

o Chapter 1 o Managers and Management in Today's Workplace o Learning Outcomes o 1-1 Tell who managers are and where they work? Efficiency means doing a task correctly ("doing things right") and getting the most output from the least number of inputs. Because managers deal with scarce inputs—including resources such as people, money, and equipment—they're concerned with the efficient use of those resources. Effectiveness means "doing the right things" by doing those work tasks that help the organization reach its goals. (See Exhibit 1-3.) o Exhibit 1-3 Efficiency and Effectiveness – 1-3 Describe what managers do o Three approaches to describing what managers do: – (1) Functions Approach – (2) Management Roles Approach – (3) The skills and competencies Approaches o . – INTERPERSONAL SKILLS: Working well with other people both individually and in groups by communicating, motivating, mentoring, delegating, etc. They manage entrepreneurial businesses, large corporations, government agencies, hospitals, museums, schools, and not-for-profit enterprises. o Whereas efficiency is concerned with the means of getting things done, effectiveness is concerned with the ends, or attainment (achievement) of organizational goals. – TECHNICAL SKILLS: Job-specific knowledge, expertise, and techniques needed to perform work tasks – POLITICAL SKILLS: Building a power base and establishing the right connections to get needed resources for their groups. we'll divide organizational members into two categories : nonmanagerial employees and managers. o Managers, on the other hand, are individuals in an organization who direct and oversee the activities of other people in the organization so organizational goals can be accomplished. These individuals often manage other managers and maybe some nonmanagerial employees and are typically responsible for translating the goals set by top managers into specific details that lower-level managers will see get done. o First-line managers are those individuals responsible for directing the day-to-day activities of nonmanagerial employees and/or team leaders. o The first characteristic of an organization is that it has a distinct purpose, which is typically expressed as a goal or set of goals. o Mintzberg's roles approach says that what managers do is based on the 10 roles they use at work, which are grouped around interpersonal relationships, the transfer of information, and decision making. o 1-6 Describe the key employability skills gained from studying management that are applicable to your future career, regardless of your major? This distinction doesn't mean, however, that managers don't ever work directly on tasks. Some managers do have work duties not directly related to overseeing the activities of others. o Team leaders are individuals who are responsible for leading and facilitating the activities of a work. o The functions approach says that managers perform four functions: planning, organizing, leading, and controlling. – CONCEPTUAL SKILLS: Analyzing and diagnosing complex situations to see how things fit together and to facilitate making good decisions. o 1-5 Describe the factors that are reshaping and redefining management? However, all managers share one common element: They work in an organizational setting. o The second characteristic is that people in an organization work to achieve those goals. By making decisions and engaging in work activities to make the desired goal(s) a reality. o The third characteristic is that an organization is structured in some way that defines and limits the behavior of its members. o Nonmanagerial employees are people who work directly on a job or task and have no responsibility for overseeing the work of others. These nonmanagerial employees may be called associates, team members, contributors, or even employee partners. That may mean coordinating the

work of a departmental group, leading an entire organization, or supervising a single person.o Exhibit 1-2 Management Levels o Top managers are those at or near the top of an organization.They're usually responsible for making decisions about the direction of the organization and defining policies and values that affect all organizational members.o Middle managers are those managers found between the lowest and top levels of the organization.First-line managers are often called supervisors, shift managers, office ???managers, department managers, or unit coordinators.o What Titles Do Managers Have?How