

# Fundamentals of Management

Sixth Edition

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with contributions from Henry Moon

CHAPTER

Part I: Introduction

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## Managers and Management

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PowerPoint Presentation by Charlie Cook  
The University of West Alabama

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### LEARNING OUTCOMES

After reading this chapter, you will be able to:

1. Describe the difference between managers and operative employees.
2. Explain what is meant by the term management.
3. Differentiate between efficiency and effectiveness.
4. Describe the four primary processes of management.
5. Classify the three levels of managers and identify the primary responsibility of each group.
6. Summarize the essential roles performed by managers.
7. Discuss whether the manager's job is generic.

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### LEARNING OUTCOMES (cont'd)

After reading this chapter, you will be able to:

8. Describe the four general skills necessary for becoming a successful manager.
9. Describe the value of studying management.
10. Identify the relevance of popular humanities and social science courses to management practices.

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## 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.
- Where managers work (manage).

- **Common Characteristics of Organizations**

- Distinct purpose and goals
- People
- Systematic structure

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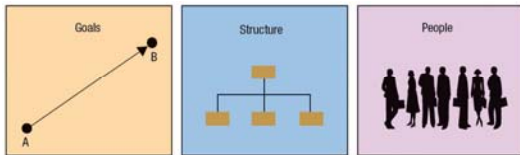
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### EXHIBIT 1-1 Common Characteristics of Organizations



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## 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.



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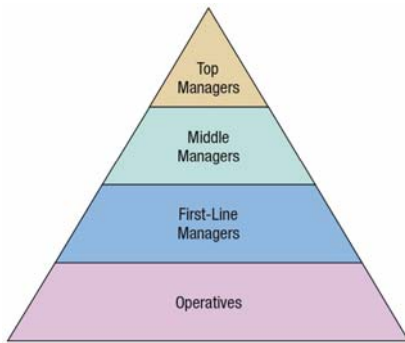
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**EXHIBIT 1-2 Organizational Levels**



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**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

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**How Do We Define Management?**

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

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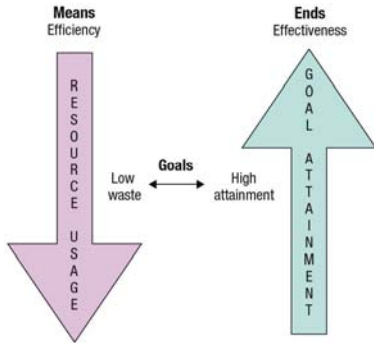
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**EXHIBIT 1-3 Efficiency and Effectiveness**




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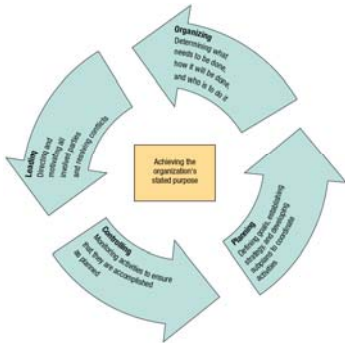
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**EXHIBIT 1-4 Management Process Activities**




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**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




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## 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



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## EXHIBIT 1-5 Mintzberg's Managerial Roles

### Interpersonal

*Figurehead*

*Leader*

*Liaison*

### Informational

*Monitor*

*Disseminator*

*Spokesperson*

### Decisional

*Entrepreneur*

*Disturbance handler*

*Resource allocator*

*Negotiator*



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## 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?

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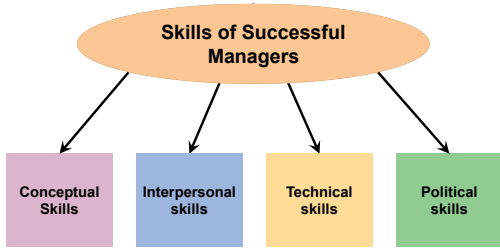
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## General Skills for Managers



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## Steps in Mentoring

1. Communicate honestly and openly with your protégé.
2. Encourage honest and open communication from your protégé.
3. Treat the relationship with the protégé as a learning opportunity.
4. Take the time to get to know your protégé.

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## 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.

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**EXHIBIT 1-8 Standards Overview of Managerial Competencies**

**Management Competencies**  
A cluster of knowledge, skills, and attitudes related to effective managerial performance.



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**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 managers.**
  - **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.**

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**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.**

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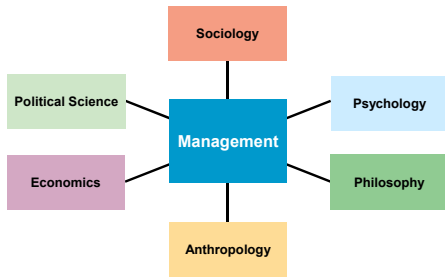
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## How Does Management Relate To Other Disciplines?



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