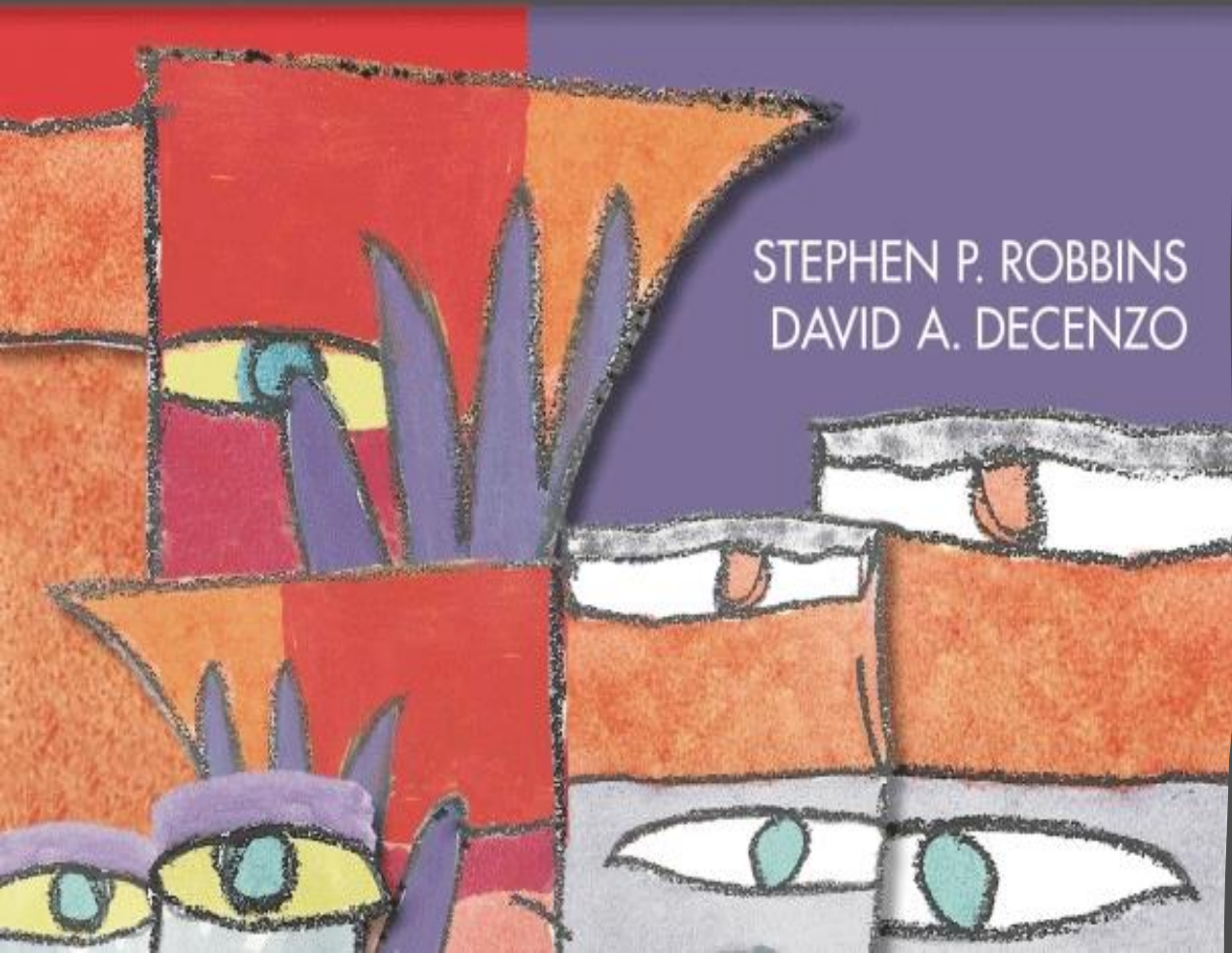


FOURTH EDITION

FUNDAMENTALS OF MANAGEMENT

ESSENTIAL CONCEPTS AND APPLICATIONS

STEPHEN P. ROBBINS
DAVID A. DECENZO



Part 1: Introduction

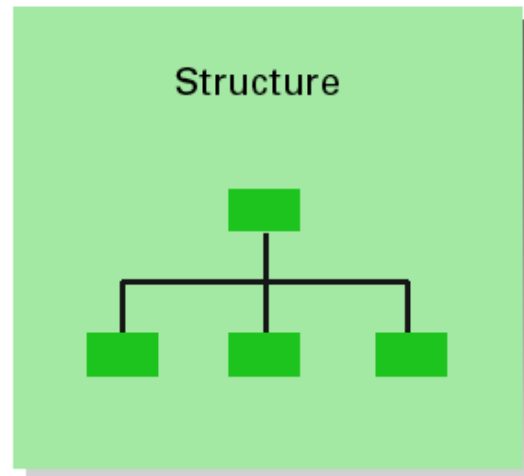
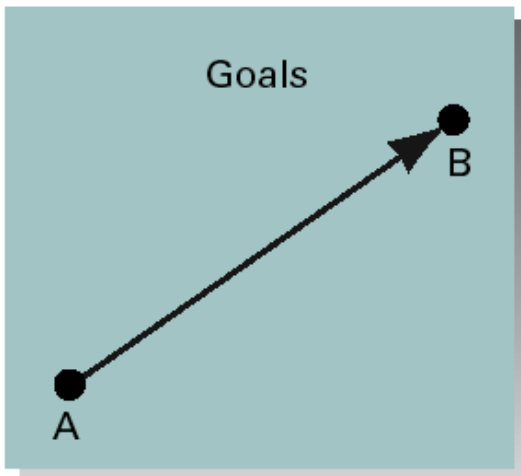
Chapter 1

Managers and Management

Organizations

- 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



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

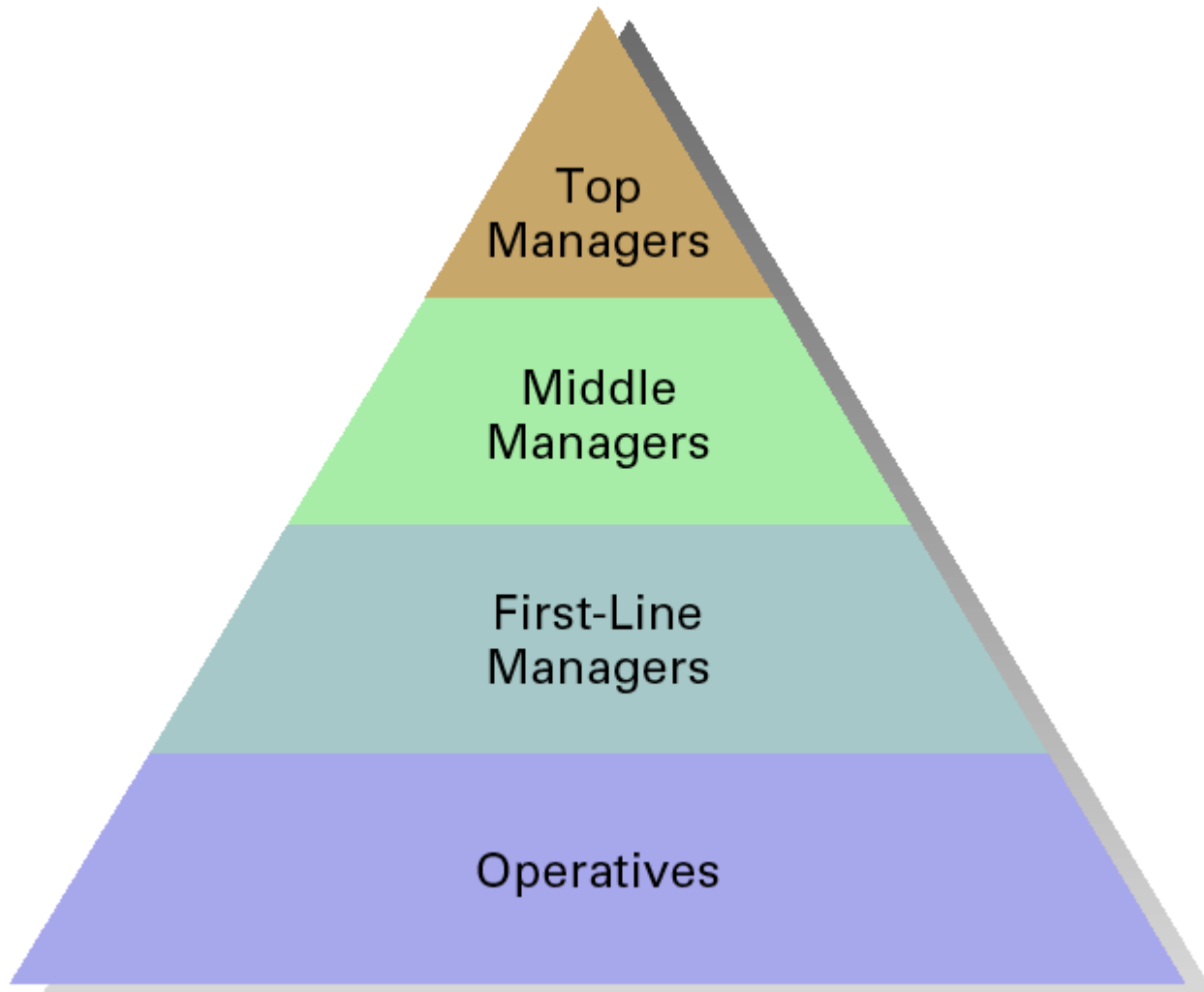


EXHIBIT 1.2

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

Management Defined

- 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

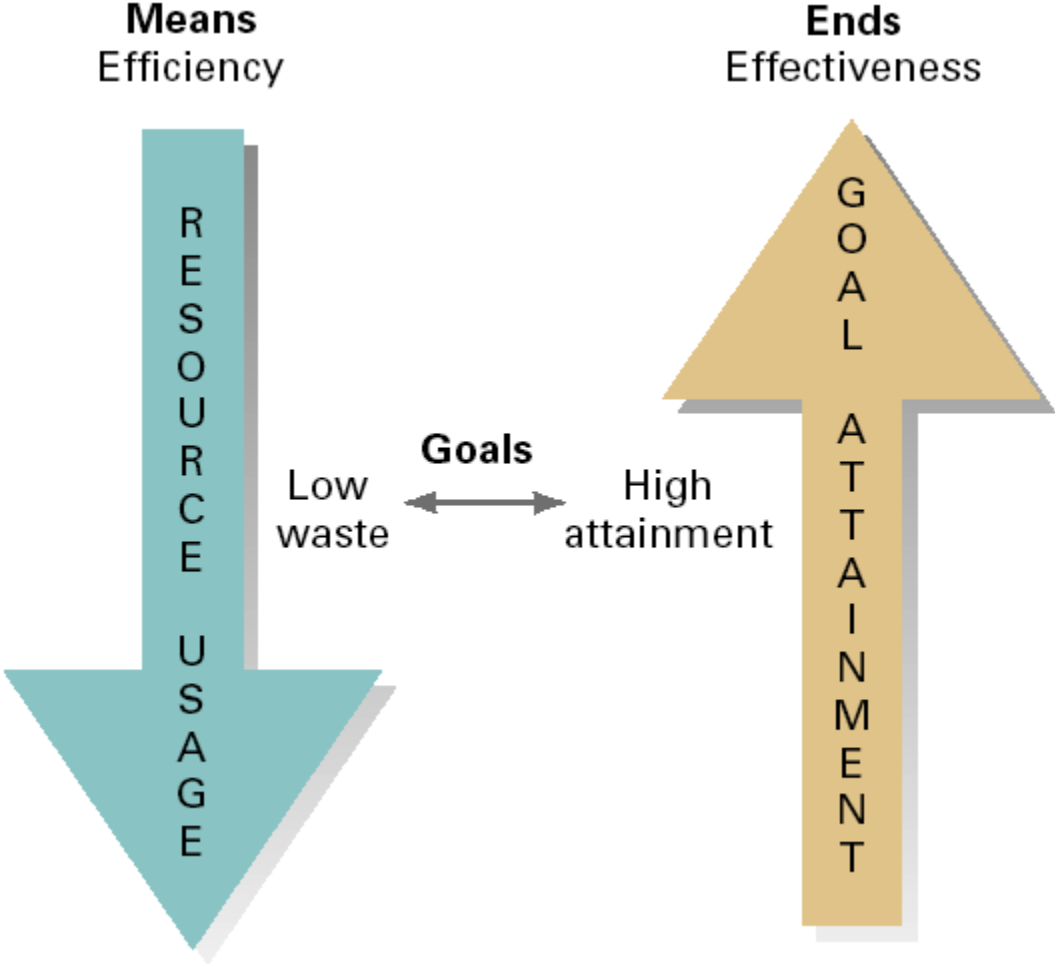
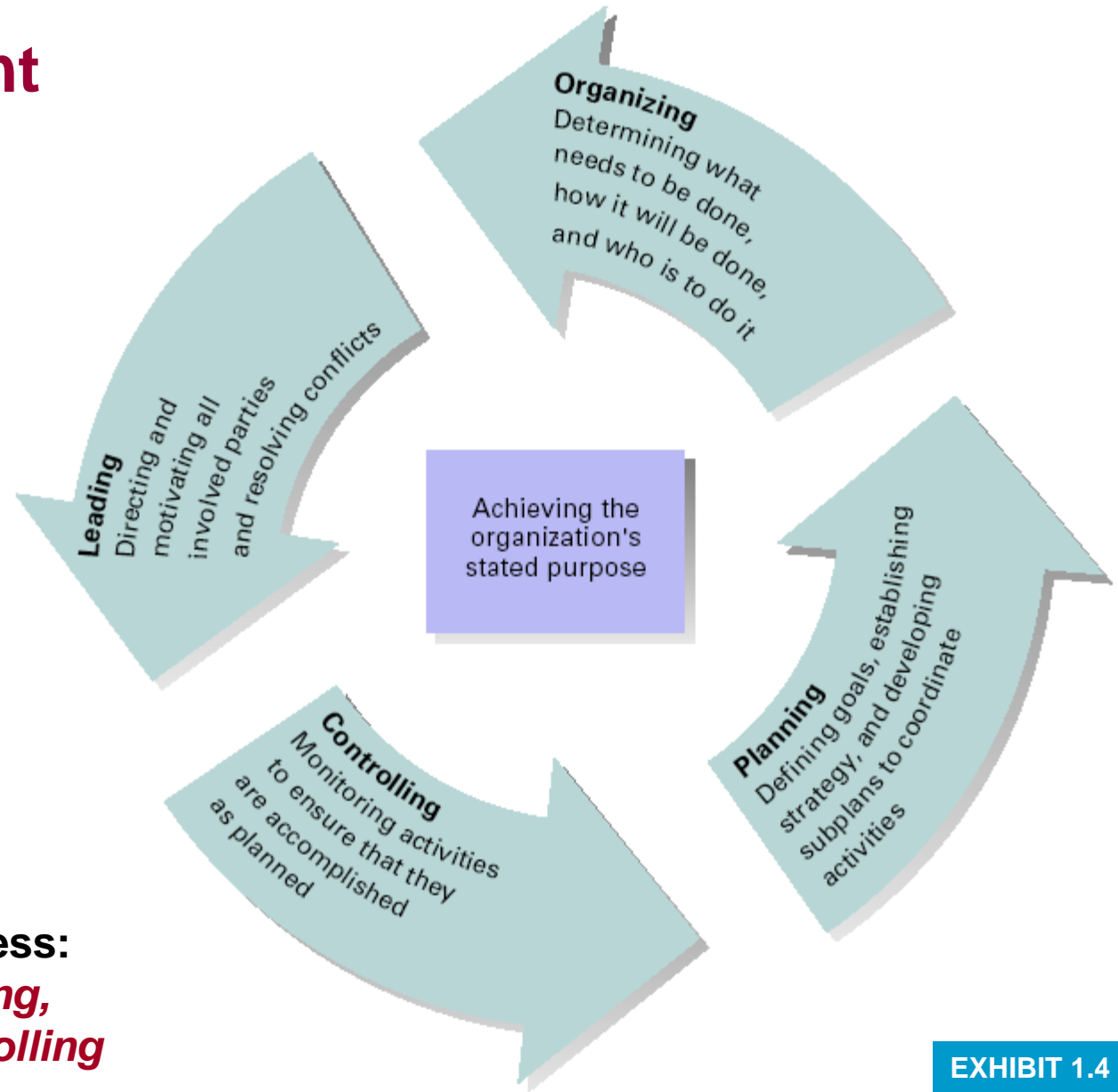


EXHIBIT 1.3

Management Process Activities



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

Management Process

- 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

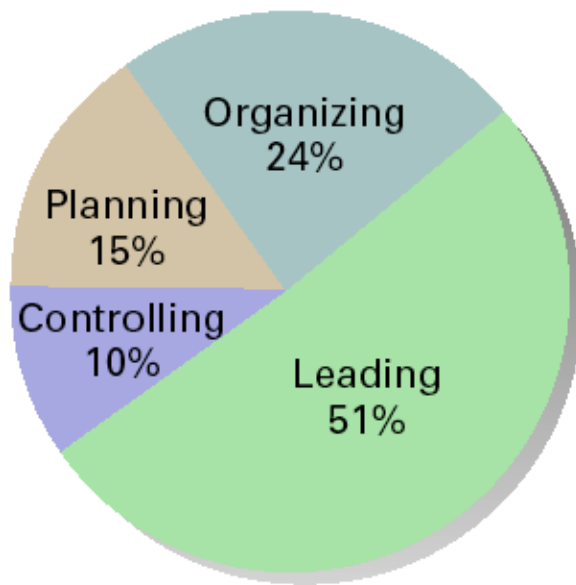


Management Process

- 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



Distribution of Time per Activity by Organizational Level



First-Level Managers



Middle Managers



Top Managers

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**