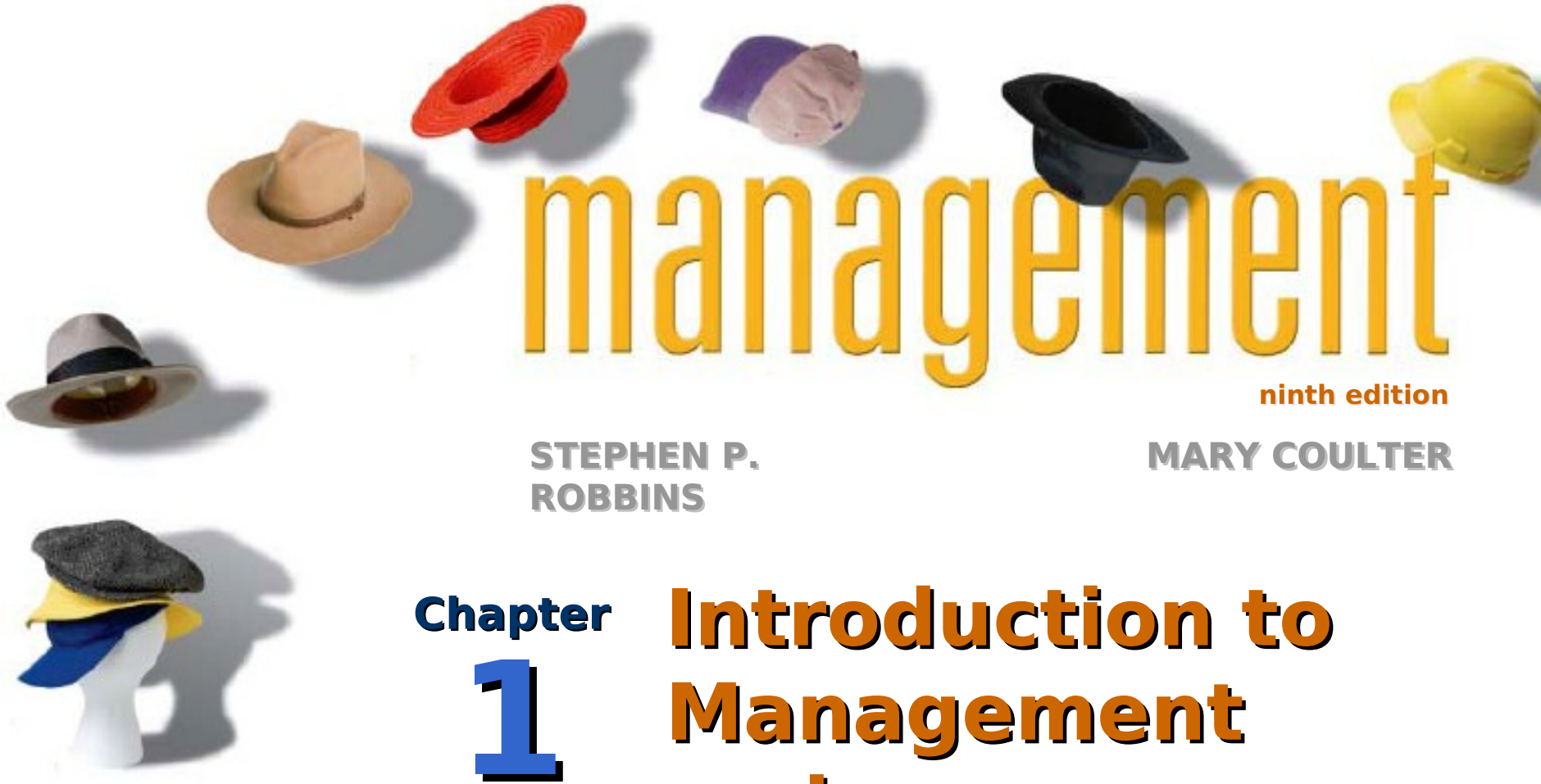


management

ninth edition

STEPHEN P. ROBBINS

MARY COULTER

Chapter 1

Introduction to Management and Organizations

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PowerPoint Presentation by Charlie Cook
The University of West Alabama

LEARNING OUTLINE

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

Who Are Managers?

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

What Is Management?

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

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L E A R N I N G O U T L I N E (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.**

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L E A R N I N G O U T L I N E (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.
- Describe the rewards and challenges of being a manager.

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Who Are Managers?

- Manager
  - Someone who coordinates and oversees the work of other people so that organizational goals can be accomplished.



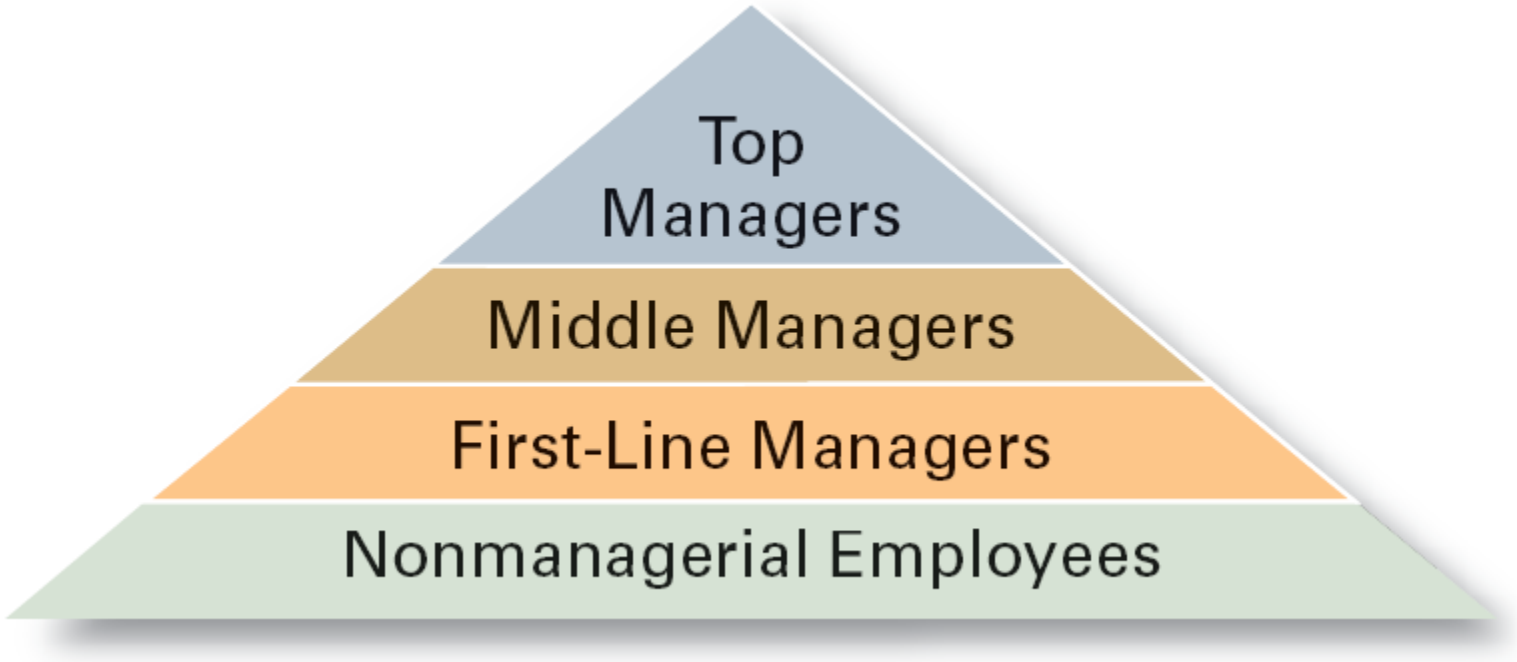
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Classifying Managers

- 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 1–1 Managerial Levels



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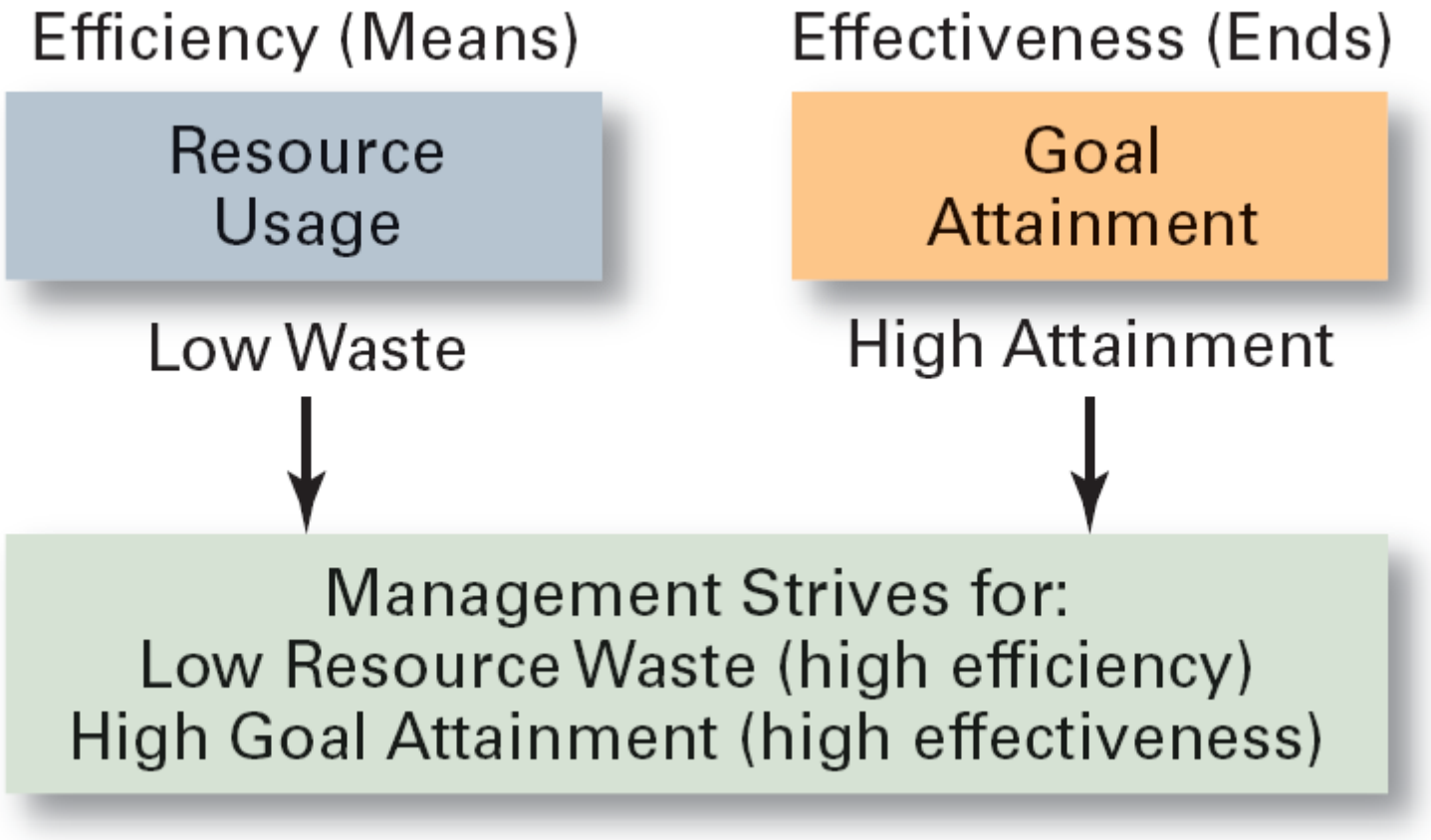
What Is Management?

- 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 1–2 Effectiveness and Efficiency in Management



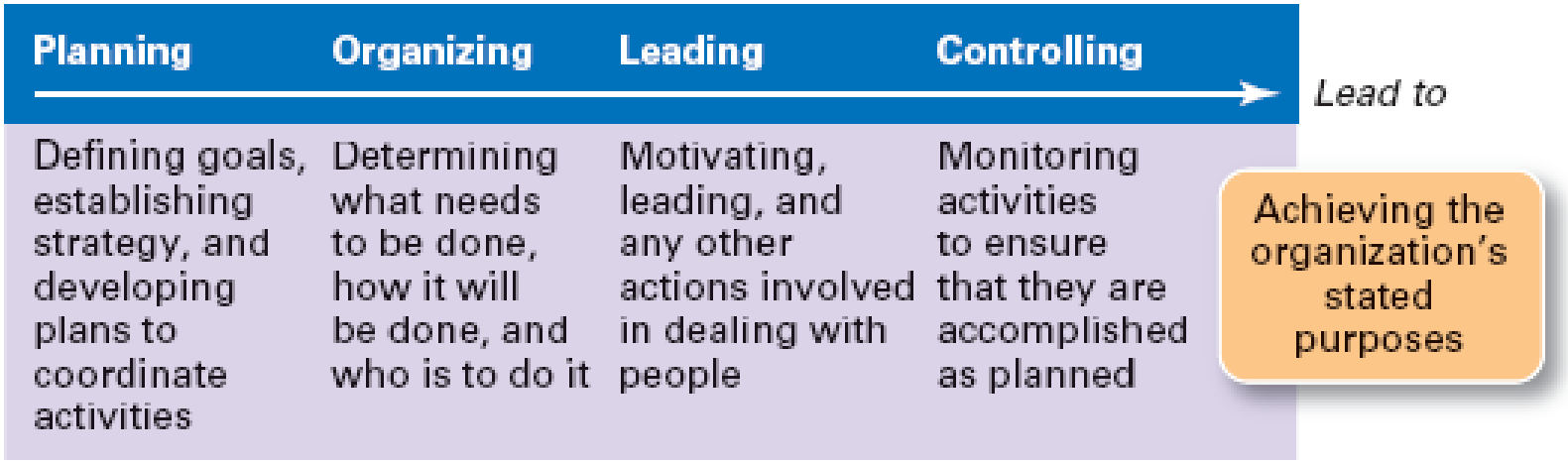
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What Do Managers Do?

- Functional Approach
  - 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 1–3 Management Functions



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What Do Managers Do? (cont'd)

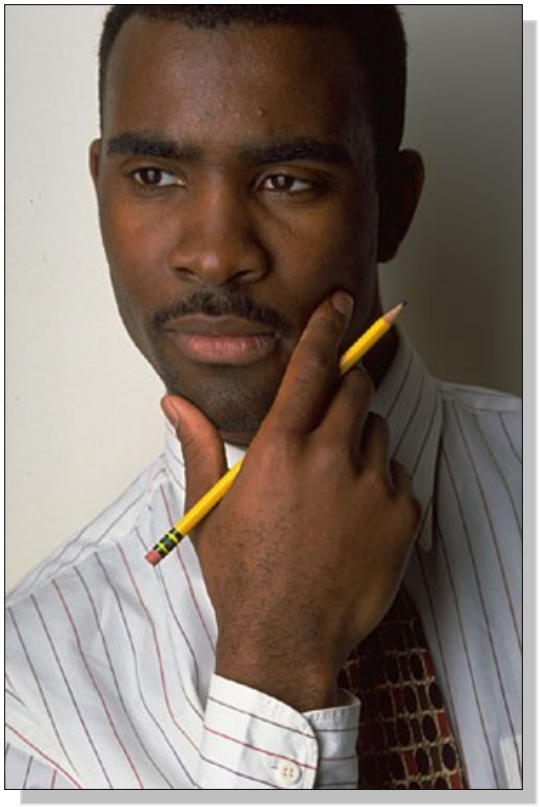
- Management Roles Approach (Mintzberg)
  - Interpersonal roles
    - Figurehead, leader, liaison
  - Informational roles
    - Monitor, disseminator, spokesperson
  - Decisional roles
    - Disturbance handler, resource allocator, negotiator



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What Managers Actually Do (Mintzberg)

- Interaction
  - with others
  - with the organization
  - with the external context of the organization
- Reflection
  - thoughtful thinking
- Action
  - practical doing



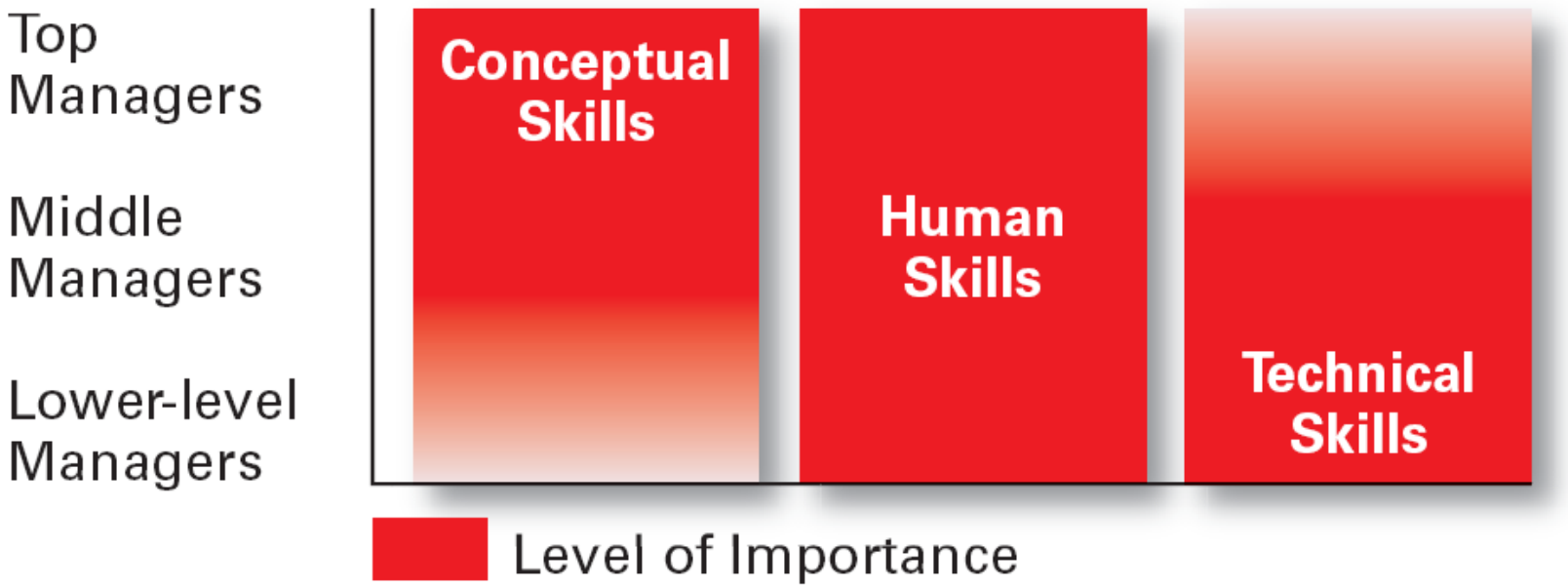
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What Do Managers Do? (cont'd)

- 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

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Exhibit 1–5 Skills Needed at Different Management Levels



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Exhibit 1–6 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

Source: Based on American Management Association Survey of Managerial Skills and Competencies, March/April 2000, found on AMA Web site (***www.ama.org***), October 30, 2002.

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Exhibit 1–6 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

Source: Based on American Management Association Survey of Managerial Skills and Competencies, March/April 2000, found on AMA Web site (***www.ama.org***), October 30, 2002.

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Exhibit 1–6 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

Source: Based on American Management Association Survey of Managerial Skills and Competencies, March/April 2000, found on AMA Web site (***www.ama.org***), October 30, 2002.

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Exhibit 1–6 Effectiveness Skills (cont'd)

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

Source: Based on American Management Association Survey of Managerial Skills and Competencies, March/April 2000, found on AMA Web site (***www.ama.org***), October 30, 2002.

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Exhibit 1–6 Interpersonal Skills (cont'd)

- 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

Source: Based on American Management Association Survey of Managerial Skills and Competencies, March/April 2000, found on AMA Web site (***www.ama.org***), October 30, 2002.

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Exhibit 1–7 Management Skills and Management Function Matrix

	Function			
Skill	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		✓	✓	
Running productive meetings	✓	✓	✓	✓
Scanning the environment	✓			✓
Setting goals	✓			✓
Solving problems creatively	✓	✓	✓	✓
Valuing diversity	✓	✓	✓	✓

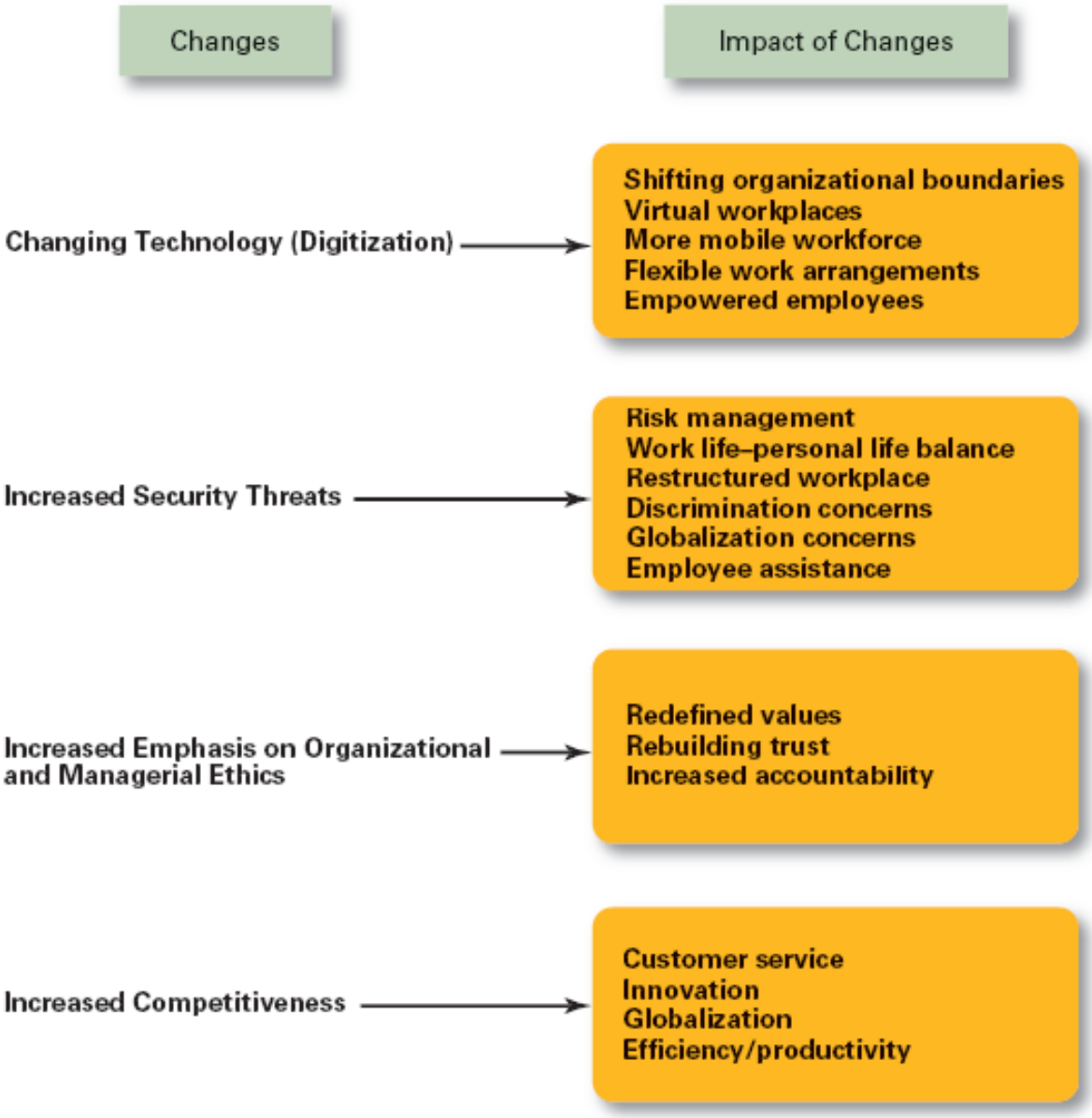
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How The Manager's Job Is Changing

- 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.

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Exhibit 1–8
Changes Impacti
the Manager's Jc



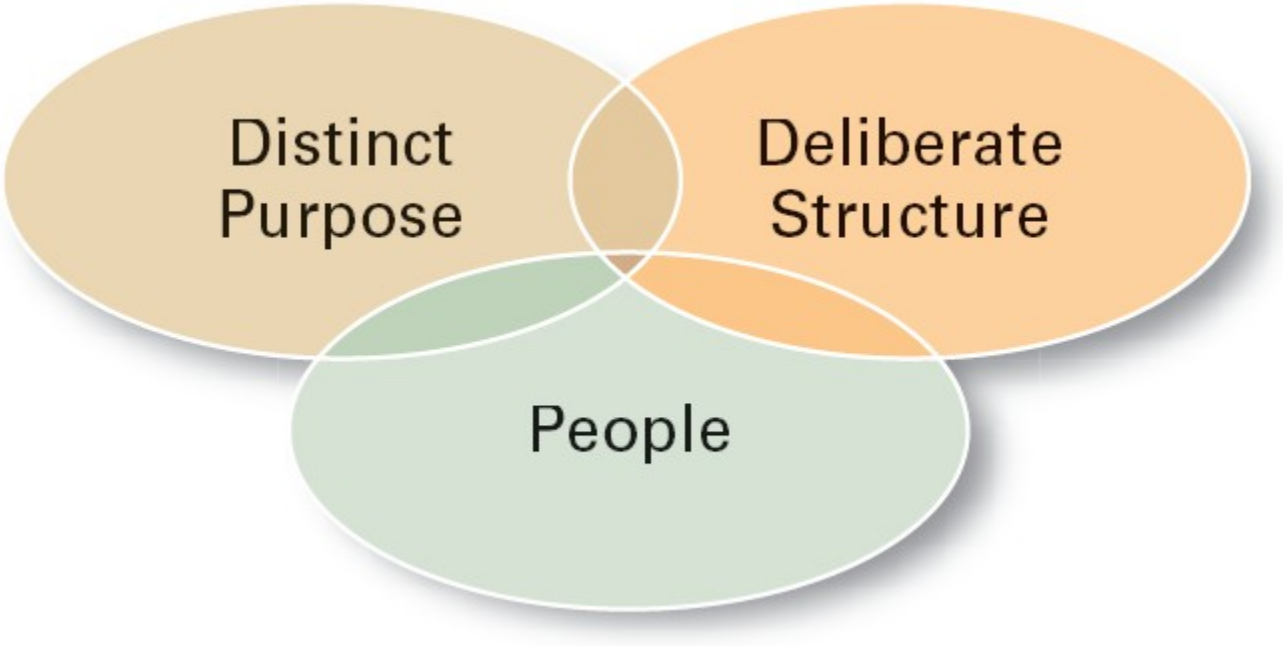
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What Is An Organization?

- 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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Exhibit 1–10 The Changing Organization

Traditional Organization	Contemporary Organization
• Stable	• Dynamic
• Inflexible	• Flexible
• Job-focused	• Skills-focused
• Work is defined by job positions	• Work is defined in terms of tasks to be done
• Individual-oriented	• Team-oriented
• Permanent jobs	• Temporary jobs
• Command-oriented	• Involvement-oriented
• Managers always make decisions	• Employees participate in decision making
• Rule-oriented	• Customer-oriented
• Relatively homogeneous workforce	• Diverse workforce
• Workdays defined as 9 to 5	• Workdays have no time boundaries
• Hierarchical relationships	• Lateral and networked relationships
• Work at organizational facility during specific hours	• Work anywhere, anytime

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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.

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Exhibit 1–11 Universal Need for Management



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Exhibit 1–12 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 • 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	• 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

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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

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