

# Managers and Management

# Who Are Managers And Where Do They Work?

- Organization
  - A systematic arrangement of people brought together to accomplish some specific purpose; applies to all organizations—for-profit as well as not-for-profit organizations.
  - Where managers work (manage).
- Common characteristics
  - Goals
  - Structure
  - People

# Common Characteristics of Organizations

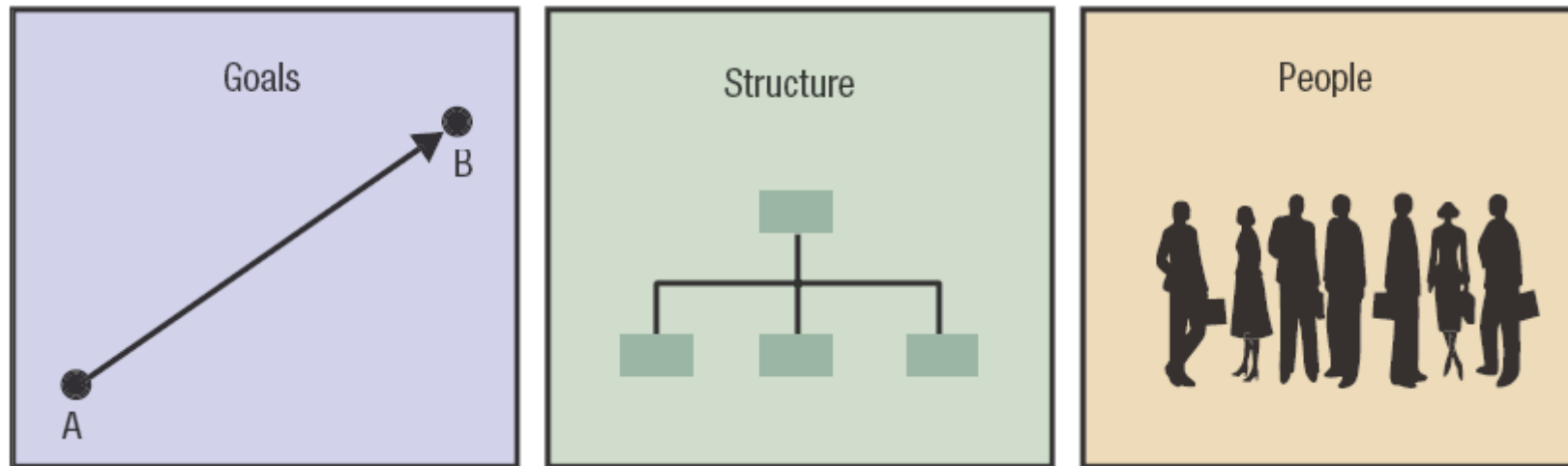


Exhibit 1.1

# People Differences

- Operatives
  - People who work directly on a job or task and have no responsibility for overseeing the work of others.
- Managers
  - Individuals in an organization who direct the activities of others.



# Organizational Levels

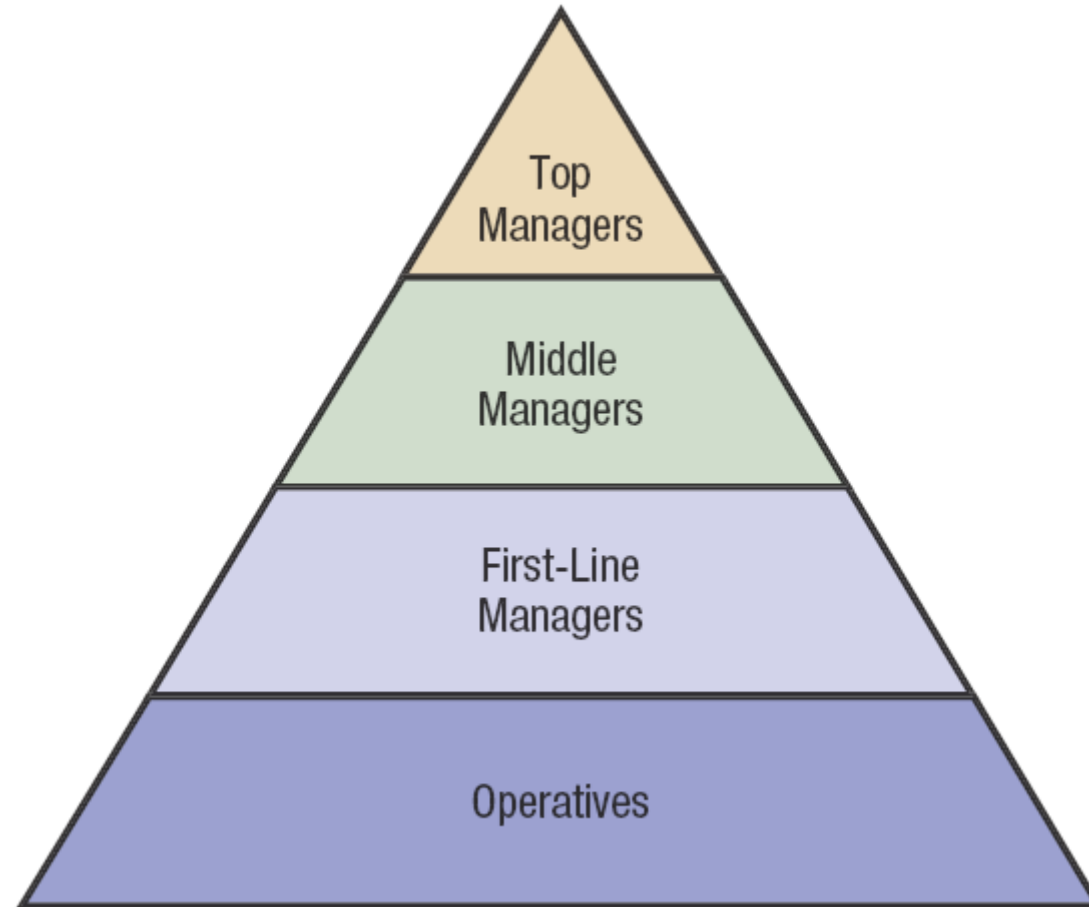


Exhibit 1.2

# Identifying Managers

- First-line managers
  - Supervisors responsible for directing the day-to-day activities of operative employees
- Middle managers
  - Individuals at levels of management between the first-line manager and top management
- Top managers
  - Individuals who are responsible for making decisions about the direction of the organization and establishing policies that affect all organizational members

# How Do We Define Management?

- Management
  - The process of getting things done, *effectively and efficiently*, through and with other people
  - **Efficiency**
    - Means doing the thing correctly; refers to the relationship between inputs and outputs; seeks to minimize resource costs
  - **Effectiveness**
    - Means doing the right things; goal attainment

# Efficiency and Effectiveness

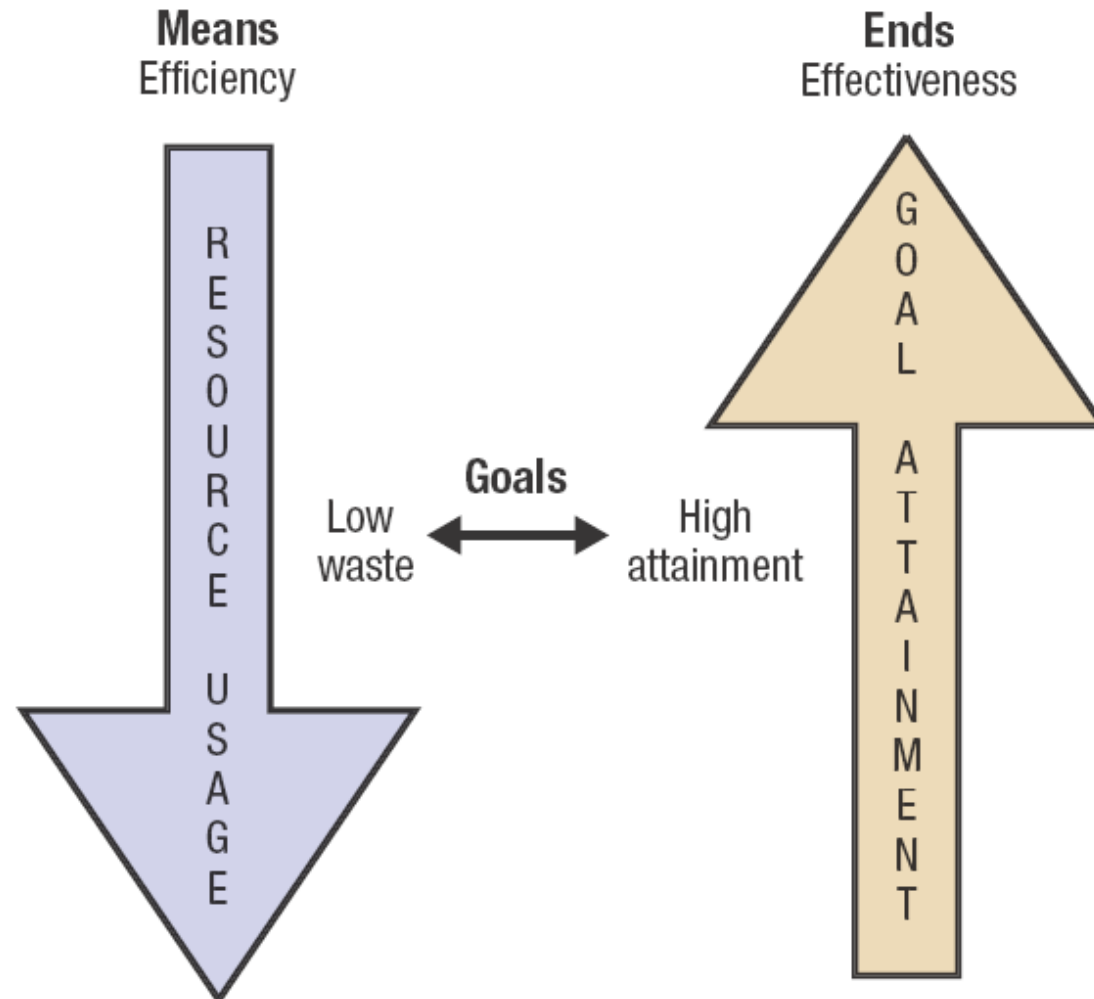
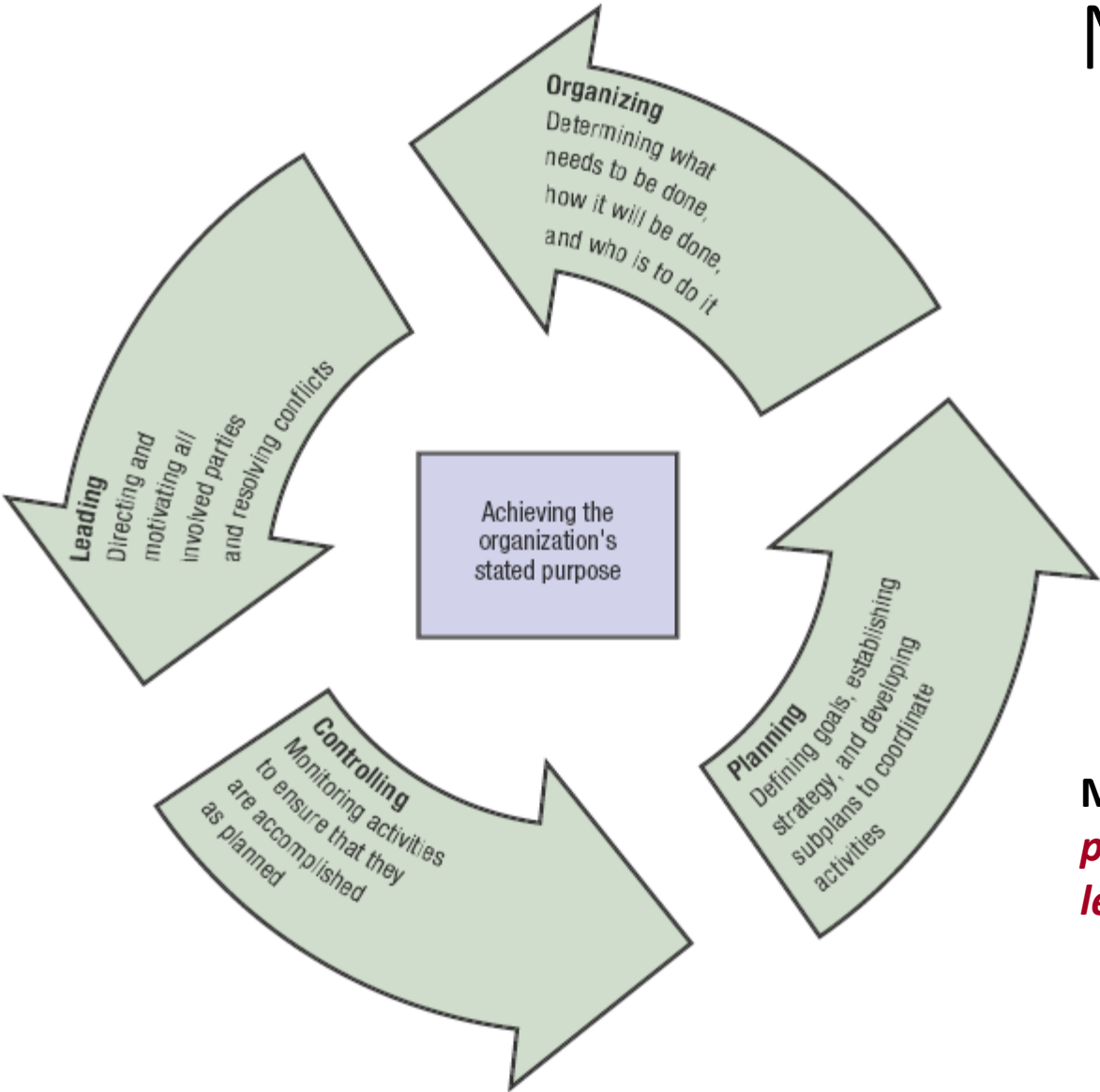


Exhibit 1.3



# Management Process Activities



**Management process:**  
*planning, organizing,  
leading, and controlling*

Exhibit 1.4

# Management Processes

- Planning
  - Includes defining goals, establishing strategy, and developing plans to coordinate activities
- Organizing
  - Includes determining what tasks to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made



# Management Processes (cont'd)

- Leading
  - Includes motivating employees, directing the activities of others, selecting the most effective communication channel, and resolving conflicts
- Controlling
  - The process of monitoring performance, comparing it with goals, and correcting any significant deviations



# Mintzberg's Managerial Roles

- Interpersonal

- Figurehead
- Leader
- Liaison

- Informational

- Monitor
- Disseminator
- Spokesperson

- Decisional

- Entrepreneur
- Disturbance handler
- Resource allocator
- Negotiator

# Is The Manager's Job Universal?

- Level in the organization
  - Do managers manage differently based on where they are in the organization?
- Profit versus not-for-profit
  - Is managing in a commercial enterprise different than managing in a non-commercial organization?
- Size of organization
  - Does the size of an organization affect how managers function in the organization?

# Distribution of Time per Activity by Organizational Level

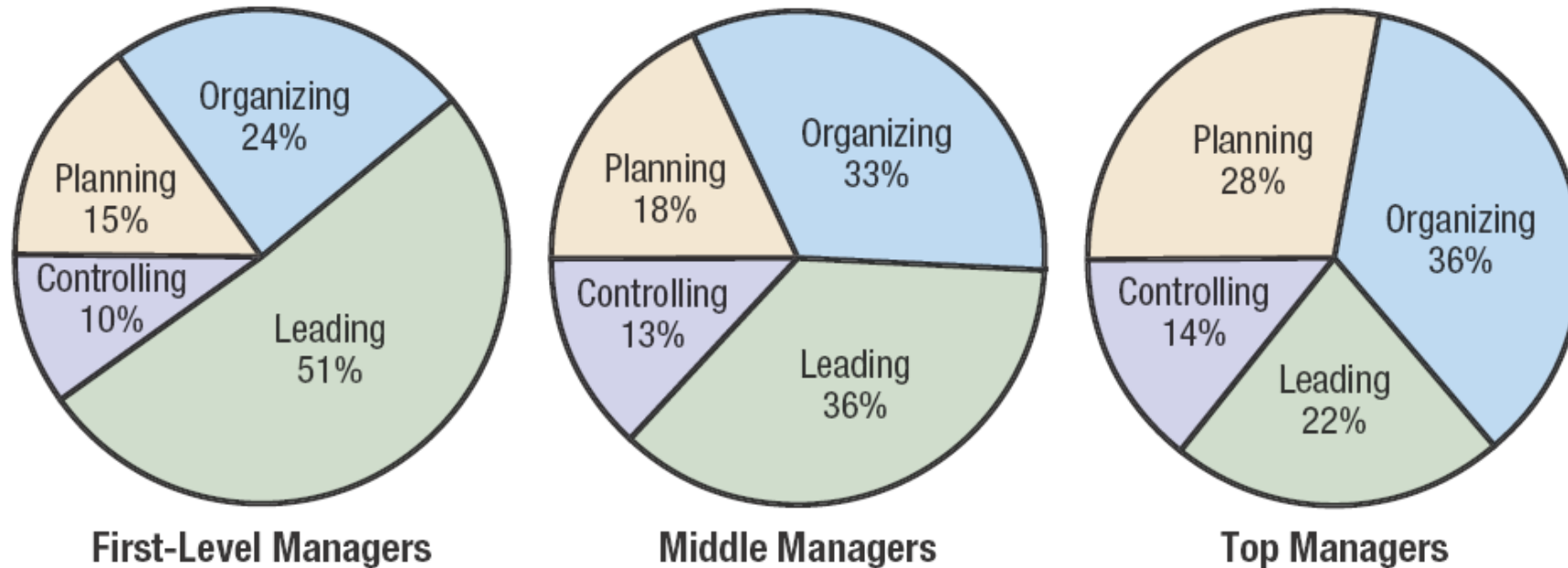
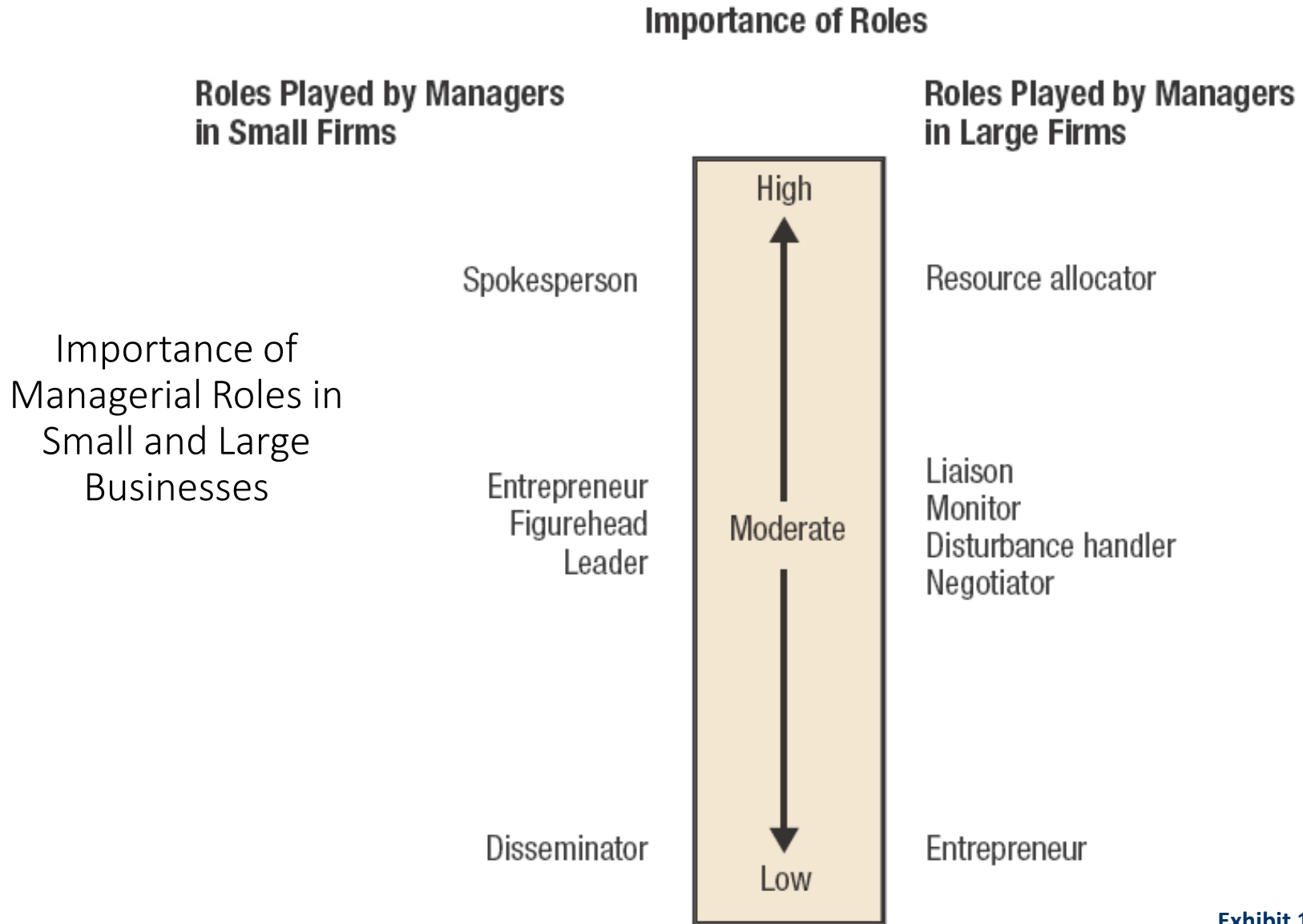


Exhibit 1.6



**Exhibit 1.7**

# Is The Manager's Job Universal? (cont'd)

- Management concepts and national borders
  - Is management the same in all economic, cultural, social and political systems?
- Making decisions and dealing with change.
  - Do managers all make decisions and deal with change in the same ways?



# General Skills for Managers

- Conceptual skills
  - A manager's mental ability to coordinate all of the organization's interests and activities
- Interpersonal skills
  - A manager's ability to work with, understand, mentor, and motivate others, both individually and in groups
- Technical skills
  - A manager's ability to use the tools, procedures, and techniques of a specialized field
- Political skills
  - A manager's ability to build a power base and establish the right connections

# Specific Skills for Managers

- Behaviors related to a manager's *effectiveness*:
  - Controlling the organization's environment and its resources.
  - Organizing and coordinating.
  - Handling information.
  - Providing for growth and development.
  - Motivating employees and handling conflicts.
  - Strategic problem solving.

# Management Charter Initiative

## Competencies for Middle Managers

1. **Initiate and implement change and improvement in services, products, and systems**
2. **Monitor maintain, and improve service and product delivery**
3. **Monitor and control the use of resources**
4. **Secure effective resource allocation for activities and projects**
5. **Recruit and select personnel**
6. **Develop teams, individuals, and self to enhance performance**
7. **Plan, allocate, and evaluate work carried out by teams, individuals and self**
8. **Create, maintain, and enhance effective working relationships**
9. **Seek, evaluate, and organize information for action**
10. **Exchange information to solve problems and make decisions**

Exhibit 1.8

# How Much Importance Does The Marketplace Put On Managers?

- Good (effective) managerial skills are a scarce commodity.
  - Managerial compensation packages are one measure of the value that organizations place on them.
  - Management compensation reflects the market forces of supply and demand.
    - Management superstars, like superstar athletes in professional sports, are wooed with signing bonuses, interest-free loans, performance incentive packages, and guaranteed contracts.

# Why Study Management?

- We all have a vested interest in improving the way organizations are managed.
  - Better organizations are, in part, the result of good management.
- You will eventually either manage or be managed.
  - Gaining an understanding of the management process provides the foundation for developing management skills and insight into the behavior of individuals and the organizations.

# How Does Management Relate To Other Disciplines?

