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## 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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## LEARNING OUTLINE (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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## LEARNING OUTLINE (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



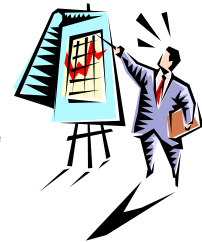
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## What Do Managers Do? (cont'd)

### • 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](http://www.ama.org), October 30, 2002.

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**Exhibit 1-6 Communication Skills**

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- 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](http://www.ama.org)), October 30, 2002.  
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**Exhibit 1-6 Effectiveness Skills**

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- 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](http://www.ama.org)), October 30, 2002.  
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**Exhibit 1-6 Effectiveness Skills (cont'd)**

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

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**Exhibit 1-6 Interpersonal Skills (cont'd)**

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- 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](http://www.ama.org)), October 30, 2002.  
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**Exhibit 1-7 Management Skills and Management Function Matrix**

Skill	Function			
	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 Impacting the Manager's Job**



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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

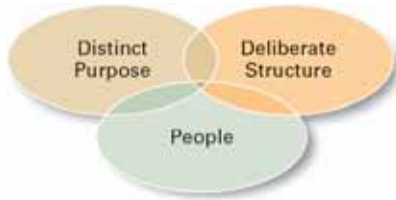


Exhibit 1-10 The Changing Organization

Traditional Organization	Contemporary Organization
<ul style="list-style-type: none"> <li>• Stable</li> <li>• Inflexible</li> <li>• Job-focused</li> <li>• Work is defined by job positions</li> <li>• Individual-oriented</li> <li>• Permanent jobs</li> <li>• Command-oriented</li> <li>• Managers always make decisions</li> <li>• Rule-oriented</li> <li>• Relatively homogeneous workforce</li> <li>• Workdays defined as 9 to 5</li> <li>• Hierarchical relationships</li> <li>• Work at organizational facility during specific hours</li> </ul>	<ul style="list-style-type: none"> <li>• Dynamic</li> <li>• Flexible</li> <li>• Skills-focused</li> <li>• Work is defined in terms of tasks to be done</li> <li>• Team-oriented</li> <li>• Temporary jobs</li> <li>• Involvement-oriented</li> <li>• Employees participate in decision making</li> <li>• Customer-oriented</li> <li>• Diverse workforce</li> <li>• Workdays have no time boundaries</li> <li>• Lateral and networked relationships</li> <li>• Work anywhere, anytime</li> </ul>

## 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	Challenges
<ul style="list-style-type: none"><li>• Create a work environment in which organizational members can work to the best of their ability</li><li>• Have opportunities to think creatively and use imagination</li><li>• Help others find meaning and fulfillment in work</li><li>• Support, coach, and nurture others</li><li>• Work with a variety of people</li><li>• Receive recognition and status in organization and community</li><li>• Play a role in influencing organizational outcomes</li><li>• Receive appropriate compensation in form of salaries, bonuses, and stock options</li><li>• Good managers are needed by organizations</li></ul>	<ul style="list-style-type: none"><li>• Do hard work</li><li>• May have duties that are more clerical than managerial</li><li>• Have to deal with a variety of personalities</li><li>• Often have to make do with limited resources</li><li>• Motivate workers in chaotic and uncertain situations</li><li>• Successfully blend knowledge, skills, ambitions, and experiences of a diverse work group</li><li>• Success depends on others' work performance</li></ul>

### 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