



Management

Canadian Seventh Edition

Stephen P. Robbins Mary Coulter Robin Stuart-Kotze

Chapter 1

INTRODUCTION TO MANAGEMENT AND ORGANIZATIONS

LEARNING OBJECTIVES

- You should be able to:
 - Explain what a manager is and how the role of a manager has changed
 - Define management
 - Distinguish between efficiency and effectiveness
 - Describe the basic management functions and the management process
 - Identify the roles performed by managers

LEARNING OBJECTIVES

(continued)

- You should be able to:
 - Describe the skills managers need
 - Explain what managers do using the systems perspective
 - Identify what managers do using the contingency perspective
 - Describe what an organization is and how the concept of an organization has changed
 - Explain the value of studying management

WHO ARE MANAGERS?

- Manager
 - Someone who works with and through other people by coordinating their work activities in order to accomplish organizational goals
 - Changing nature of organizations and work has blurred the clear lines of distinction between managers and non-managerial employees

WHO ARE MANAGERS?

(continued)

- Managerial Titles
 - *First-line managers* - manage the work of non-managerial individuals who are directly involved with the production or creation of the organization's products
 - *Middle managers* - all managers between the first-line level and the top level of the organization who manage first line managers
 - *Top managers* - responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization

ORGANIZATIONAL LEVELS (Exhibit 1.1)



WHAT IS MANAGEMENT?

- Management
 - The process of coordinating work activities so that they are completed efficiently and effectively with and through other people
 - Elements of definition
 - *Process* - represents ongoing functions or primary activities engaged in by managers
 - *Coordinating* - distinguishes a managerial position from a non-managerial one

WHAT IS MANAGEMENT?

(continued)

- Management (continued)
 - Elements of definition (continued)
 - *Efficiency* - getting the most output from the least amount of inputs
 - “doing things right”
 - concerned with means
 - *Effectiveness* - completing activities so that organizational goals are attained
 - “doing the right things”
 - concerned with ends

EFFICIENCY AND EFFECTIVENESS IN MANAGEMENT (Exhibit 1.2)

Efficiency (Means)

**Resource
Usage**

Low Waste

Effectiveness (Ends)

**Goal
Attainment**

High Attainment

**Management Strives For:
Low resource waste (high efficiency)
High goal attainment (high effectiveness)**

WHAT DO MANAGERS DO?

- Management Functions
 - **Planning** - defining goals, establishing strategies for achieving those goals, and developing plans to integrate and coordinate activities
 - **Organizing** - determining what tasks are 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
 - **Leading** - motivating subordinates and influencing individuals or teams
 - **Controlling** - monitoring actual performance against goals

WHAT DO MANAGERS DO?

(continued)

- Management Process
 - *Management process*
 - Set of ongoing decisions and work activities in which managers engage as they plan, organize, lead, and control
 - Managerial activities are usually done in a continuous manner

WHAT DO MANAGERS DO?

(continued)

- Management Roles
 - Specific categories of managerial behaviour
 - *Interpersonal* - involve people and duties that are ceremonial and symbolic in nature
 - *Informational* - involve receiving, collecting, and disseminating information
 - *Decisional* - revolve around making choices
 - Emphasis that managers give to the various roles seems to change with their organizational level

MINTZBERG'S MANAGERIAL ROLES

(Exhibit 1.4)

Role	Description	Examples of Identifiable Activities
Interpersonal		
Figurehead	Symbolic head; obliged to perform a number of routine duties of a legal or social nature	Greeting visitors; signing legal documents
Leader	Responsible for the motivation and activation of subordinates; responsible for staffing, training, and associated duties	Performing virtually all activities that involve subordinates
Liaison	Maintains self-developed network of outside contacts and informers who provide favors and information	Acknowledging mail; doing external board work; performing other activities that involve outsiders
Informational		
Monitor	Seeks and receives wide variety of internal and external information to develop thorough understanding of organization and environment	Reading periodicals and reports; maintaining personal contacts
Disseminator	Transmits information received from outsiders or from subordinates to members of the organization	Holding informational meetings; making phone calls to relay information
Spokesperson	Transmits information to outsiders on organization's plans, policies, actions, results, etc.	Holding board meetings; giving information to the media
Decisional		
Entrepreneur	Searches organization and its environment for opportunities and initiates "improvement projects" to bring about changes	Organizing strategy and review sessions to develop new programs
Disturbance handler	Responsible for corrective action when organization faces important, unexpected disturbances	Organizing strategy and review sessions that involve disturbances and crises
Resource allocator	Responsible for the allocation of organizational resources of all kinds—making or approving all significant organizational decisions	Scheduling; requesting authorization; performing any activity that involves budgeting and the programming of subordinates' work
Negotiator	Responsible for representing the organization at major negotiations	Participating in union contract negotiations

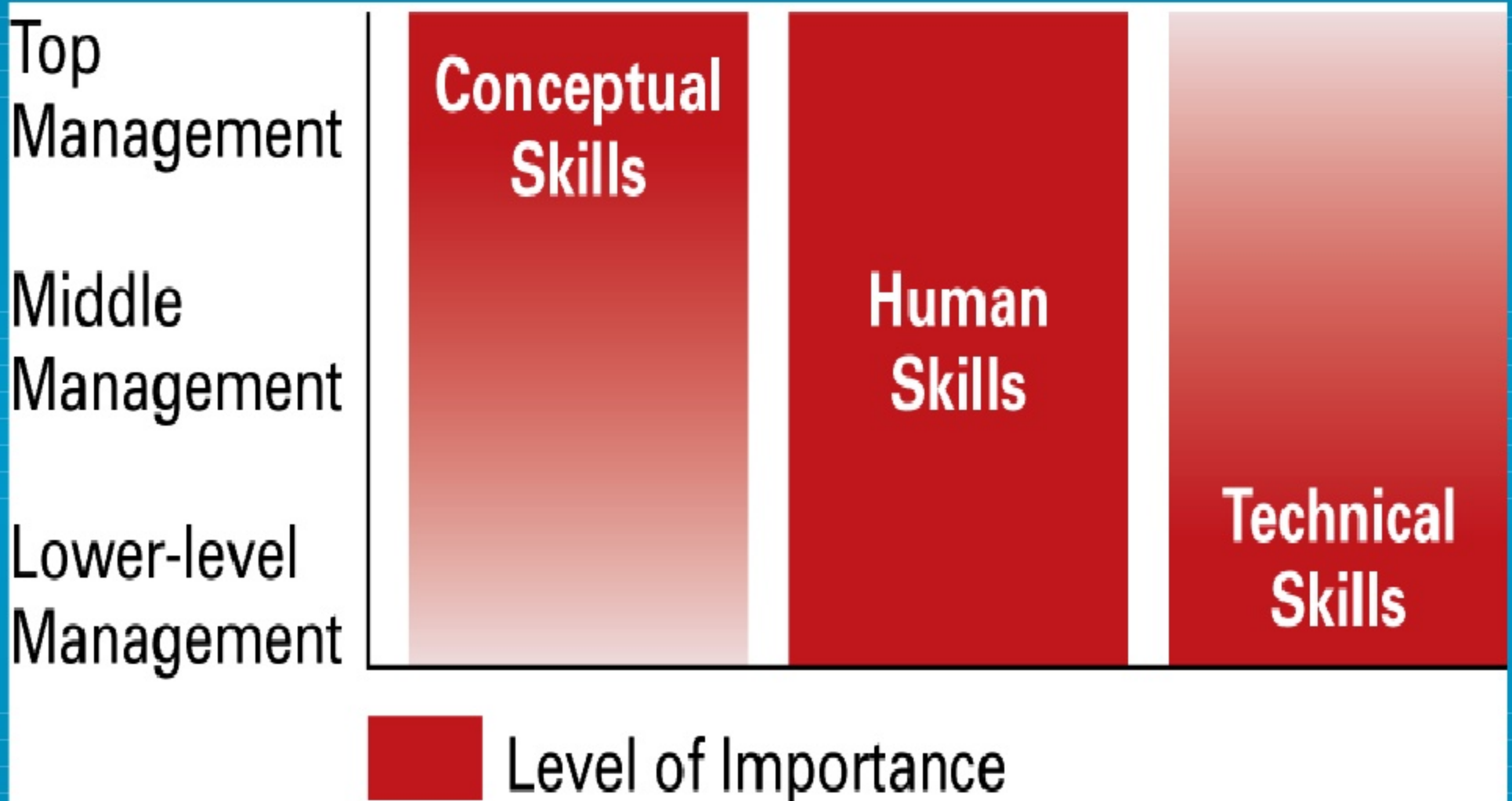
Source: H. Mintzberg, *The Nature of Managerial Work* (New York: Harper & Row, 1973), pp. 93–94. Copyright © 1973 by Henry Mintzberg. Reprinted by permission of Harper & Row, Publishers, Inc.

WHAT DO MANAGERS DO?

(continued)

- Management Skills
 - *Technical* - knowledge of and proficiency in a certain specialized field
 - *Human* - ability to work well with other people both individually and in a group
 - *Conceptual* - ability to think and to conceptualize about abstract and complex situations
 - see the organization as a whole
 - understand the relationships among subunits
 - visualize how the organization fits into its broader environment

SKILLS NEEDED AT DIFFERENT MANAGEMENT LEVELS (Exhibit 1.5)

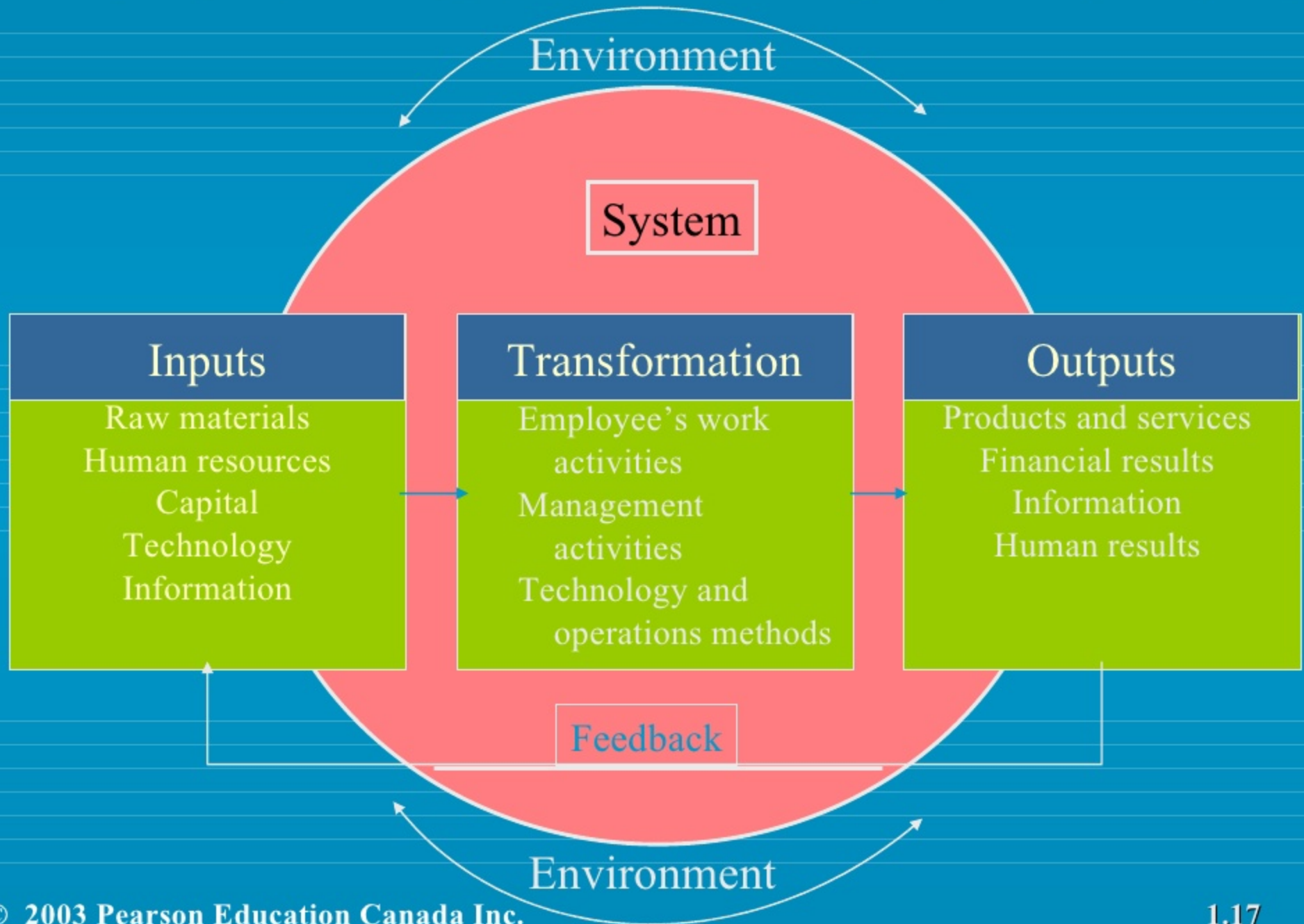


WHAT DO MANAGERS DO?

(continued)

- Managing Systems
 - **System** - a set of interrelated and interdependent parts arranged in a manner that produces a unified whole
 - **Closed system** - a system that is not influenced by and does not interact with its environment
 - **Open system** - dramatically interact with their environment

THE ORGANIZATION AS AN OPEN SYSTEM (Exhibit 1.7)



WHAT DO MANAGERS DO?

(continued)

- Managing Systems (continued)
 - Managers must
 - coordinate various work activities
 - ensure that interdependent parts work together
 - recognize and understand the impact of various external factors
 - Decisions and actions taken in one organizational area will affect other areas and vice versa

WHAT DO MANAGERS DO?

(continued)

- Managing in Different and Changing Situations
 - *Contingency perspective* - different ways of managing are required in different organizations and different circumstances
 - No simple or universal rule for managers to follow
 - Requires that managers' actions be appropriate for the situation

POPULAR CONTINGENCY VARIABLES

(Exhibit 1.8)

Organization Size. The number of people in an organization is a major influence on what managers do. As size increases, so do the problems of coordination. For instance, the type of organization structure appropriate for an organization of 50,000 employees is likely to be inefficient for an organization of 50 employees.

Routineness of Task Technology. To achieve its purpose, an organization uses technology; that is, it engages in the process of transforming inputs into outputs. Routine technologies require organizational structures, leadership styles, and control systems that differ from those required by customized or nonroutine technologies.

Environmental Uncertainty. The degree of uncertainty caused by political, technological, sociocultural, and economic changes influences the management process. What works best in a stable and predictable environment may be totally inappropriate in a rapidly changing and unpredictable environment.

Individual Differences. Individuals differ in terms of their desire for growth, autonomy, tolerance of ambiguity, and expectations. These and other individual differences are particularly important when managers select motivation techniques, leadership styles, and job designs.