

GRIFFIN

MANAGEMENT

7th EDITION

CHAPTER

1

**Managing
and the
Manager's Job**



**PowerPoint Presentation
by Charlie Cook**

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Learning Objectives

After studying this chapter, you should be able to:

- Describe the nature of management, define management and managers, and characterize their importance.
- Identify and briefly explain the four basic management functions in organizations.
- Describe the kinds of managers found at different levels and in different areas of the organization.
- Identify the basic managerial roles that managers may play and the skills they need to be successful.
- Discuss the science and the art of management and describe how people become managers.
- Summarize the scope of management in organizations.

Chapter Outline

- **The Management Process**
 - **Planning and Decision Making: Determining Courses of Action**
 - **Organizing: Coordinating Activities and Resources**
 - **Leading: Motivating and Managing People**
 - **Controlling: Monitoring and Evaluating Activities**
- **Kinds of Managers**
 - **Managing at Different Levels of the Organization**
 - **Managing in Different Areas of the Organization**
- **Basic Managerial Roles and Skills**
 - **Managerial Roles**
 - **Managerial Skills**
- **The Nature of Managerial Work**
 - **The Science and the Art of Management**
 - **Becoming a Manager**
- **The Scope of Management**
 - **Managing in Profit-Seeking Organizations**
 - **Managing in Not-for-Profit Organizations**

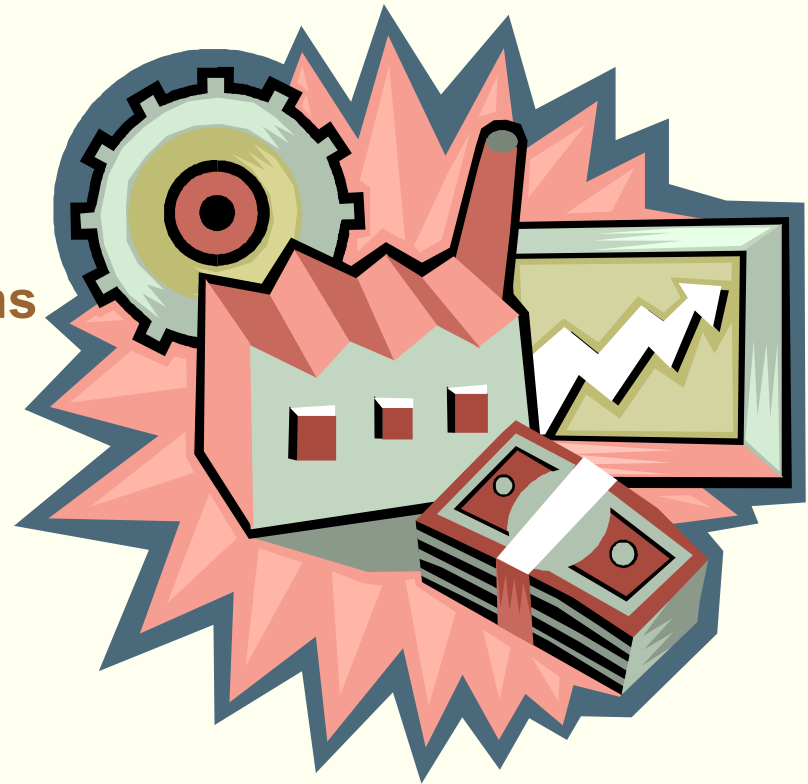
What is an organization?

- A group of people working together in a structured and coordinated fashion to achieve a set of goals.



Organizational Resources

- Human resources
 - Managerial talent and labor
- Financial resources
 - Capital investments to support ongoing and long-term operations
- Physical Assets
 - Raw materials; office and production facilities, and equipment
- Information
 - Usable data, information linkages



Examples of Resources Used by Organizations

| Organization | Human Resources | Financial Resources | Physical Resources | Information Resources |
|------------------------------|---|---|---|---|
| Shell Oil | Drilling platform workers Corporate Executives | Profits Stockholder investments | Refineries Office Buildings | Sales forecast OPEC proclamations |
| Iowa State University | Faculty Secretarial Staff | Alumni contributions Government grants | Computers Campus facilities | Research reports Government publications |
| New York City | Police officers Municipal employees | Tax revenue Government grants | Sanitation equipment Municipal buildings | Economic forecasts Crime statistics |
| Susan's Corner Grocery Store | Grocery clerks Bookkeeper | Profits Owner investment | Building Display shelving | Price lists from suppliers Newspaper ads for competitors |

Table 1.1

What is Management?

- A set of activities

- **planning and decision making, organizing, leading, and controlling**

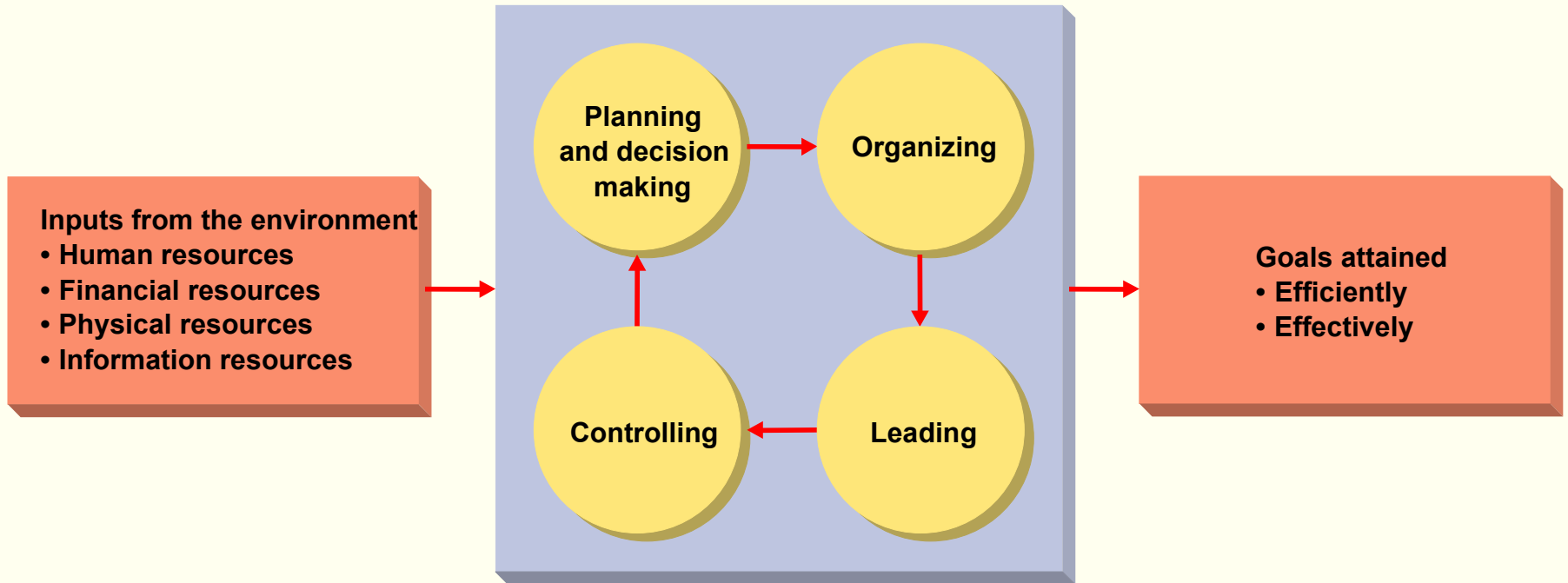
directed at an organization's resources

- **human, financial, physical, and information**

with the aim of achieving organizational goals in an efficient and effective manner.



Management in Organizations



Basic Purpose of Management

EFFICIENTLY

*Using resources wisely and
in a cost-effective way*

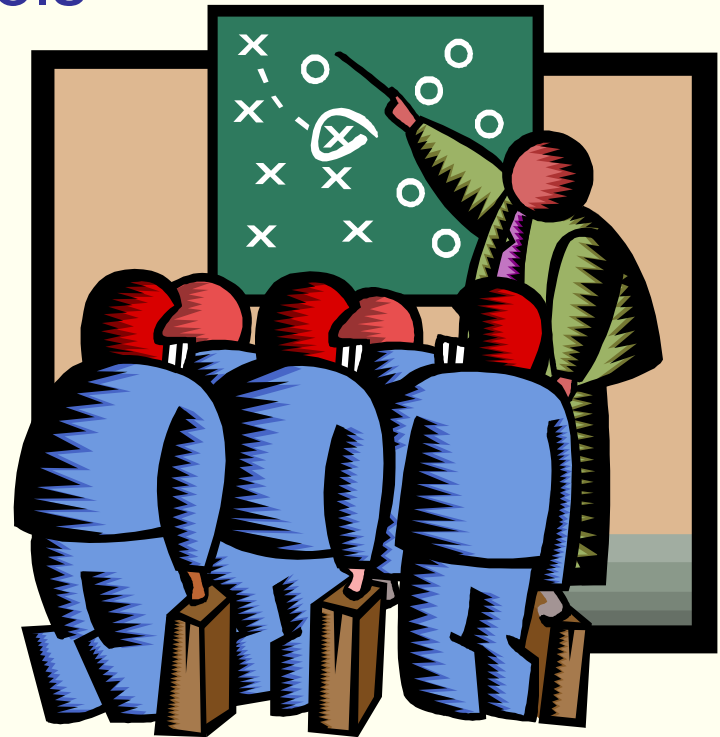
And

EFFECTIVELY

*Making the right decisions and
successfully implementing them*

What is a Manager?

- Someone whose primary responsibility is to carry out the management process.
- Someone who plans and makes decisions, organizes, leads, and controls human, financial, physical, and information resources.



The Management Process

- **Planning and Decision Making**
 - **Setting an organization's goals and selecting a course of action from a set of alternatives to achieve them.**
- **Organizing**
 - **Determining how activities and resources are to be grouped.**
- **Leading**
 - **The set of processes used to get members of the organization to work together to advance the interests of the organization.**
- **Controlling**
 - **Monitoring the organization's progress towards its goals.**

The Management Process (cont'd)



Figure 1.2

Kinds of Managers by Level

- **Top Managers**

- The relatively small group of executives who manage the overall organization. They create the organization's goals, overall strategy, and operating policies.

- **Middle Managers**

- Largest group of managers in organizations who are primarily responsible for implementing the policies and plans of top managers. They also supervise and coordinate the activities of lower level managers.

- **First-Line Managers**

- Managers who supervise and coordinate the activities of operating employees.

Kinds of Managers by Area

- **Marketing Managers**

- **Work in areas related to getting consumers and clients to buy the organization's products or services—new product development, promotion, and distribution.**

- **Financial Managers**

- **Deal primarily with an organization's financial resources—accounting, cash management, and investments.**

- **Operations Managers**

- **Concerned with creating and managing the systems that create organization's products and services—production control, inventory, quality control, plant layout, site selection.**

Kinds of Managers by Area (cont'd)

- **Human Resource Managers**
 - Involved in human resource planning, recruiting and selecting employees, training and development, designing compensation and benefit systems, formulating performance appraisal systems, and discharging low-performing employees.
- **Administrative Managers**
 - Generalists who are familiar with all functional areas of management and who are not associated with any particular management specialty.
- **Other Kinds of Managers**
 - Organizations have developed specialized managerial positions (e.g., public relations managers) directly related to the needs of the organization.

Kinds of Managers by Level and Area

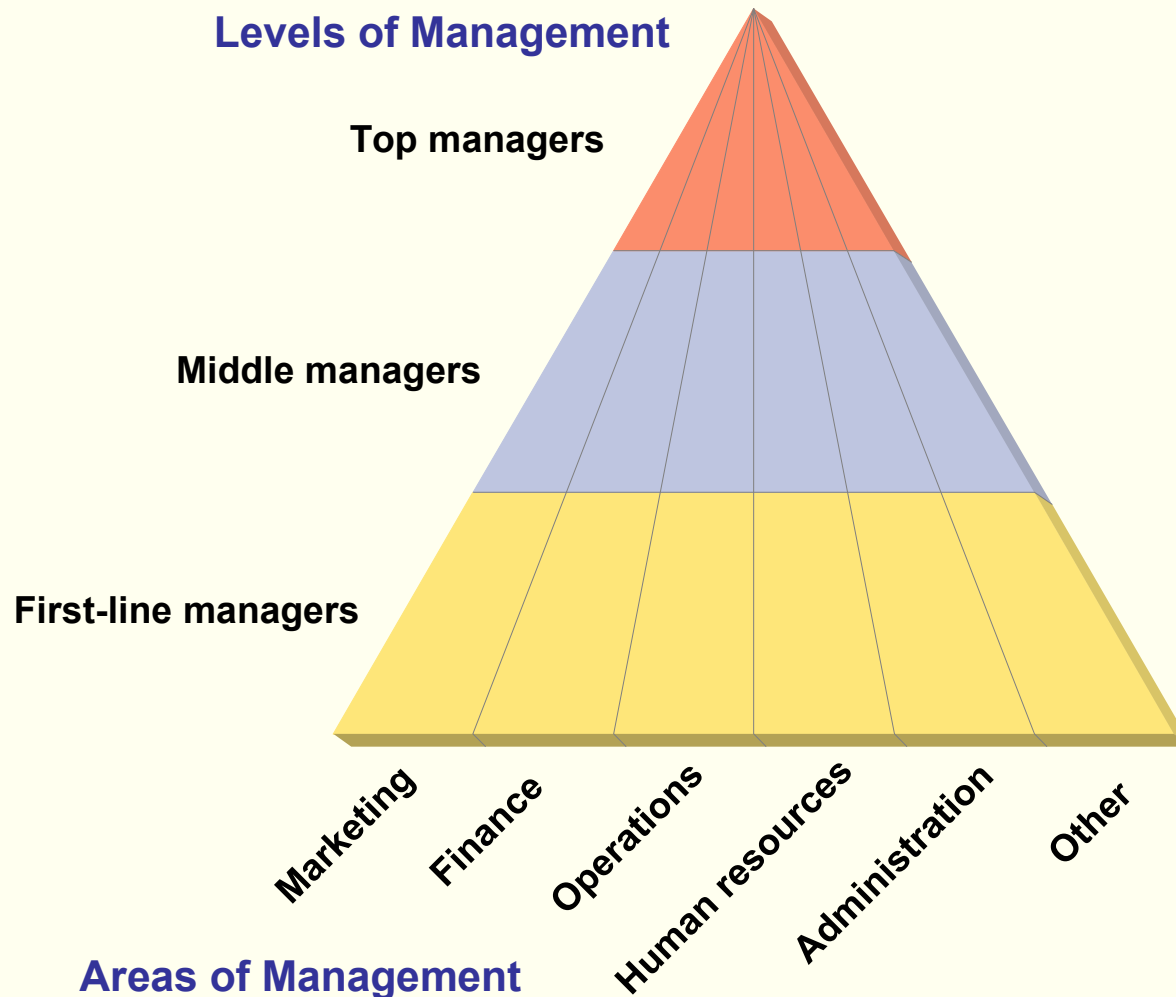


Figure 1.3

Managerial Roles (Mintzberg)

- **Interpersonal Roles**

- **Figurehead, leader, and liaison roles involve dealing with other people.**

- **Informational Roles**

- **Monitor, disseminator, and spokesperson roles involve the processing of information.**

- **Decisional Roles**

- **Entrepreneur, disturbance handler, resource allocator, and negotiator are managerial roles primarily related to making decisions.**

Ten Basic Managerial Roles

| Category | Role | Sample Activities |
|---------------|---------------------|---|
| Interpersonal | Figurehead | Attending ribbon-cutting ceremony for new plant |
| | Leader | Encouraging employees to improve productivity |
| | Liaison | Coordinating activities of two projects |
| Informational | Monitor | Scanning industry reports to stay abreast of developments |
| | Disseminator | Sending memos outlining new organizational initiatives |
| | Spokesperson | Making a speech to discuss growth plans |
| Decisional | Entrepreneur | Developing new ideas for innovation |
| | Disturbance handler | Resolving conflict between two subordinates |
| | Resource allocator | Reviewing and revising budget requests |
| | Negotiator | Reaching agreement with a key supplier or labor union |

Table 1.2

Managerial Skills

- **Technical**
 - **Skills necessary to accomplish or understand the specific kind of work being done in an organization.**
- **Interpersonal**
 - **The ability to communicate with, understand, and motivate both individuals and groups.**
- **Conceptual**
 - **The manager's ability to think in the abstract.**
- **Diagnostic**
 - **The manager's ability to visualize the most appropriate response to a situation.**

Managerial Skills (cont'd)

- **Communication**

- The manager's abilities both to convey ideas and information effectively to others and to receive ideas and information effectively from others.

- **Decision-Making**

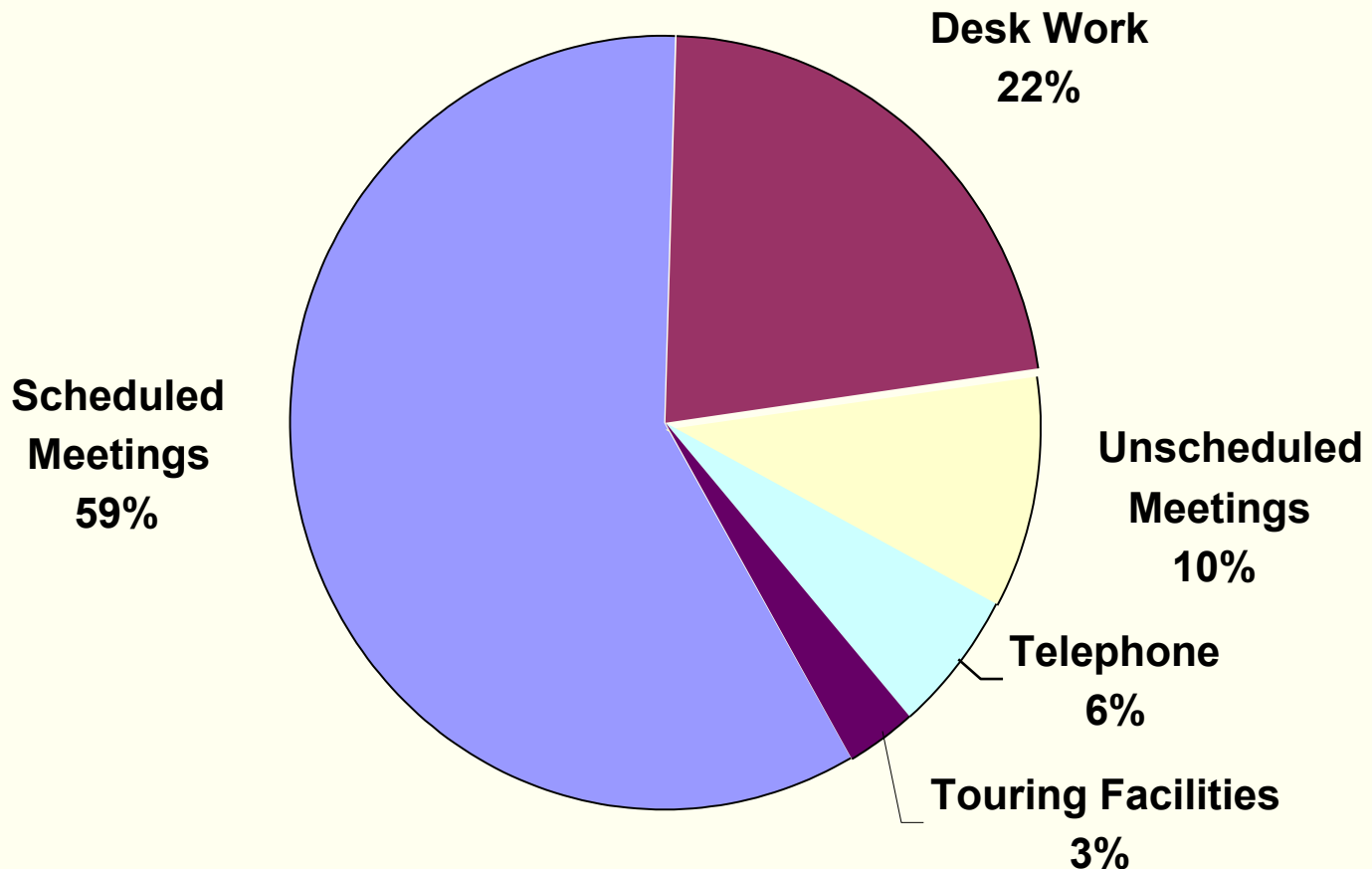
- The manager's ability to recognize and define problems and opportunities correctly and then to select an appropriate course of action to solve the problems and capitalize on opportunities.

- **Time-Management**

- The manager's ability to prioritize work, to work efficiently, and to delegate appropriately.

The Nature of Managerial Work

- How CEOs spend a typical day—



Management: Science or Art?

- **Science of Management**

- Assumes that problems can be approached using rational, logical, objective, and systematic ways.
- Requires the use of technical, diagnostic, and decision-making skills and techniques to solve problems.

- **Art of Management**

- Decisions are made and problems solved using a blend of intuition, experience, instinct, and personal insights.
- Requires the use of conceptual, communication, interpersonal, and time-management skills to successfully accomplish the tasks associated with managerial activities.

Becoming a Manager

- Sources of Management Skills

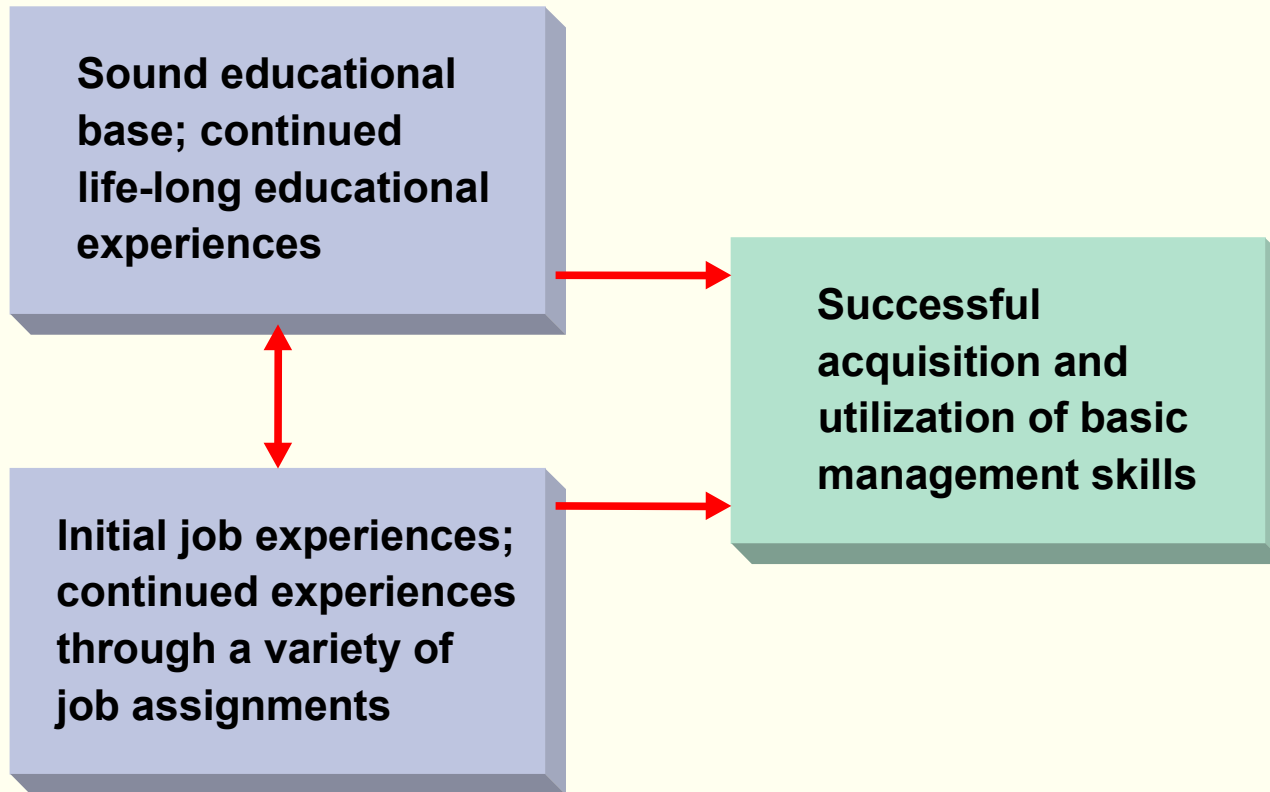


Figure 1.4

Managing in Organizations

- **For-profit Organizations**

- **Large businesses**

- Industrial firms, commercial banks, insurance companies, retailers, transportation companies, utilities, communication companies, service organizations

- **Small businesses and start-up businesses**

- **International management**

- **Not-for-profit Organizations**

- **Governmental organizations—local, state, and federal**

- **Educational organizations—public and private schools, colleges, and universities**

- **Healthcare facilities—public hospitals and HMOs**

- **Nontraditional settings—community, social, spiritual groups**