

Chapter Outline

- What Is Management?
 - Achieving High Performance: A Manager's Goal
- Why Study Management?
- Managerial Functions
 - Planning
 - Organizing
 - Leading
 - Controlling
- Types of Managers
- IT and Managerial Roles and Skills
- Challenges for Management in a Global Environment

Chapter Outline (cont'd)

- **Types of Managers**
 - Levels of Management
 - Areas of Managers
 - Recent Changes in Managerial Hierarchies
- **IT and Managerial Roles and Skills**
 - Managerial Roles Identified by Mintzberg
 - Being a Manager
 - Managerial Skills
- **Challenges for Management in a Global Environment**

Chapter Outline (cont'd)

- Challenges for Management in a Global Environment
 - Building a Competitive Advantage
 - Maintaining Ethical Standards
 - Managing a Diverse Workforce
 - Utilizing New Information Technology and E-commerce

What Is Management?

- **Management**

- The planning, organizing, leading, and controlling of human and other resources to achieve organizational goals effectively and efficiently.

- **Managers**

- The people responsible for supervising the use of an organization's resources to meet its goals.

- **Resources are organizational assets**

- People ➤ Skills ➤ Knowledge ➤ Information
- Raw materials ➤ Machinery ➤ Financial capital

Efficiency, Effectiveness, and Performance in an Organization



High-performing organizations are efficient *and* effective.

Why Study Management?

- Proper management directly impacts improvements in the well-being of a society.
- Studying management helps people to understand what management is and prepares them accomplish managerial activities in their organizations.
- Studying management opens a path to a well-paying job and a satisfying career.

Four Functions of Management



Figure 1.2
1-7

Types of Managers

- **Levels of management**

- **First-line managers**

- Responsible for day-to-day operations. Supervise people performing activities required to make the good or service.

- **Middle managers**

- Supervise first-line managers. Are responsible to find the best way to use departmental resources to achieve goals.

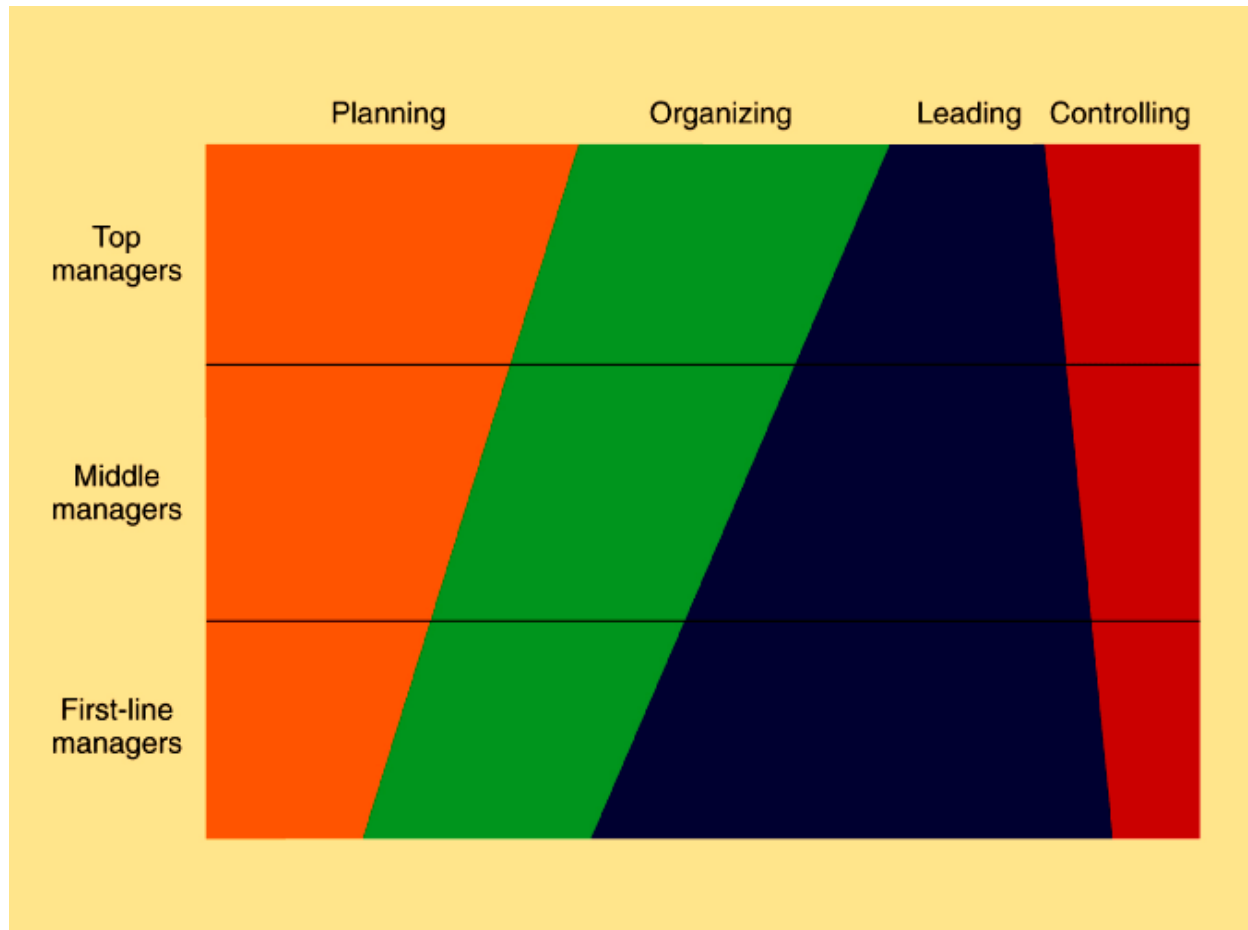
- **Top managers**

- Responsible for the performance of all departments and have cross-departmental responsibility. Establish organizational goals and monitor middle managers. Form the top management team along with the CEO and COO.

Levels of Management



Relative Amount of Time That Managers Spend on the Four Managerial Functions



IT and Managerial Roles and Skills

- **Managerial Role**

- The set of specific tasks that a person is expected to perform because of the position he or she holds in the organization.

- **Roles are directed inside as well as outside the organization.**

- **Roles are defined into three role categories (as identified by Mintzberg):**

- Interpersonal ➤ Informational ➤ Decisional

Managerial Skills

- **Conceptual skills**

- The ability to analyze and diagnose a situation and distinguish between cause and effect.

- **Human skills**

- The ability to understand, alter, lead, and control the behavior of other individuals and groups.

- **Technical skills**

- The specific knowledge and techniques required to perform an organizational role.

Skill Types Needed by Managerial Level

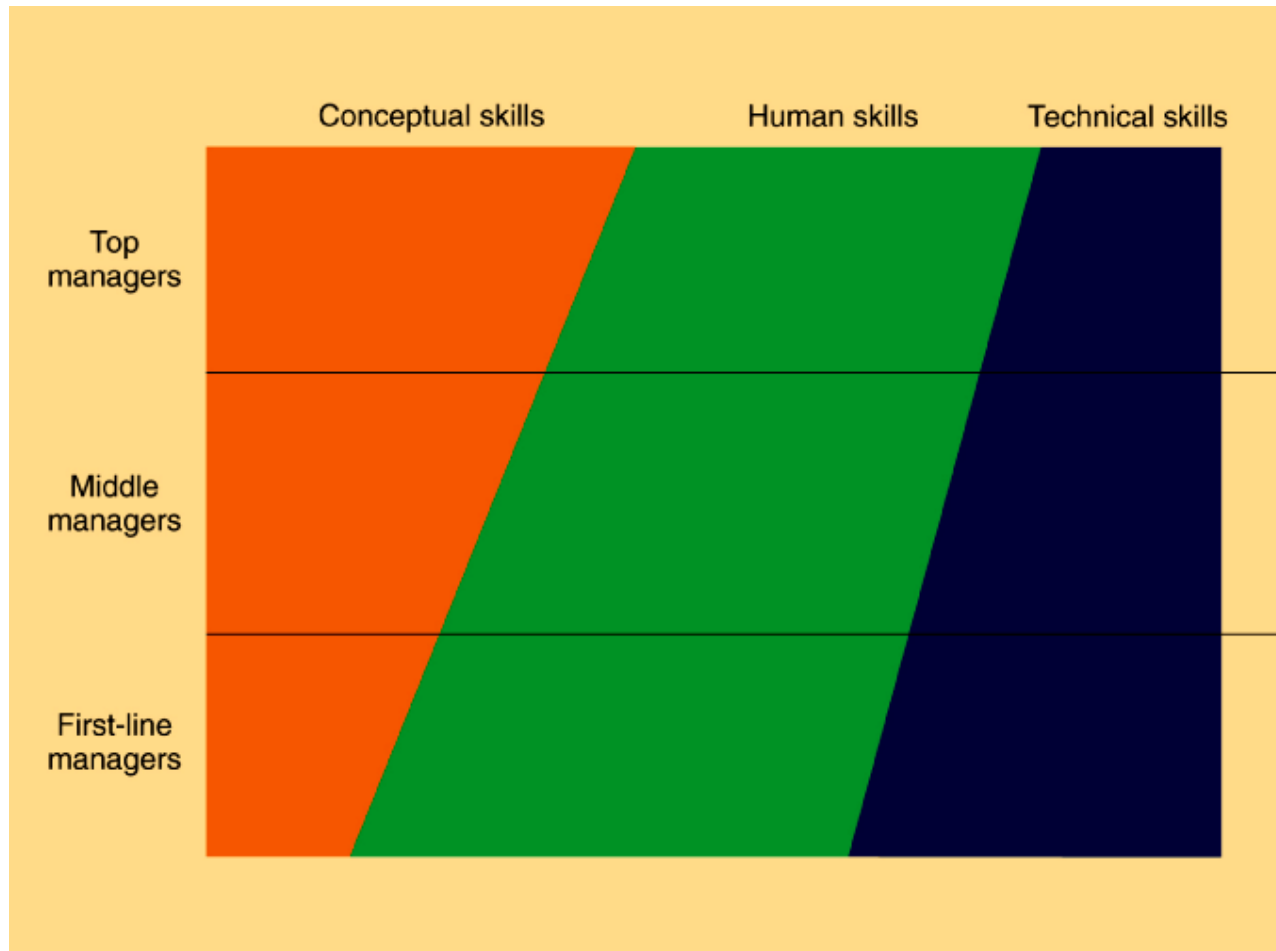


Figure 1.5
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Challenges for Management in a Global Environment

- Increasing Number of Global Organizations.
- Building a Competitive Advantage
- Maintaining Ethical Standards
- Managing a Diverse Workforce
- Utilizing Information Technology and E-commerce

Building Blocks of Competitive Advantage

