

# 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.

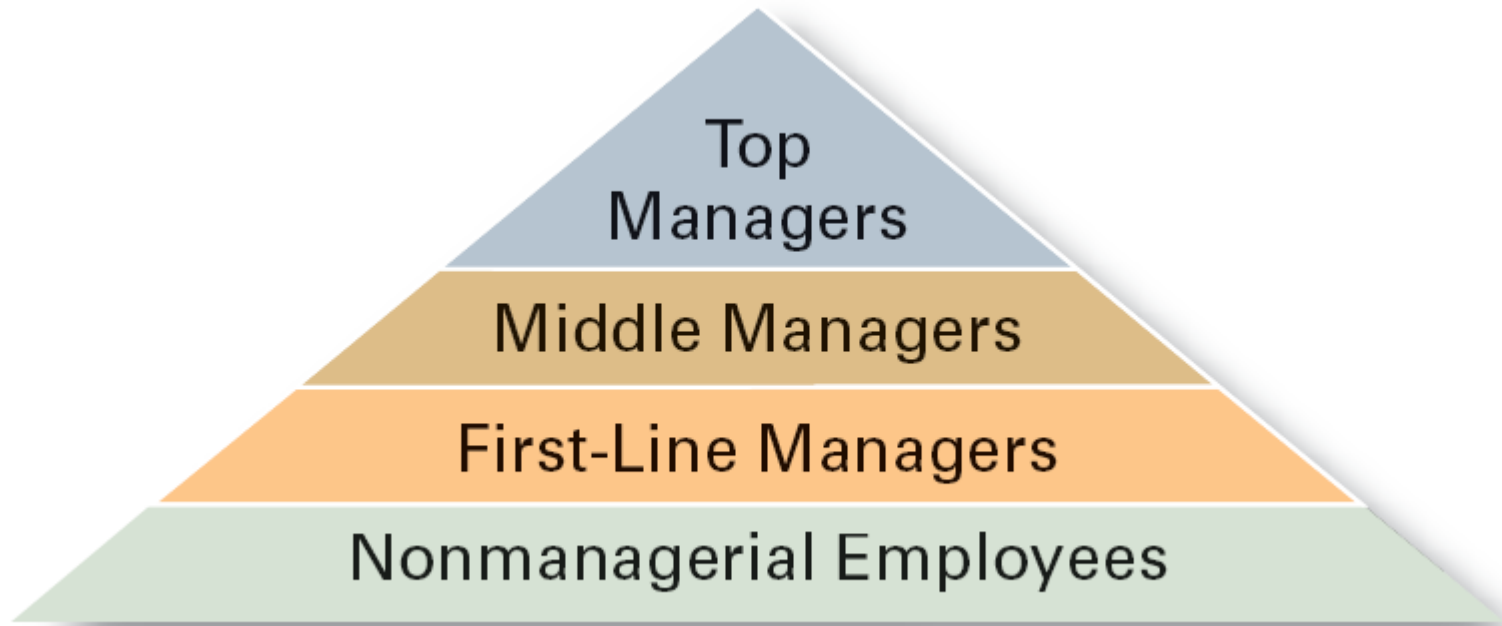
- **Top Managers**

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

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## Exhibit 1–2 Managerial Levels

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# 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**

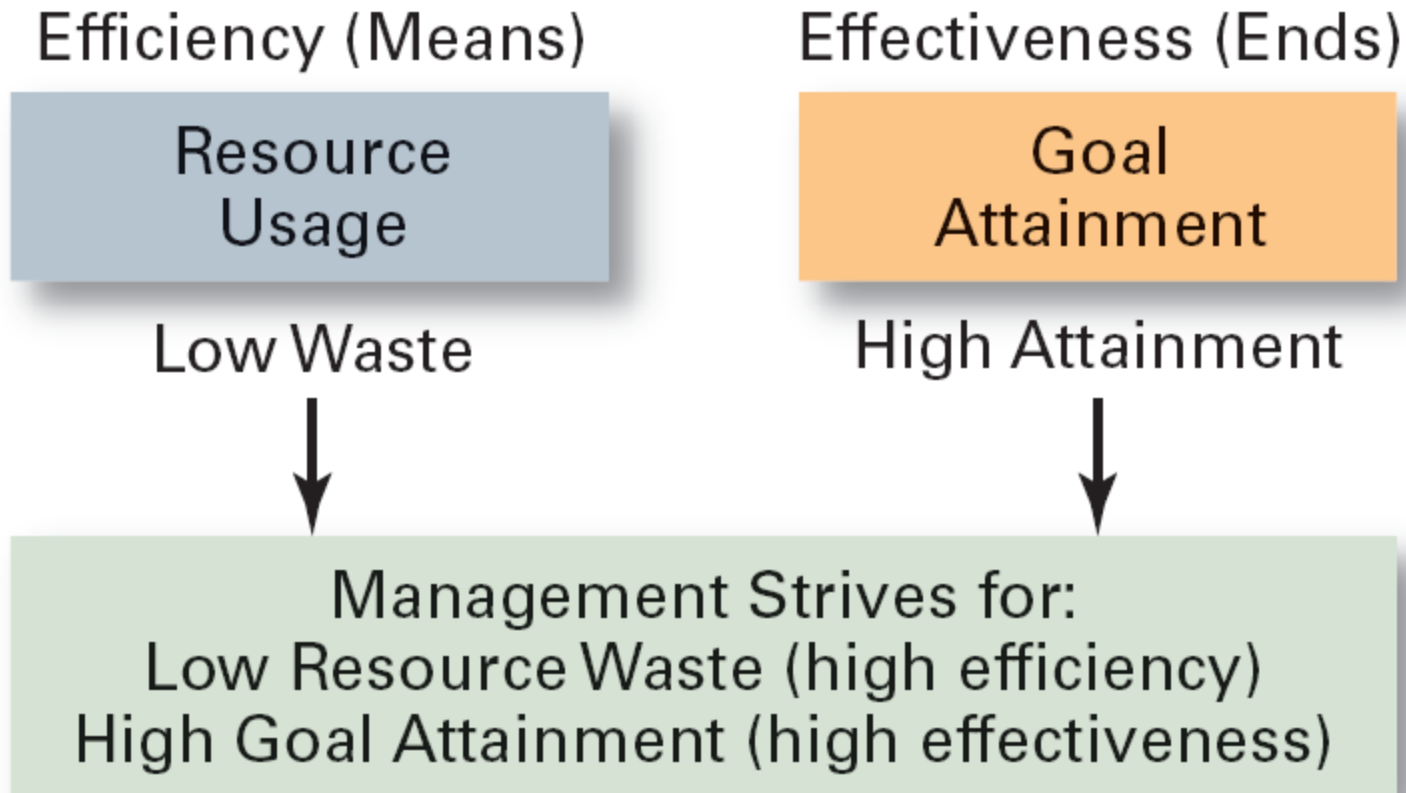
- ❖ “Doing the right things”
  - Attaining organizational goals



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## Exhibit 1–3 Effectiveness and Efficiency in Management

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# 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.

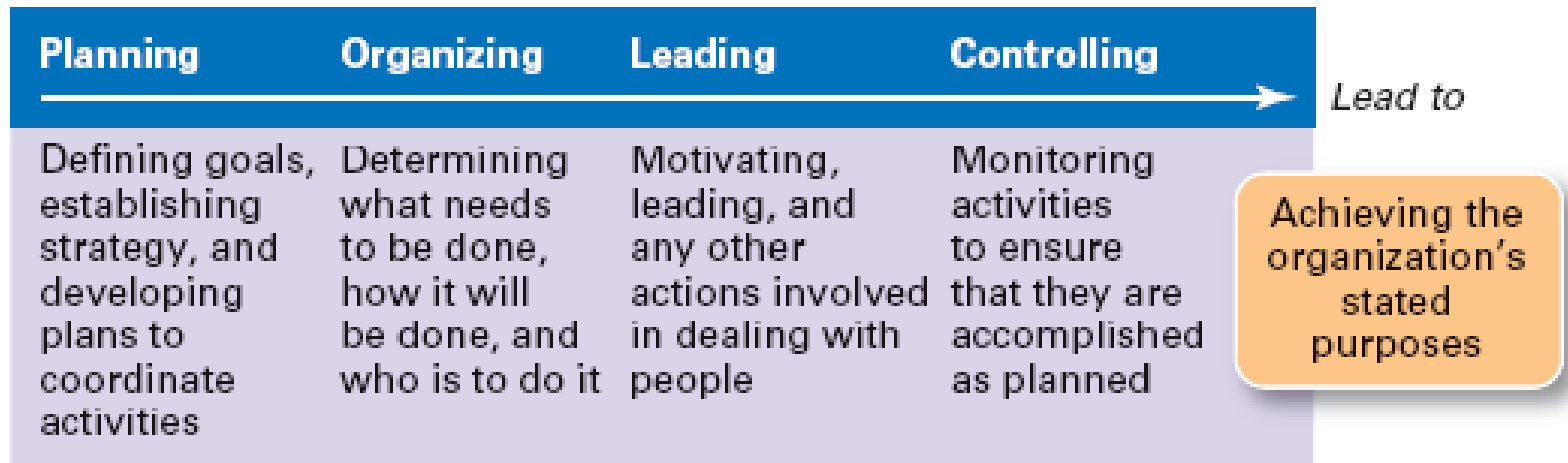
- **Controlling**

- ❖ Monitoring, comparing, and correcting work.

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## Exhibit 1–4 Management Functions

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# 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



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# Exhibit 1.5 Mintzberg's Managerial Roles

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- **Interpersonal Roles**
  - Figurehead
  - Leader
  - Liaison
- **Interpersonal 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..

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# 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

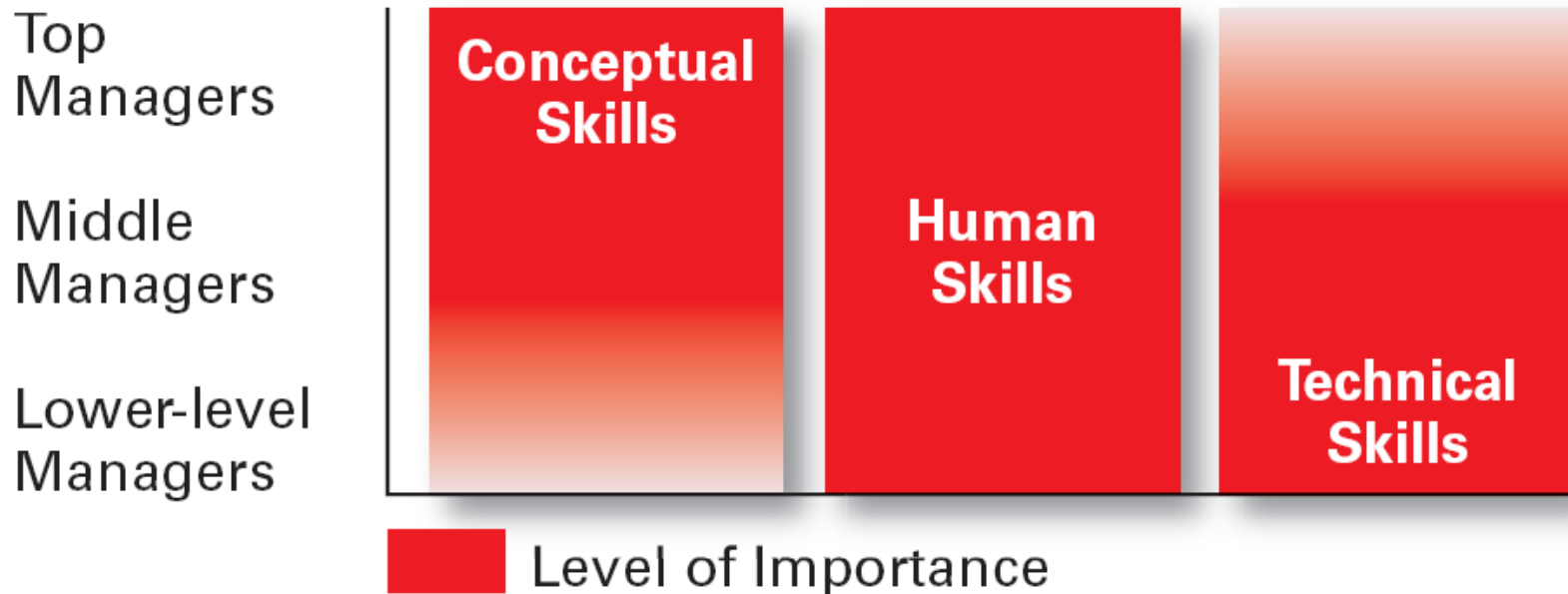
- Conceptual skills

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

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## Exhibit 1–6 Skills Needed at Different Management Levels

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# What Is An Organization?

- **An Organization Defined**

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

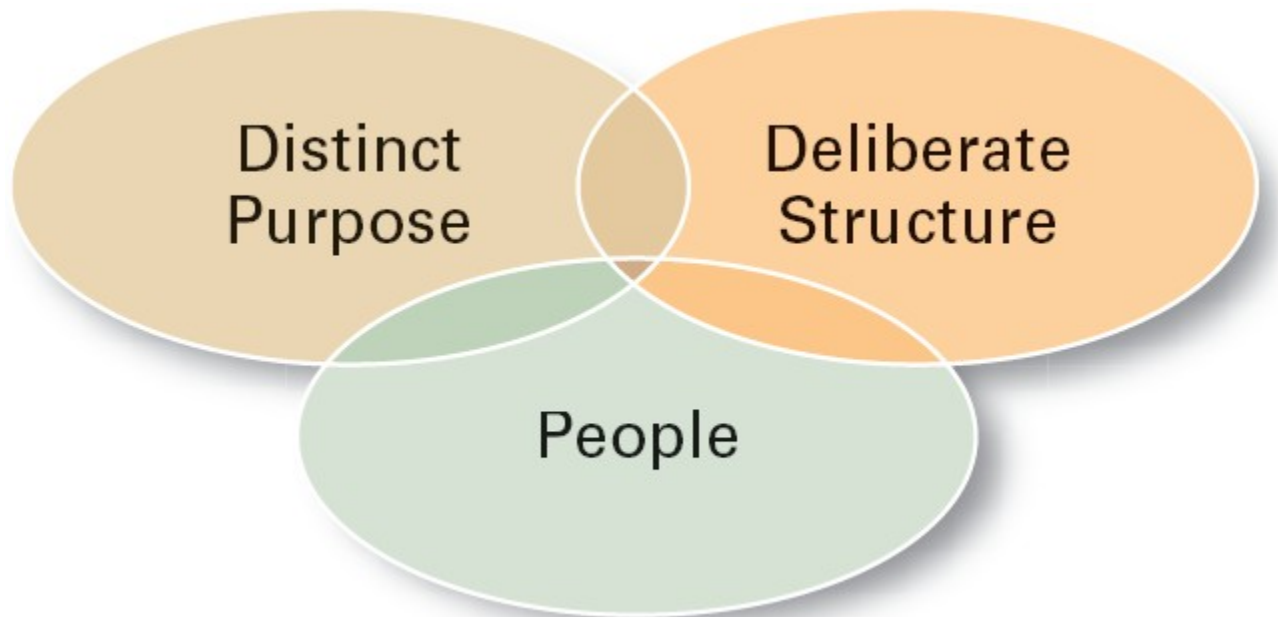
- **Common Characteristics of Organizations**

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

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## Exhibit 1–9 Characteristics of Organizations

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# 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



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# Exhibit 1–11 Rewards and Challenges of Being A Manager

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## 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**