



GRIFFIN

MANAGEMENT

7th EDITION

CHAPTER

1

**Managing
and the
Manager's
Job**



PowerPoint Presentation
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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**

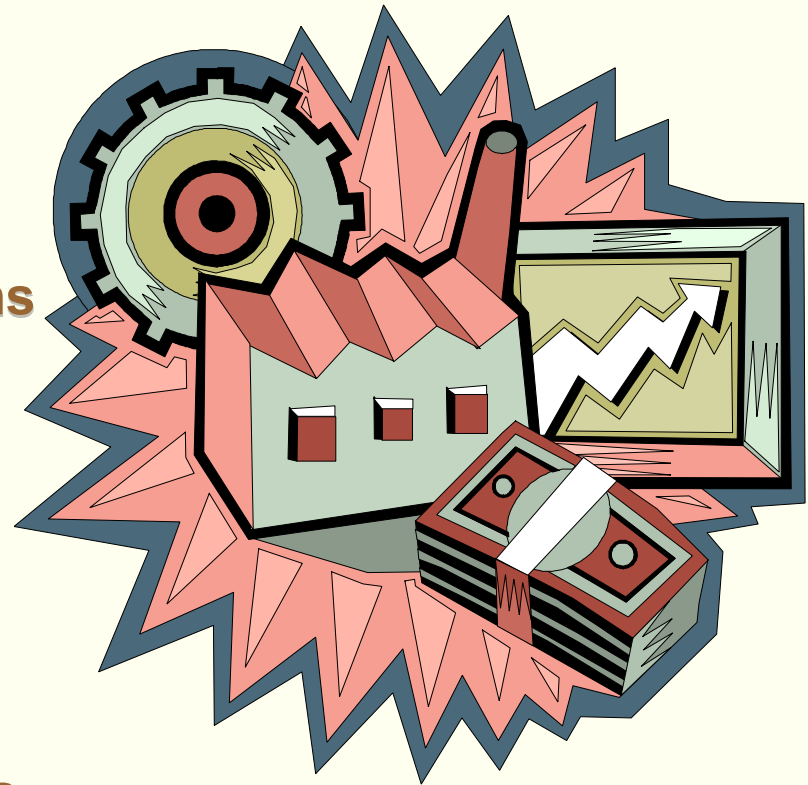
What is an organization?

- 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				
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**

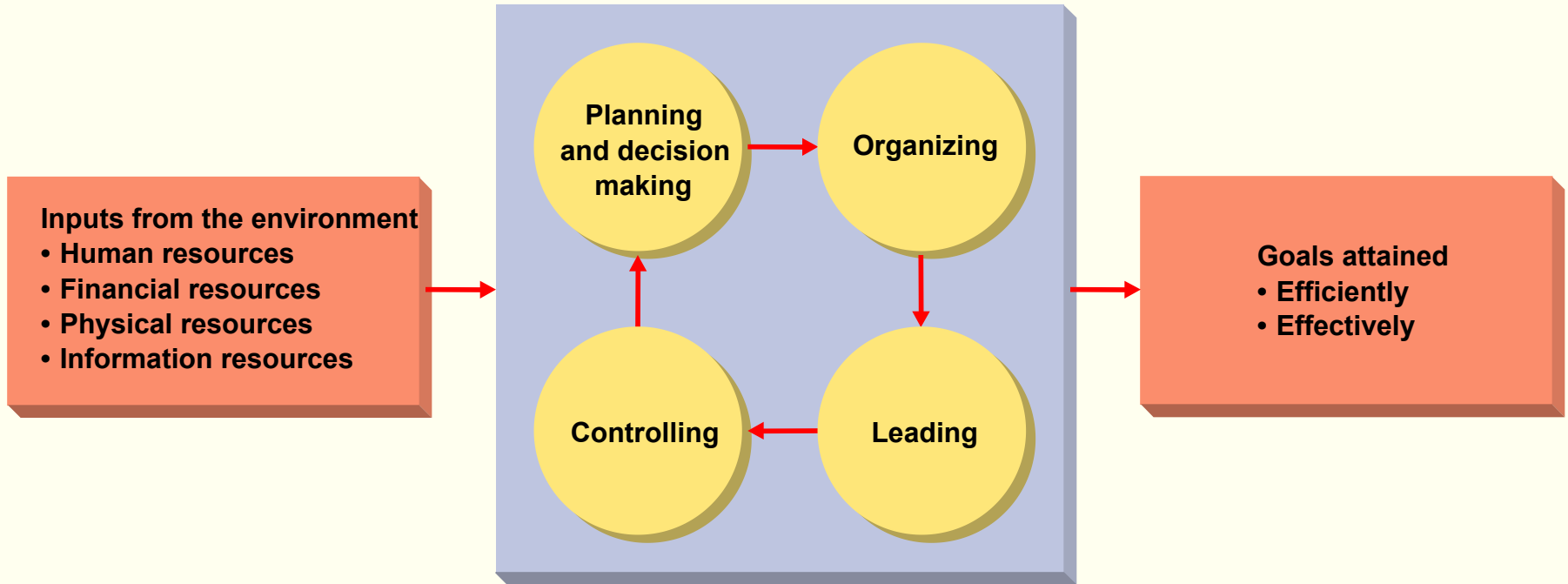
directed at an organization's resources

- **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*

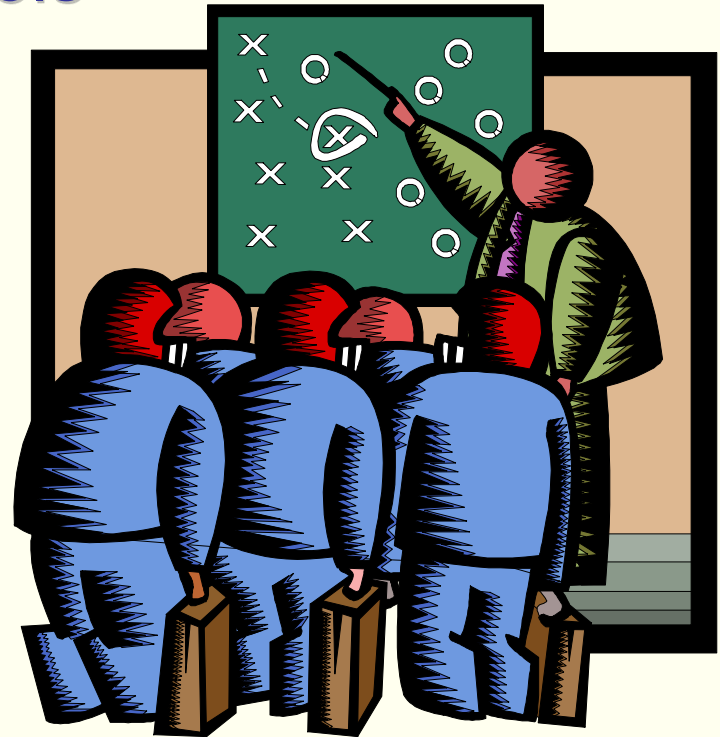
And

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

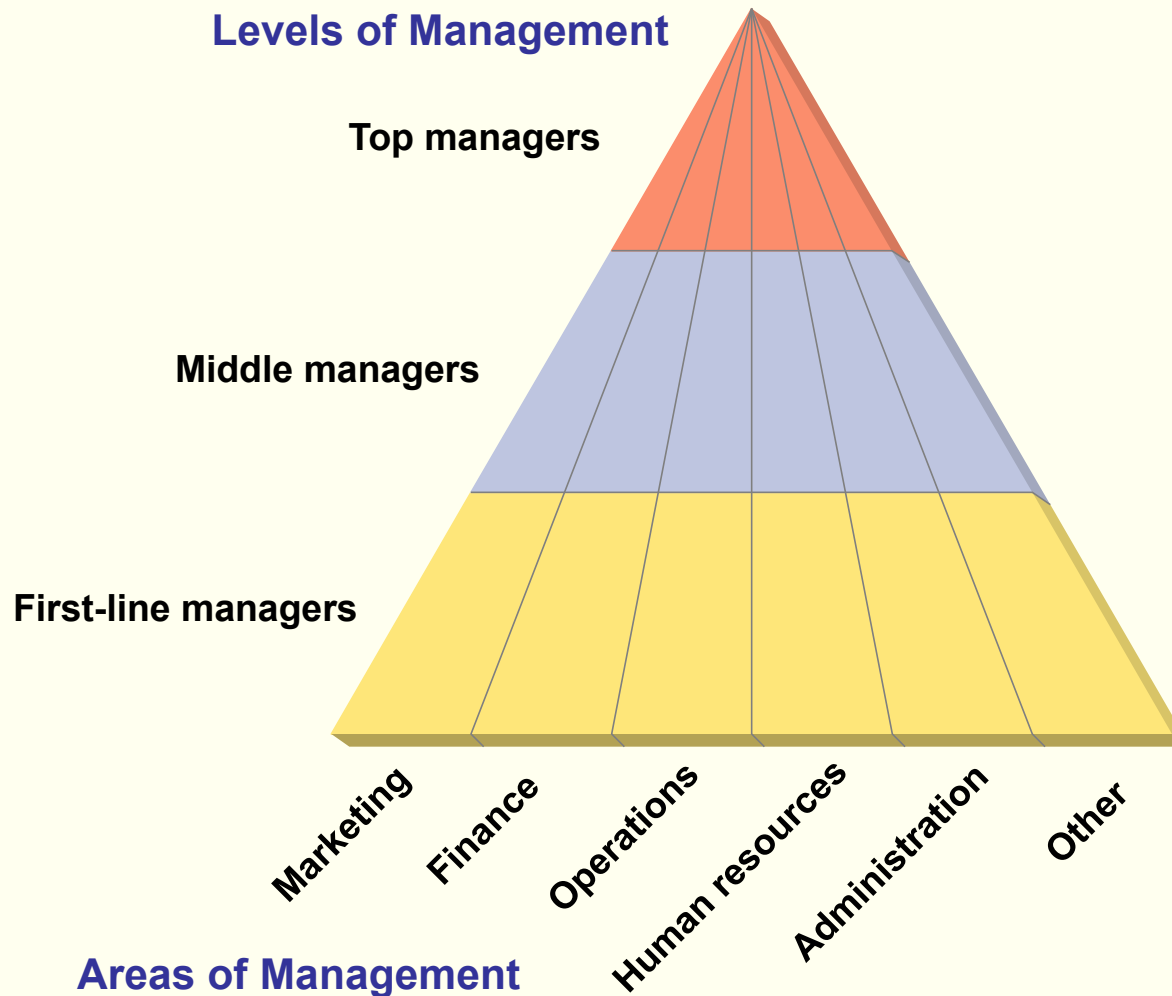


Figure 1.3

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

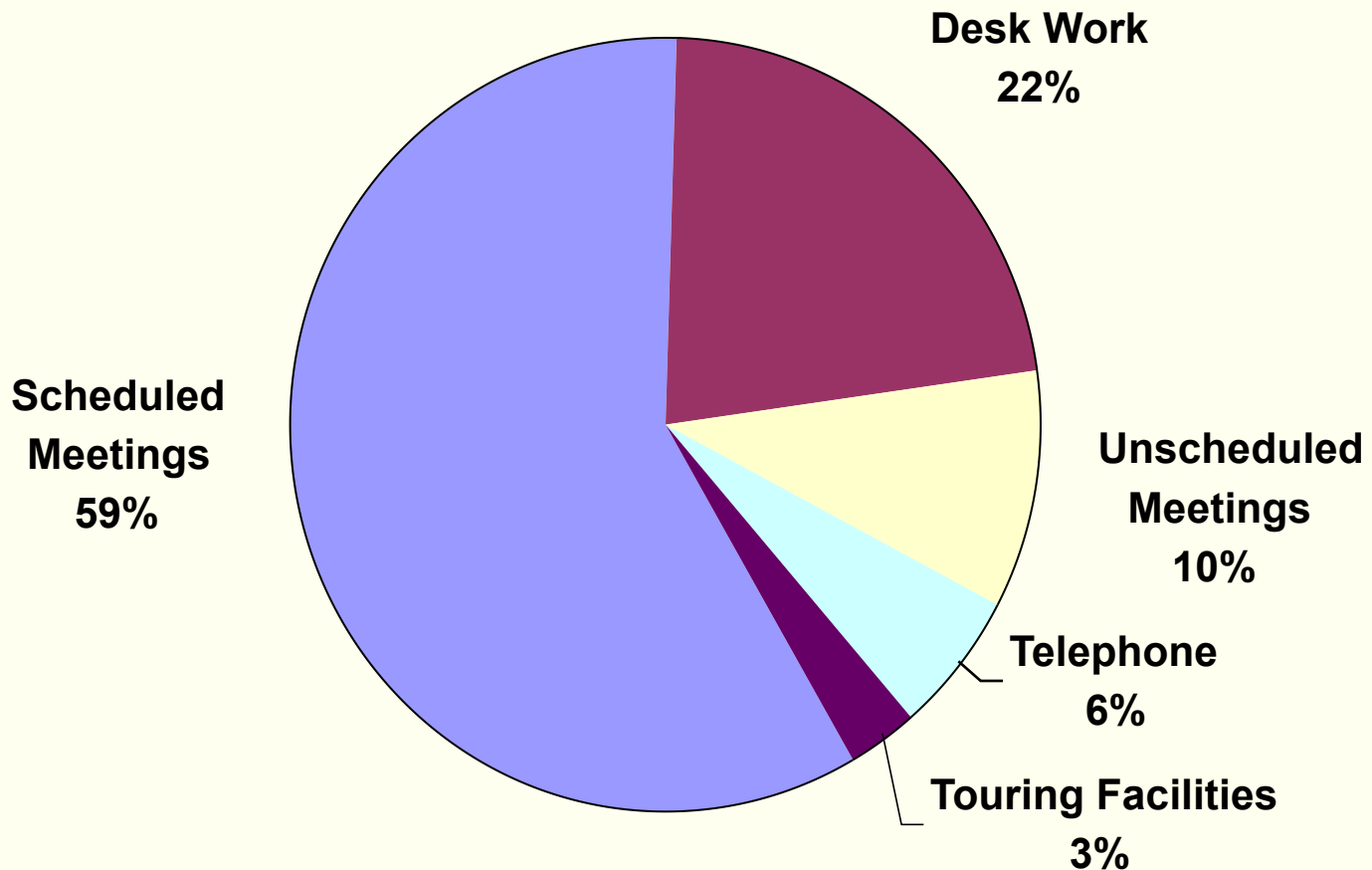
- **The manager's ability to recognize and define problems and opportunities correctly and then to select an appropriate course of action to solve the problems and capitalize on opportunities.**

- **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**

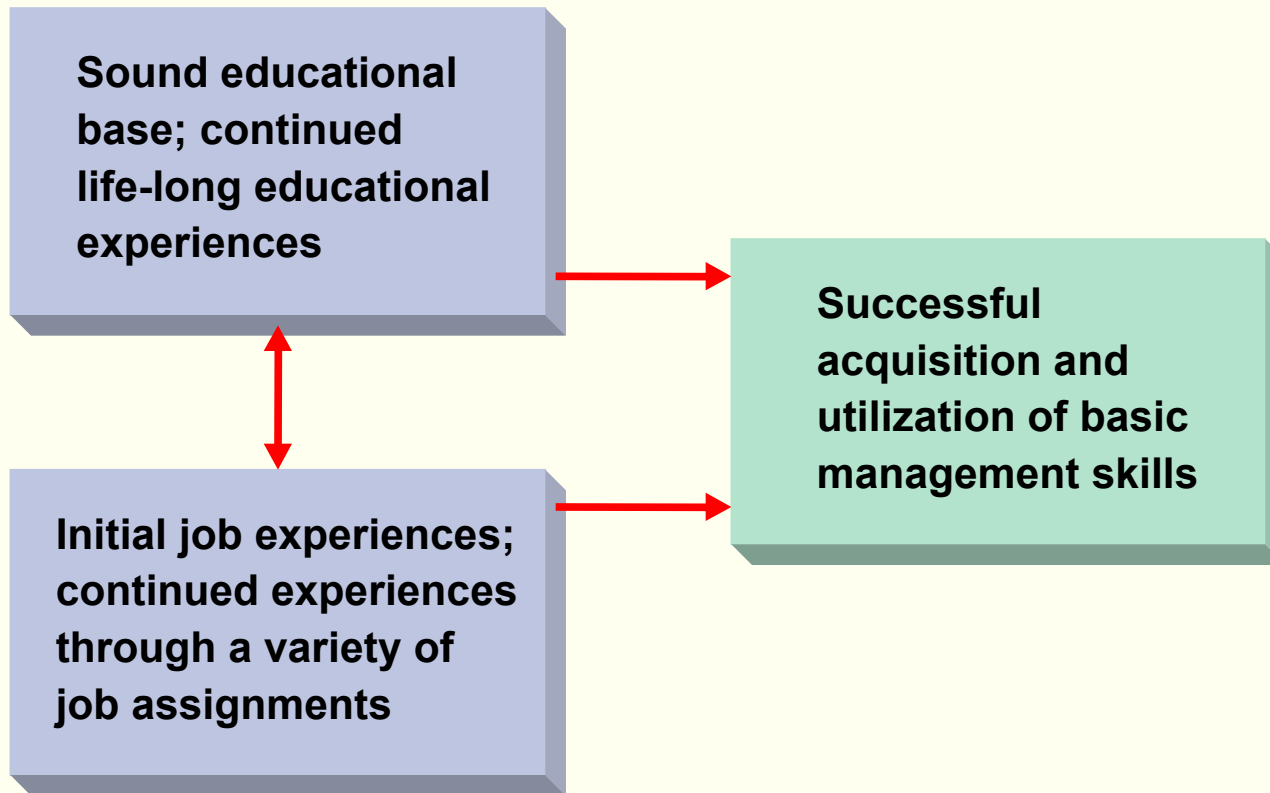
- **Assumes that problems can be approached using rational, logical, objective, and systematic ways.**
- **Requires the use of technical, diagnostic, and decision-making skills and techniques to solve problems.**

- **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



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**