

Introduction to Management and Organizations

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.

Exhibit 1–1 Managerial Levels



What Is Management?

- Managerial Concerns

- Efficiency

- ❖ “Doing things right”

- Getting the most output for the least inputs

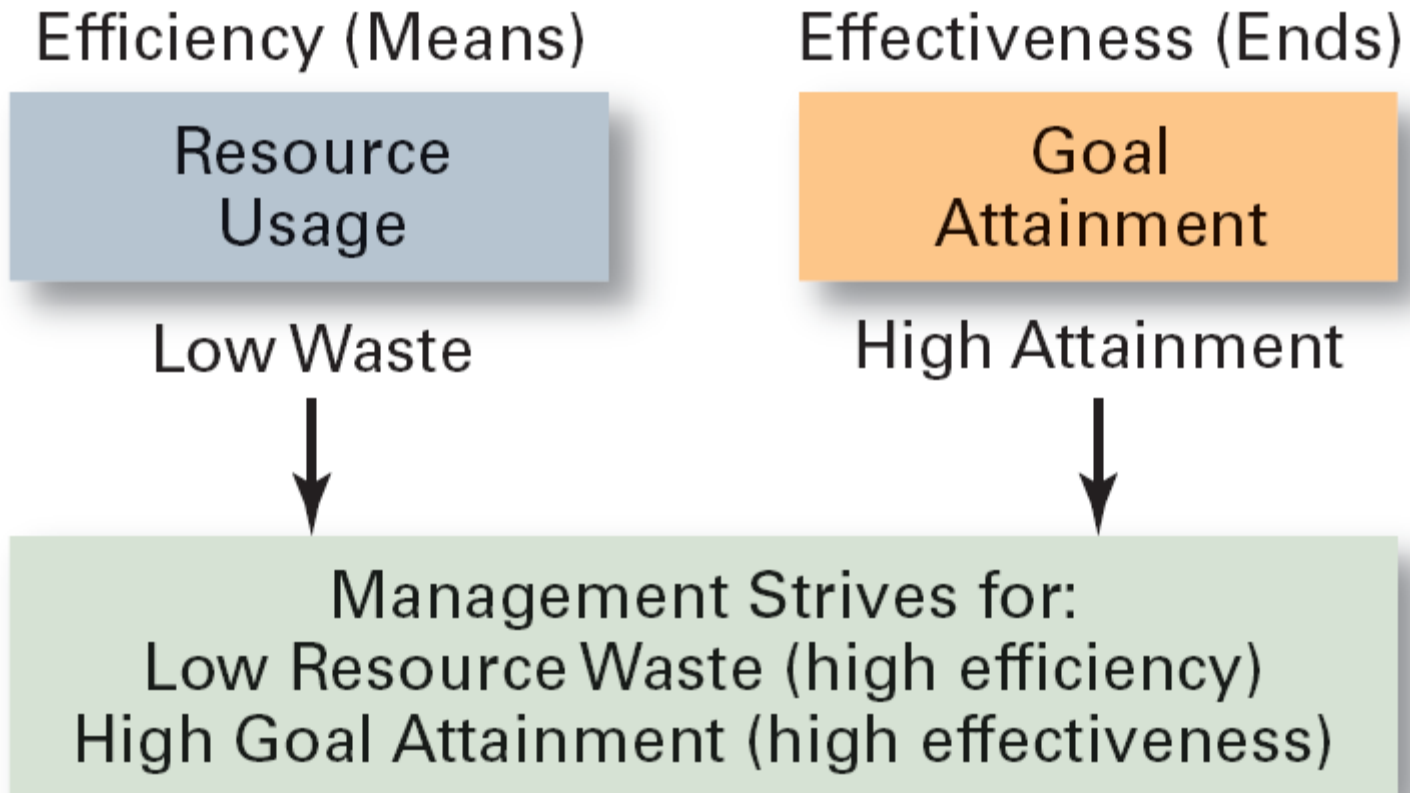
- Effectiveness

- ❖ “Doing the right things”

- Attaining organizational goals



Exhibit 1–2 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 and structuring work to accomplish organizational goals.

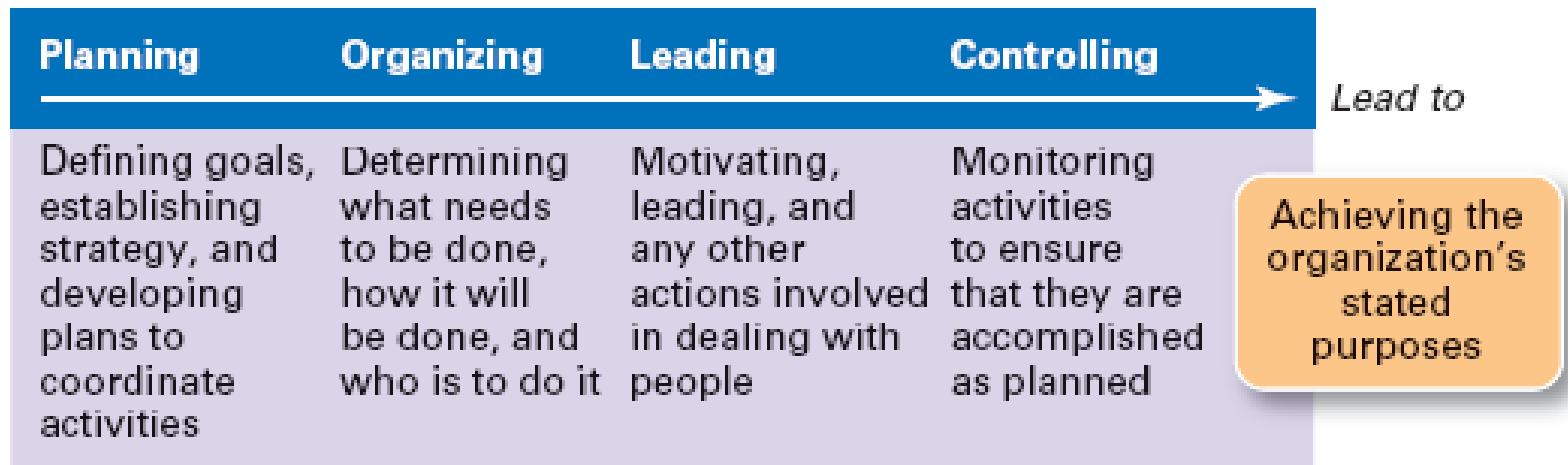
- **Leading**

- ❖ Working with and through people to accomplish goals.

- **Controlling**

- ❖ Monitoring, comparing, and correcting work.

Exhibit 1–3 Management Functions



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



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

Exhibit 1–5 Skills Needed at Different Management Levels

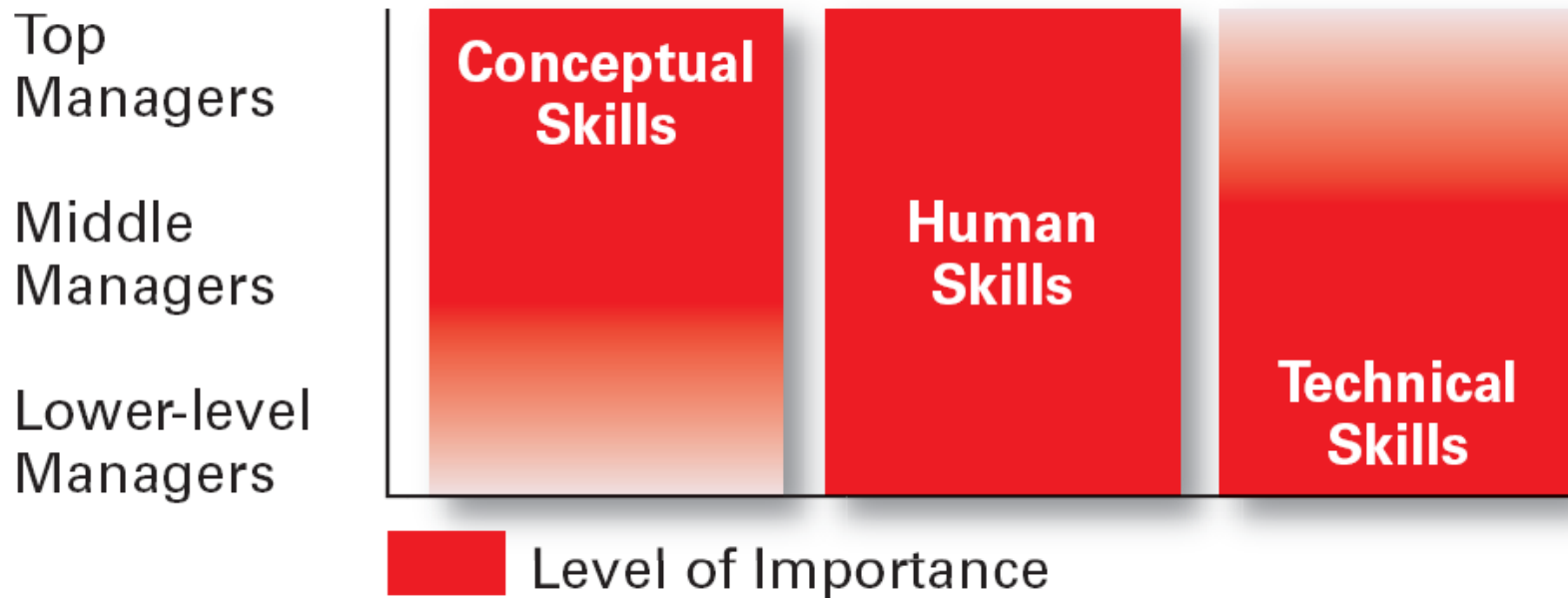


Exhibit 1–6 Conceptual Skills

- 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.

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.

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.

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.

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

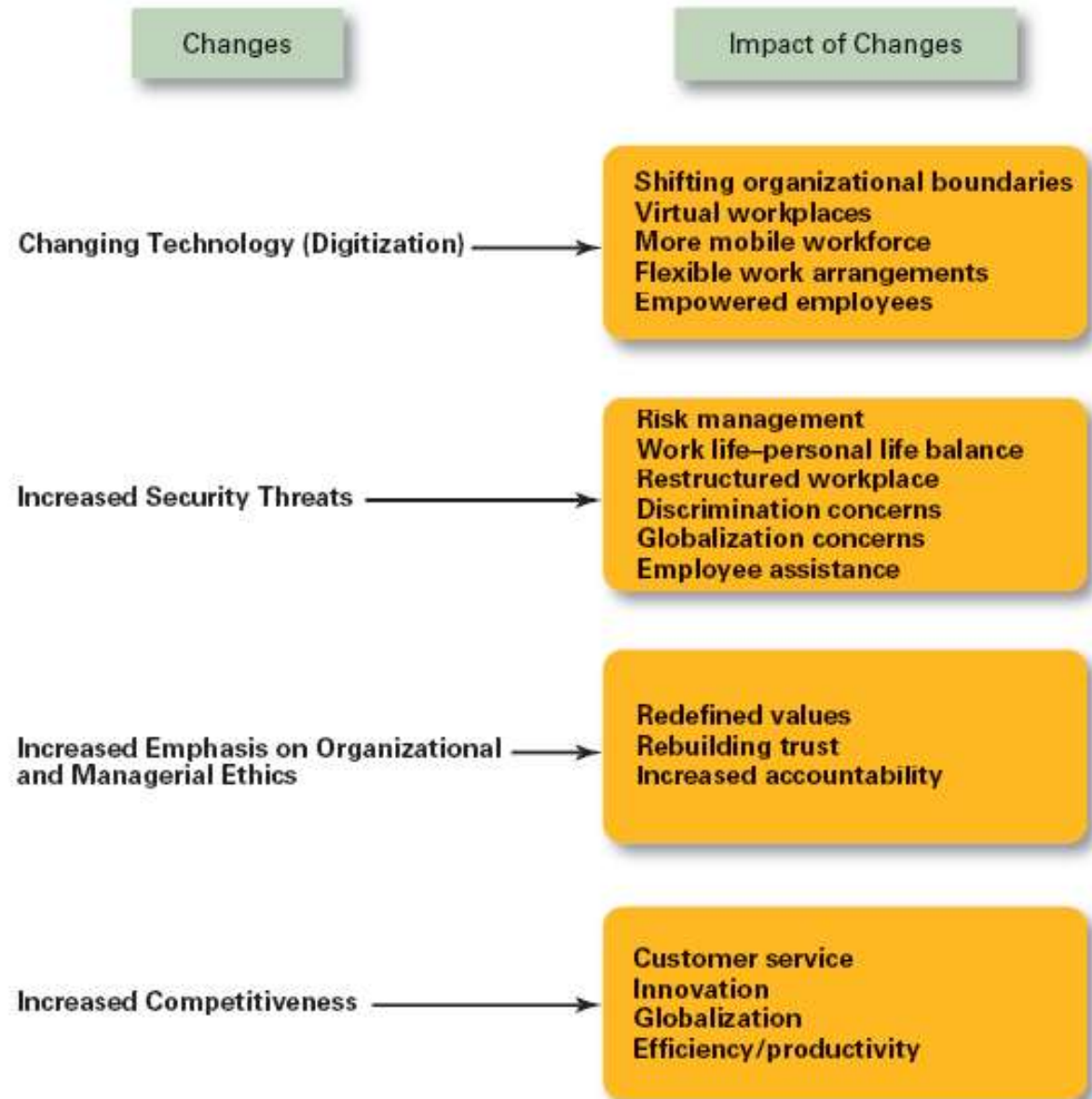
Source: Based on American Management Association Survey of Managerial Skills and Competencies, March/April 2000, found on AMA Web site (www.ama.org), October 30, 2002.

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.

Exhibit 1–8

Changes Impacting the Manager’s Job



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

Exhibit 1–9 Characteristics of Organizations

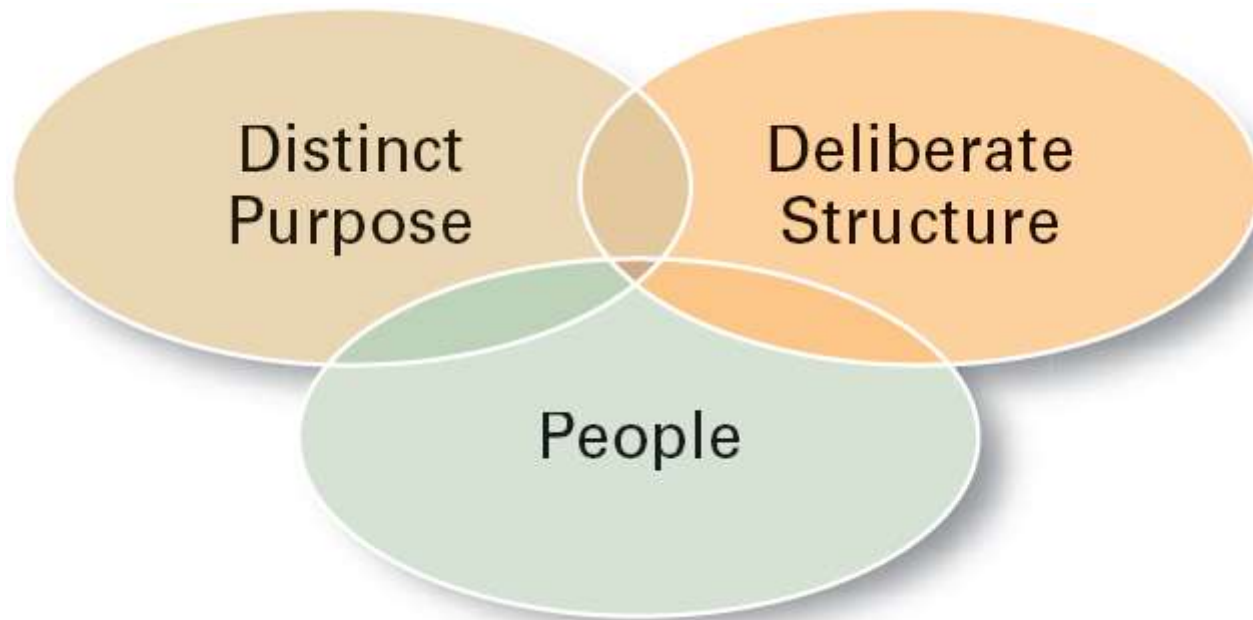


Exhibit 1–10 The Changing Organization

Traditional Organization

- Stable
- Inflexible
- Job-focused
- Work is defined by job positions
- Individual-oriented
- Permanent jobs
- Command-oriented
- Managers always make decisions
- Rule-oriented
- Relatively homogeneous workforce
- Workdays defined as 9 to 5
- Hierarchical relationships
- Work at organizational facility during specific hours

Contemporary Organization

- Dynamic
- Flexible
- Skills-focused
- Work is defined in terms of tasks to be done
- Team-oriented
- Temporary jobs
- Involvement-oriented
- Employees participate in decision making
- Customer-oriented
- Diverse workforce
- Workdays have no time boundaries
- Lateral and networked relationships
- Work anywhere, anytime

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 1–11 Universal Need for Management



Exhibit 1–12 Rewards and Challenges of Being A Manager

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