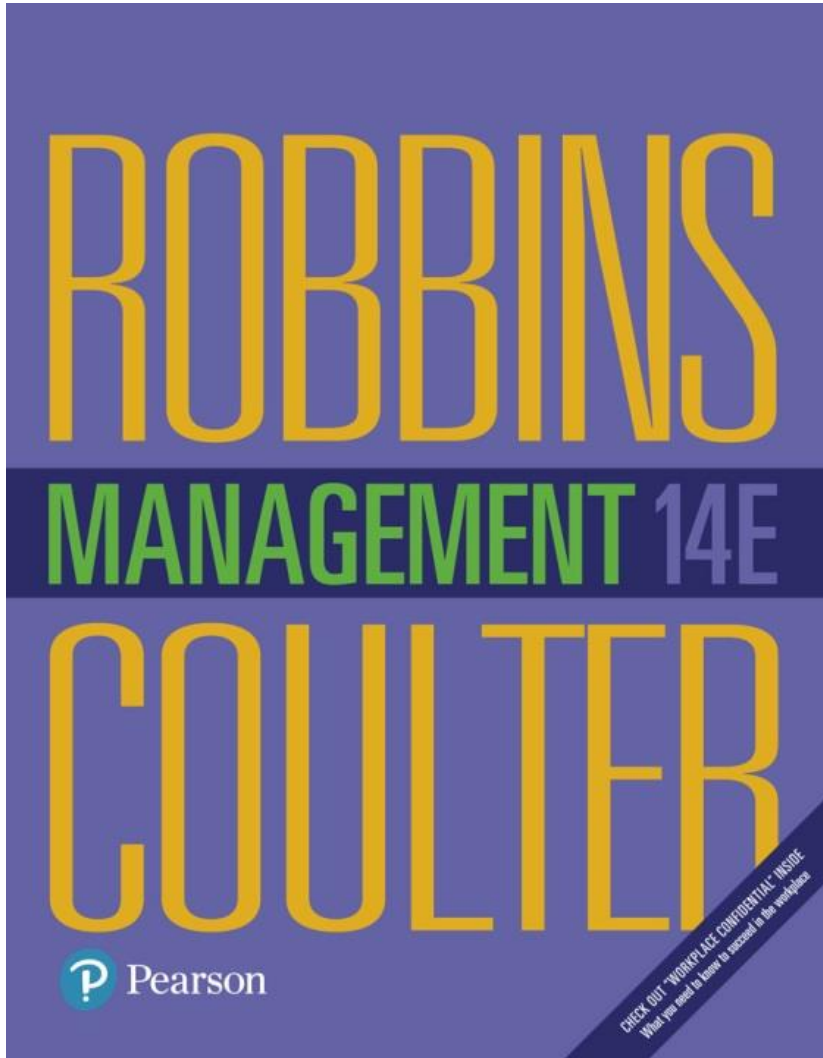


Management

Fourteenth Edition



Chapter 1

Managers and You in the Workplace

Who Is a Manager?

Manager: someone who coordinates and oversees the work of other people so that organizational goals can be accomplished

Exhibit 1-1

Levels of Management



Exhibit 1-1 shows that in traditionally structured organizations, managers can be classified as first-line, middle, or top.

Classifying Managers

- **First-Line Managers:** manage the work of non-managerial employees
- **Middle Managers:** manage the work of first-line managers
- **Top Managers:** 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 to accomplish some specific purpose

Exhibit 1-2

Characteristics of Organizations

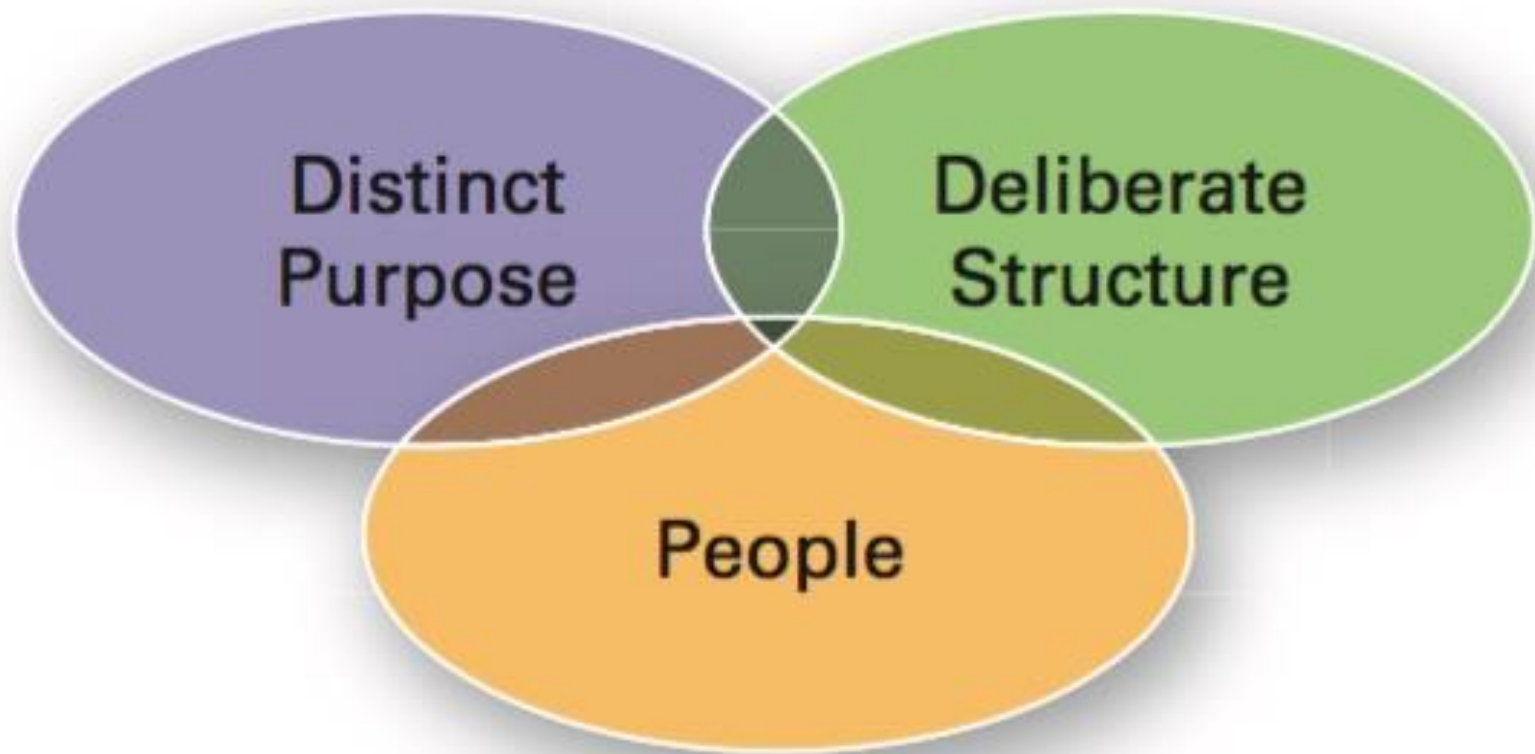


Exhibit 1-2 shows the three common characteristics of organizations: distinct purpose, deliberate structure, and people.

Organizational Culture

➤ Organizational Culture

- A common perception held by the organization's members; a system of shared meaning
- Seven primary characteristics
 1. Innovation and risk taking
 2. Attention to detail
 3. Outcome orientation
 4. People orientation
 5. Team orientation
 6. Aggressiveness
 7. Stability



EXHIBIT 17-1

People In The Organization

In the workplace, the word “empower” is often thought of in its traditional definition, of enabling someone, or equipping them with an ability. The task of empowering usually falls to an organization’s managers.



Why Are Managers Important?

- Organizations need their managerial skills and abilities now more than ever
- Managers are critical to getting things done
- Managers do matter to organizations

What Do Managers Do?

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

Efficiency and Effectiveness

- **Efficiency:** doing things right
 - getting the most output from the least amount of input
- **Effectiveness:** doing the right things
 - attaining organizational goals

Exhibit 1-3

Efficiency and Effectiveness in Management

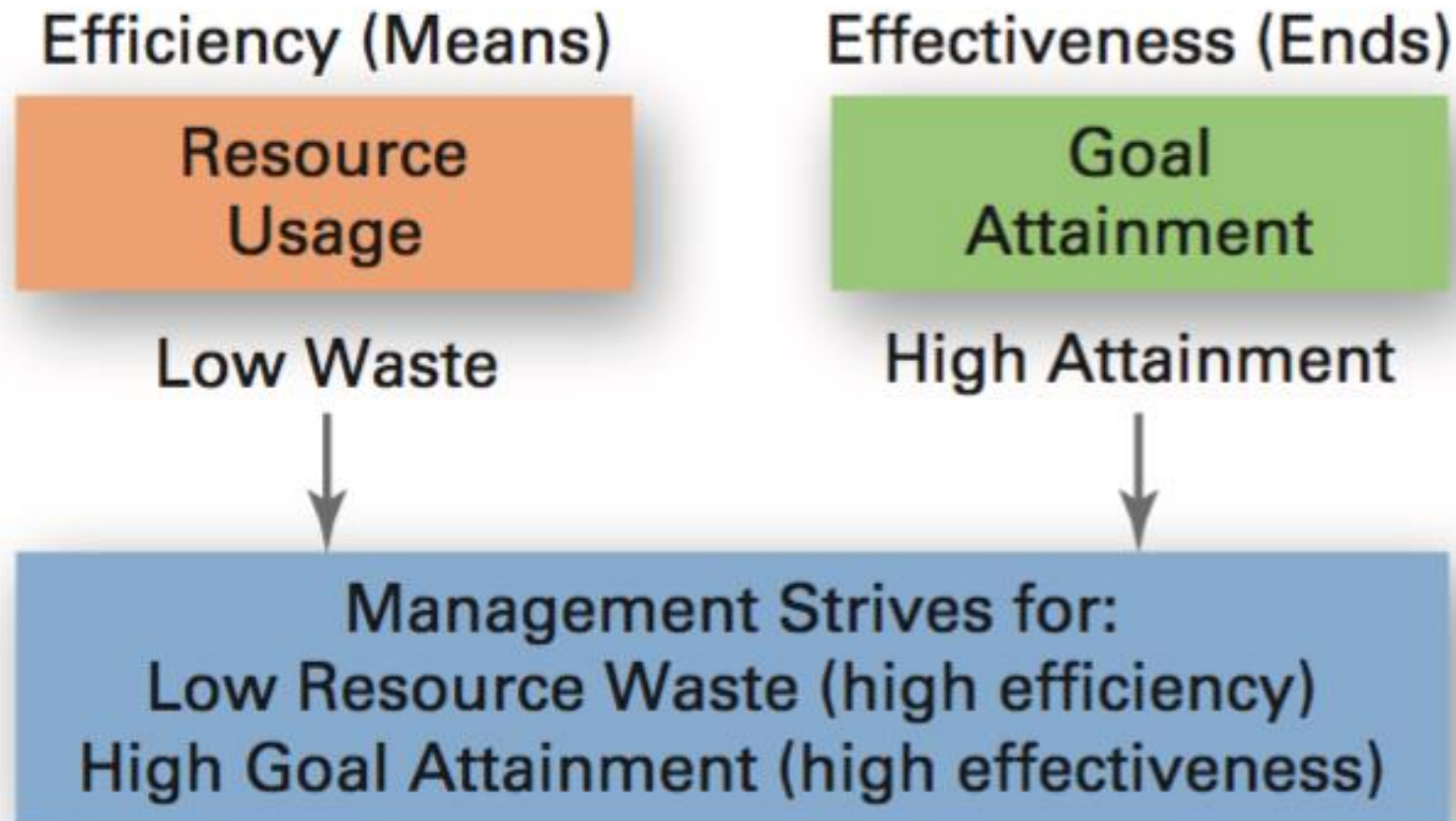


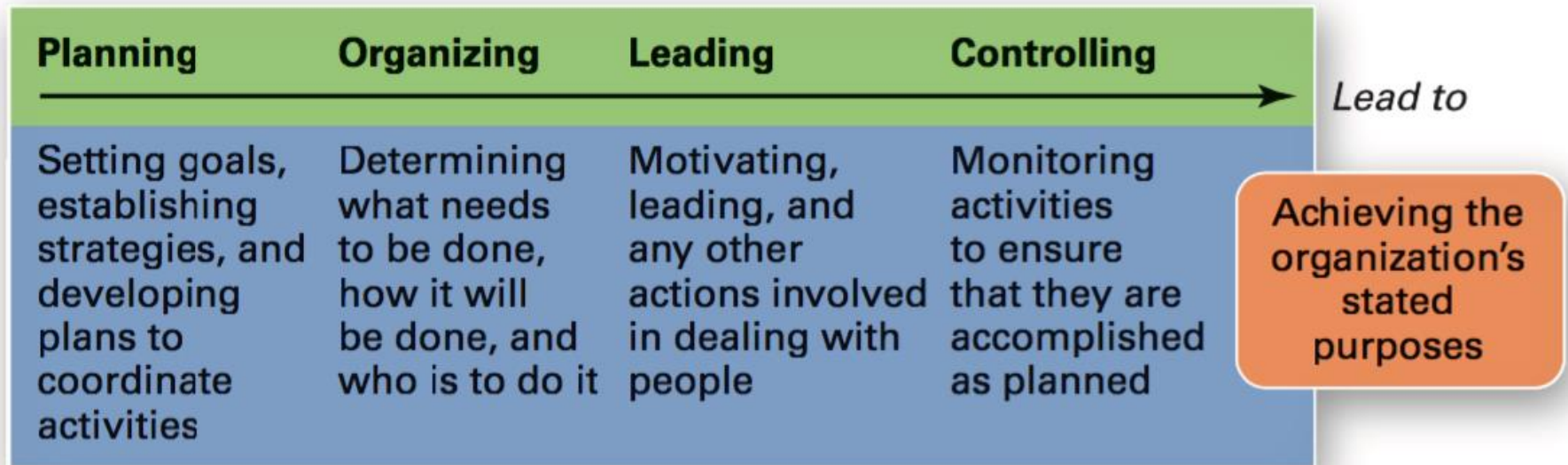
Exhibit 1-3 shows that whereas efficiency is concerned with the means of getting things done, effectiveness is concerned with the ends, or attainment of organizational goals.

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



<https://www.youtube.com/watch?v=Vq8GChMK5Zg>

Exhibit 1-4 shows the four functions used to describe a manager's work: planning, organizing, leading, and controlling.

Mintzberg's Managerial Roles and a Contemporary Model of Managing

- **Roles:** specific actions or behaviors expected of and exhibited by a manager
- Mintzberg identified 10 roles grouped around interpersonal relationships, the transfer of information, and decision-making

Exhibit 1-5

Mintzberg's Managerial Roles



<https://www.youtube.com/watch?v=IW8IJlcADaE>

Exhibit 1-4 shows the four functions used to describe a manager's work: planning, organizing, leading, and controlling.

Management Skills

- **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



<https://www.youtube.com/watch?v=UKn1nTYwUp4>

Exhibit 1-6 shows the relationships of conceptual, human, and technical skills to managerial levels.

Focus on the Customer

- Without customers, most organizations would cease to exist
- Managing customer relationships is the responsibility of all managers and employees
- Consistent, high-quality customer service is essential

Focus on Technology

- Managers must get employees on board with new technology
- Managers must oversee the social interactions and challenges involved in using collaborative technologies

Focus on Social Media

- **Social media:** forms of electronic communication through which users create online communities to share ideas, information, personal messages, and other content

Focus on Innovation

- **Innovation:** exploring new territory, taking risks, and doing things differently

Focus on 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

Focus on the Employee

- Treating employees well is not only the right thing to do, it is also good business

The Universality of Management

- The reality that management is needed in all types and sizes of organizations, at all organizational levels, in all organizational areas, and in organizations no matter where located

<https://www.youtube.com/watch?v=uCbxq8Jysr0>

Exhibit 1-9

Universal Need for Management



Exhibit 1-9 shows that management is universally needed in all types of, and throughout all areas of, organizations.

Challenges of Being a Manager

- 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

- 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

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