



Chapter

1

Introduction
to Management
and Organizations

LEARNING OUTLINE

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

Who Are Managers?

- Describe who is doing managerial work in today's organizations.
- Define who managers are.
- Explain how managers differ from non-managerial employees.
- Discuss how to classify managers in organizations.

What Is Management?

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

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.
- Tell how a manager's include reflection and action.
- Describe Katz's three essential managerial skills and how the importance of these skills changes depending on managerial level.
- List other important managerial skills and competencies.
- Discuss the change that are impacting managers' jobs.
- Explain why customer service and innovation are important to the manager's job.

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 even if you don't plan to be a manager.
- Describe the rewards and challenges of being a manager.

Who Are Managers?

Manager

- Someone who works with and through other people by coordinating and integrating their work activities in order to accomplish organizational goals.

Classifying Managers

First-line Managers

- Are at the lowest level of management and manage the work of non-managerial employees.

Middle Managers

- Manage the work of first-line managers.

Top Managers

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

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

What Do Managers Do?

Functional Approach

- **Planning**
 - Defining goals, establishing strategies to achieve goals, developing plans to integrate and coordinate activities
- **Organizing**
 - Arranging work to accomplish organizational goals
- **Leading**
 - Working with and through people to accomplish goals.
- **Controlling**
 - Monitoring, comparing, and correcting the work

What Do Managers Do? (cont'd)

Management Roles Approach

- **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

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.

What Is An Organization?

An Organization Defined

- A deliberate arrangement of people to accomplish some specific purpose

Common Characteristics of Organizations

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

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.