style="list-style-type: none"><li>• Stable</li><li>• Inflexible</li><li>• Job-focused</li><li>• Work is defined by job positions</li><li>• Individual-oriented</li><li>• Permanent jobs</li><li>• Command-oriented</li><li>• Managers always make decisions</li><li>• Rule-oriented</li><li>• Relatively homogeneous workforce</li><li>• Workdays defined as 9 to 5</li><li>• Hierarchical relationships</li><li>• Work at organizational facility during specific hours</li></ul>	<ul style="list-style-type: none"><li>• Dynamic</li><li>• Flexible</li><li>• Skills-focused</li><li>• Work is defined in terms of tasks to be done</li><li>• Team-oriented</li><li>• Temporary jobs</li><li>• Involvement-oriented</li><li>• Employees participate in decision making</li><li>• Customer-oriented</li><li>• Diverse workforce</li><li>• Workdays have no time boundaries</li><li>• Lateral and networked relationships</li><li>• Work anywhere, anytime</li></ul>

# 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.

# Universal Need for Management



# Rewards and Challenges of Being A Manager

Rewards	Challenges
<ul style="list-style-type: none"><li>• Create a work environment in which organizational members can work to the best of their ability</li><li>• Have opportunities to think creatively and use imagination</li><li>• Help others find meaning and fulfillment in work</li><li>• Support, coach, and nurture others</li><li>• Work with a variety of people</li><li>• Receive recognition and status in organization and community</li><li>• Play a role in influencing organizational outcomes</li><li>• Receive appropriate compensation in form of salaries, bonuses, and stock options</li><li>• Good managers are needed by organizations</li></ul>	<ul style="list-style-type: none"><li>• Do hard work</li><li>• Have to deal with a variety of personalities</li><li>• Often have to make do with limited resources</li><li>• Motivate workers in chaotic and uncertain situations</li><li>• Successfully blend knowledge, skills, ambitions, and experiences of a diverse work group</li><li>• Success depends on others' work performance</li></ul>