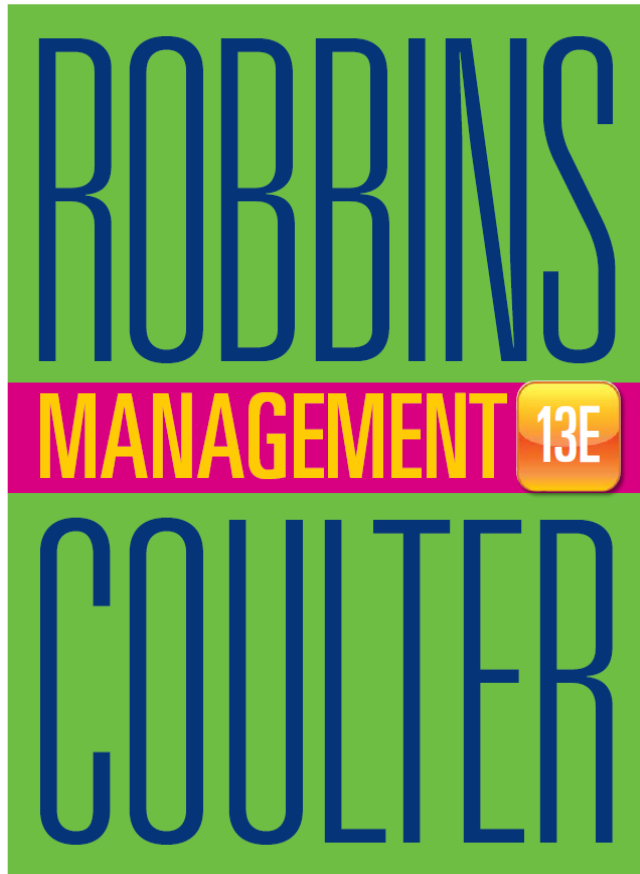


# Management

Thirteenth Edition



## Chapter 1

### Managers in the Workplace

# Learning Objectives

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

# Exhibit 1-1 Levels of Management



# 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.

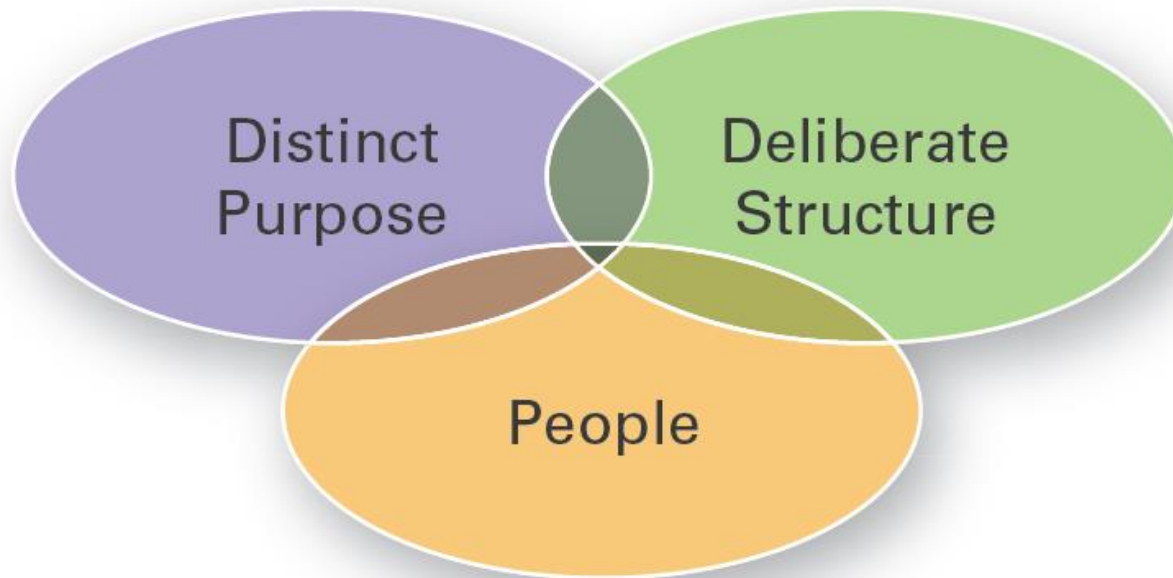
# Where Do Managers Work?

**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

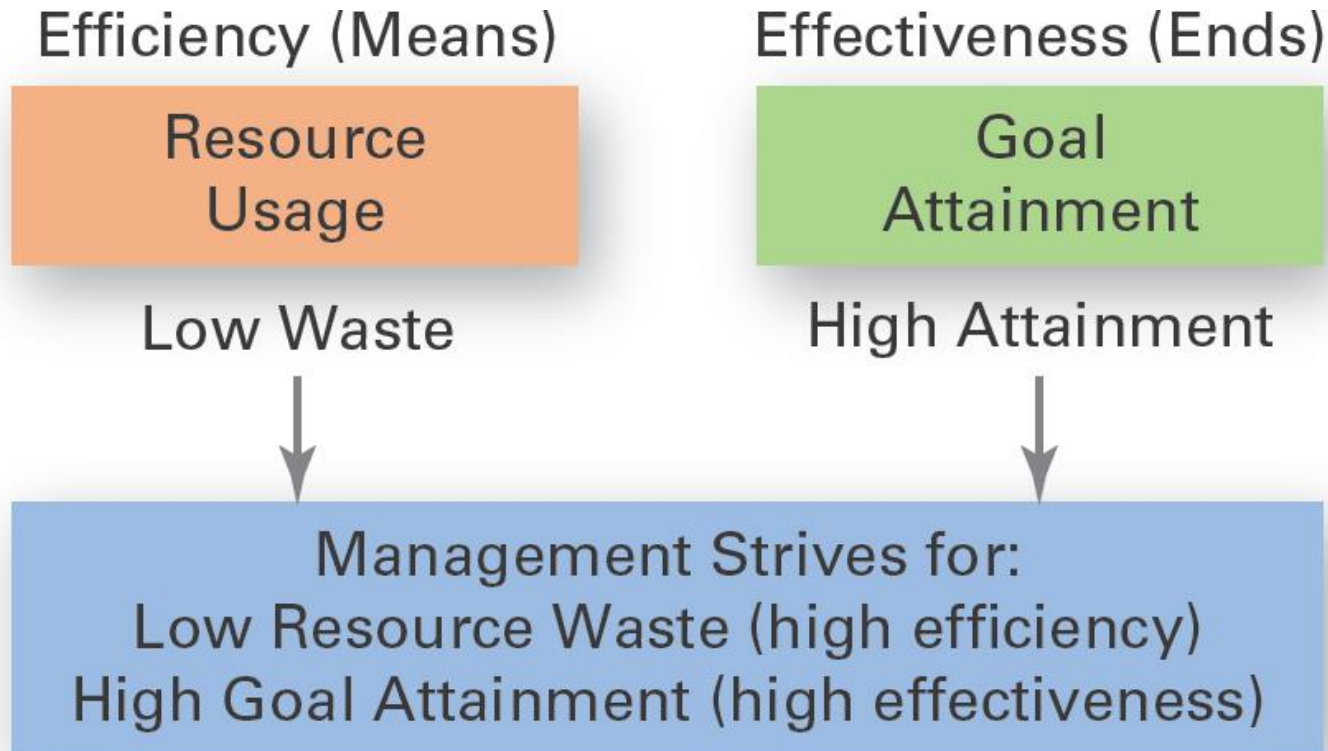
## Efficiency

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

## Effectiveness

- Doing the right things
- Attaining organizational goals

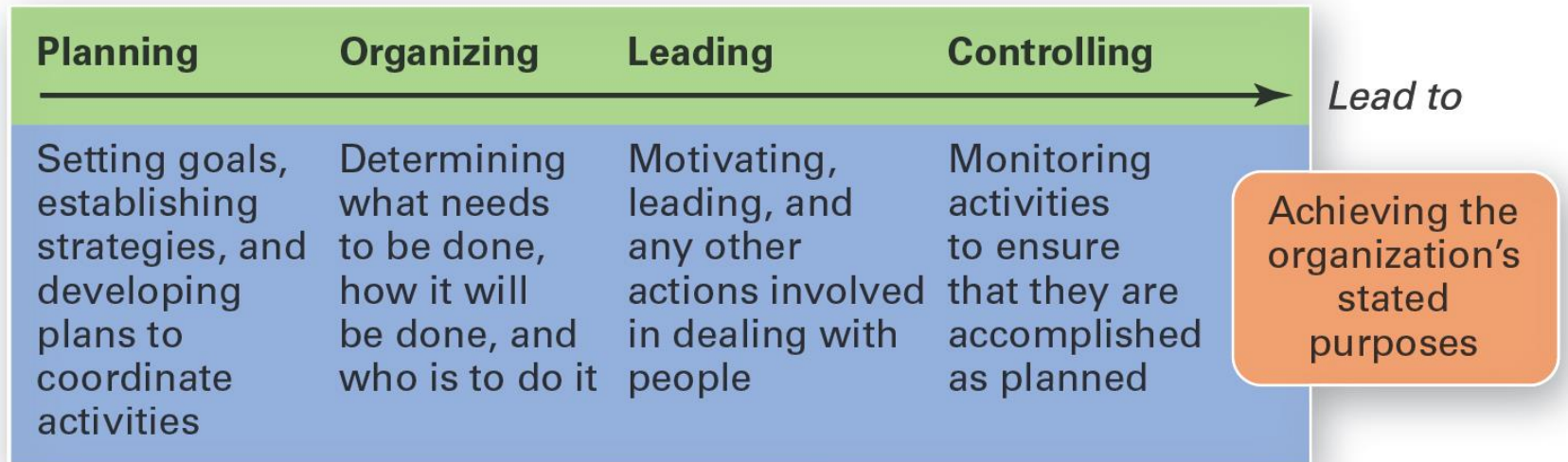
# Exhibit 1-3 Efficiency and Effectiveness in Management



# The Four 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.

# Three Types of 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





# Skills Managers Need

- **Technical Skills**

- Knowledge and proficiency in a specific field

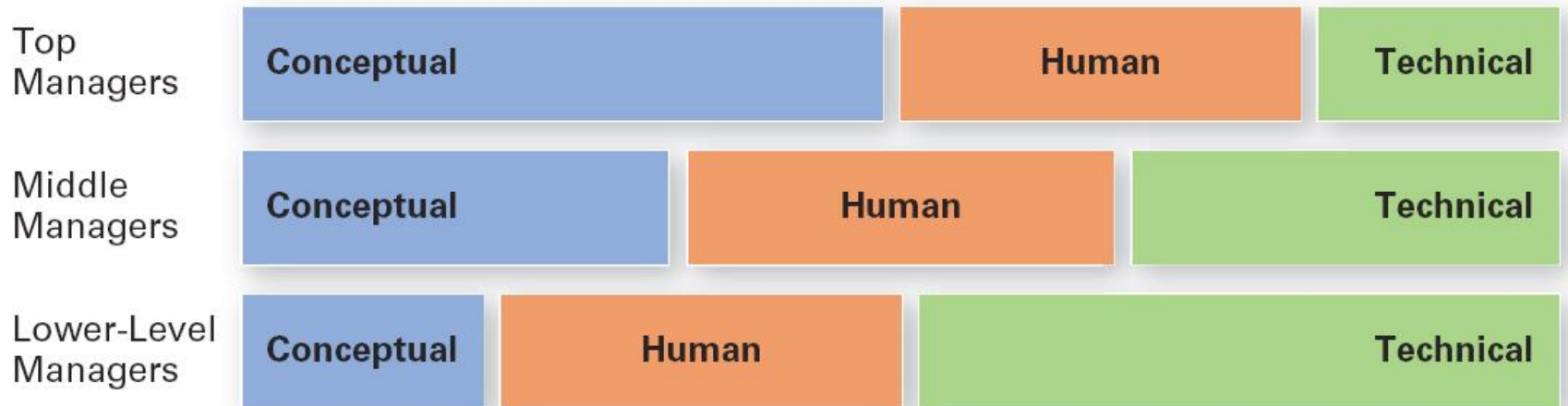
- **Human Skills**

- The ability to work well with other people

- **Conceptual Skills**

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

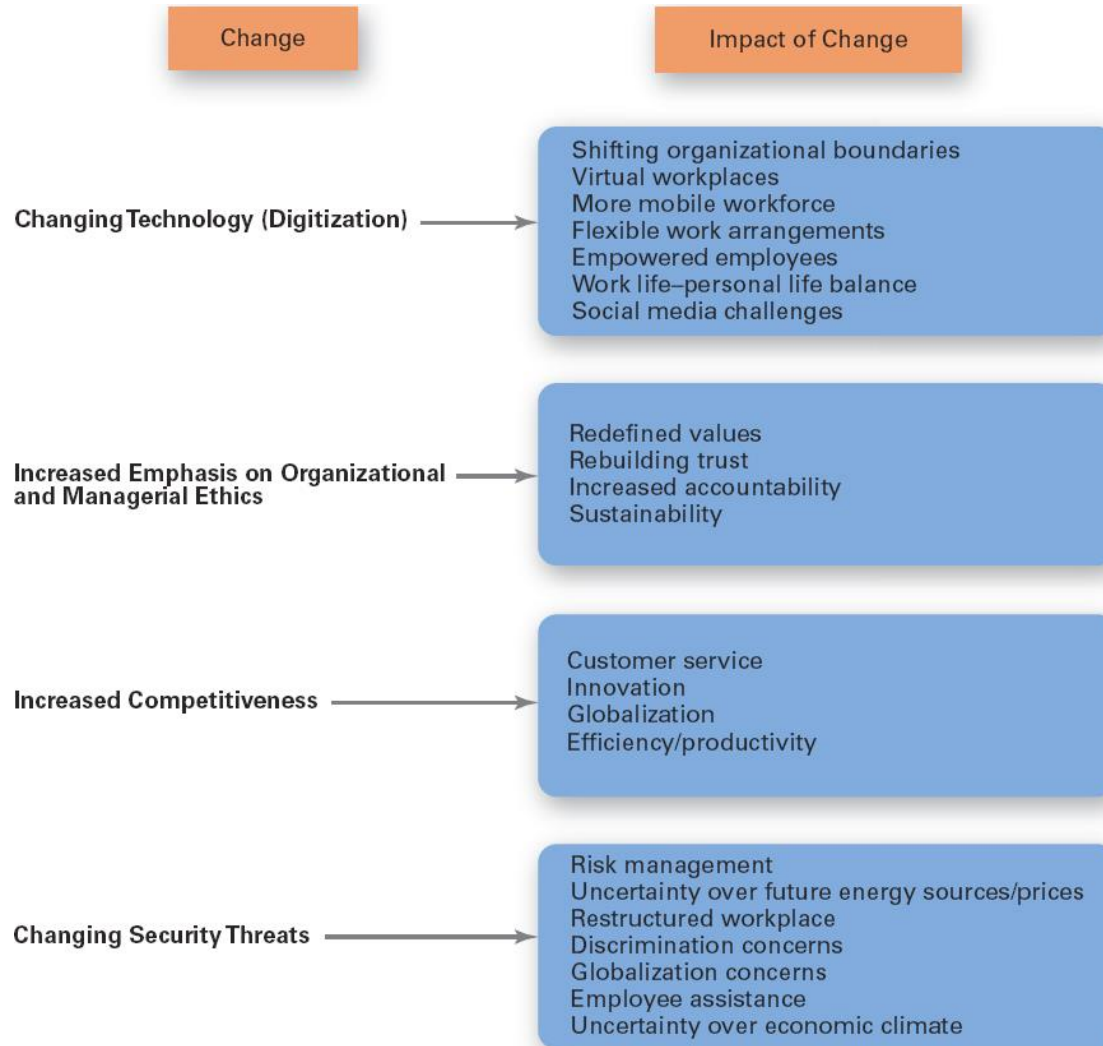
# Exhibit 1-6 Skills Needed at Different Managerial Levels



# Exhibit 1-7 Important Managerial Levels



# Exhibit 1-8 Changes Facing Managers



# 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 Social Media

- **Social Media**

- Forms of electronic communication through which users create online communities to share ideas, information, personal messages, and other content.

# 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.



# 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



# Challenges of Being a Manager

- **Challenges**

- 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

- **Rewards**

- 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 organization and community	Blend knowledge, skills, ambitions, and experiences of a 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	

# Review Learning Objective 1.1

- Explain why managers are important to organizations.
  - Organizations need their managerial skills and abilities in uncertain, complex, and chaotic times.
  - Managers are critical to getting things done in organizations.
  - Managers contribute to employee productivity and loyalty.

# Review Learning Objective 1.2

- Tell who managers are and where they work.
  - Managers coordinate and oversee the work of other people so that organizational goals can be accomplished.
  - Managers work in an organization, which is a deliberate arrangement of people to accomplish some specific purpose.

# Review Learning Objective 1.3 (1 of 3)

- Describe the functions, roles, and skills of managers.
  - Management involves coordinating and overseeing the efficient and effective completion of others' work activities.
  - The four functions of management include planning, organizing, leading, and controlling.



# Review Learning Objective 1.3 (2 of 3)

- Mintzberg's managerial roles include:
  - Interpersonal, involve people and other ceremonial/symbolic duties (figurehead, leader, and liaison).
  - Informational, collecting, receiving, and disseminating information (monitor, disseminator, and spokesperson).
  - Decisional, making choices (entrepreneur, disturbance handler, resource allocator, and negotiator).

# Review Learning Objective 1.3 (3 of 3)

- Katz's managerial skills include
  - Technical (job-specific knowledge and techniques)
  - Human (ability to work well with people)
  - Conceptual (ability to think and express ideas).

# Review Learning Objective 1.4

- Describe the factors that are reshaping and redefining the manager's job.
  - Managers must be concerned with:
    - Customer service because employee attitudes and behaviors play a big role in customer satisfaction
    - Social media because these forms of communication are becoming important and valuable tools in managing
    - Innovation because it is important for organizations to be competitive.
    - Sustainability as business goals are developed

# Review Learning Objective 1.5

- Explain the value of studying management.
  - The universality of management – Managers are needed in all types and sizes of organizations
  - The reality of work – You will manage or be managed
  - Significant rewards and challenges

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