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Stephen P. Robbins Mary Coulter

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> What's Ahead

A Manager's Dilemma

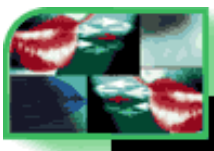
You might be surprised to find the passionate emphasis placed on people management at a CPA firm.[1] Yet, at Lipschultz, Levin & Gray, self-described "head bean counter," Steven P. Siegel, recognizes that his people make the organization. He describes his primary responsibility as assuring that LLG's clients have the best professionals working for them. And the best way to do this, Siegel feels, is by developing the creativity, talent, and diversity of its staff so that new knowledge can be acquired and shared without getting hung up on formal organizational relationships or having employees shut away in corner offices.

Siegel has implemented several significant changes at LLG. Because he's convinced that people do their best intellectual work in nontraditional settings, every telltale sign of what most people consider boring, dull CPA work has been eliminated. None of the firm's employees or partners has an office or desk to call his or her own. Instead, everyone is part of a nomadic group that wheels stuff (files, phones, laptops) to a new spot every day. Everywhere you look in the company's office, you see versatility, comfort, and eccentricity. For instance, a miniature golf course is located in the middle of everything. The motivation behind this open office design is to create opportunities for professionals to gather—on purpose or by accident—without walls, cubicles, or offices to get in the way.

Visitors to LLG realize that the firm is different as soon as they walk in the door. A giant wall-mounted abacus (remember the image of bean counters) decorates the interior. And visitors are greeted by a "Welcome Wall" with a big-screen television that flashes a continuous slide show of one-liners about business, life, and innovation.

Keeping professionals excited about work that can be routine and standardized is a major challenge for Siegel. Now put yourself in Siegel's shoes. What managerial skills would you use to maintain an environment that encourages innovation and professionalism in his CPA firm?

What would you do?



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objectives <

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Steven Siegel is an excellent example of what today's successful managers are like and the skills they must have in dealing with the problems and challenges of managing in the twenty-first century. These managers may not be what you might expect! They can be found from under age 18 to over 80. They run large corporations as well as entrepreneurial start-ups. They're found in government departments, hospitals, small businesses, not-for-profit agencies, museums, schools, and even such nontraditional organizations as political campaigns and consumer cooperatives. Managers can also be found doing managerial work in every country on the globe. In addition, some managers are at the top level of their organizations whereas others are near the bottom, and today they are just as likely to be women as they are men. However, although women are well represented in the lower and middle levels of management, the number in top executive positions remains low. Data collected by Catalyst, a nonprofit research group, found that only 11.9 percent of corporate officers at the 500 largest U.S. companies are women. That figure drops to 5.1 percent if you look at only the elite top-level managerial jobs of chairman, president, chief executive officer, chief operating officer, and executive vice president. A number of organizations including Southwest Airlines, Avon, Hewlett-Packard, Kraft Foods, Xerox, and Golden West Financial have taken significant steps to attract and promote women executives.[2] But no matter where managers are found or what gender they are, the fact is that managers have exciting jobs!

This book is about the fun, exciting, and challenging work that Steven Siegel and millions of other managers like him do. It recognizes the reality facing today's managers—that management is changing. In workplaces of all types—factories, offices, restaurants, retail stores, and the like—new technologies and new ways of organizing work are radically altering old approaches. This new world has changed how work is done and the relationship between workers and managers. In this chapter, we introduce you to managers and management by looking at who managers are, what management is, what managers do, and what an organization is. Finally, we'll wrap up the chapter by discussing why it's important to study management.

> Who Are Managers?

It used to be fairly simple to define who managers were: They were the organizational members who told others what to do and how to do it. It was easy to differentiate *managers* from *nonmanagerial employees*; the latter term described those organizational members who worked directly on a job or task and had no one reporting to them. But it isn't quite that simple anymore! The changing nature of organizations and work has, in many organizations, blurred the clear lines of distinction between managers and nonmanagerial employees. Many traditional jobs now include managerial activities, especially on teams. For instance, team members often develop plans, make decisions, and monitor their own performance. And as these nonmanagerial employees assume responsibilities that traditionally were part of management, definitions we've used in the past no longer describe every type of managerial situation.

How *do* we define who managers are? A manager is someone who works with and through other people by coordinating their work activities in order to accomplish organizational goals. That may mean coordinating the work of a departmental group, or it might mean supervising a single person. It could involve coordinating the work activities of a team composed of people from several different departments or even people outside the organization such as temporary employees or

employees who work for the organization's suppliers. Keep in mind, also, that managers may have other work duties not related to coordinating and integrating the work of others. For example, an insurance claims supervisor may also process claims in addition to coordinating the work activities of other claims clerks.

Is there some way to classify managers in organizations? There is, particularly for traditionally structured organizations—that is, those organizations in which the number of employees is greater at the bottom than at the top. (These types of organizations are often pictured as being shaped like a pyramid.) As shown in Exhibit 1.1, we typically describe managers as first-line, middle, or top in this type of organization. Identifying exactly who the managers are in these organizations isn't difficult, although you should be aware that managers may have a variety of titles. First-line managers are the lowest level of management and manage the work of non-managerial individuals who are involved with the production or creation of the organization's products. They're often called *supervisors* but may also be called line managers, office managers, or even foremen. Middle managers include all levels of management between the first-line level and the top level of the organization. These managers manage the work of first-line managers and may have titles such as department head, project leader, plant manager, or division manager. At or near the top of the organization are the top managers, who are responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization. These individuals typically have titles such as executive vice president, president, managing director, chief operating officer, chief executive officer, or chairman of the board. In the chapter-opening case, Steven Siegel is a top-level manager. He holds the title of managing member and is involved in creating and implementing broad and comprehensive changes that affect the entire organization.

Exhibit 1.1	Organizational Levels


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Why are organizations visualized as pyramids? Does this pyramidal shape reflect the new realities of what organizations are like?

Throughout this book, we'll be discussing organizations and managers from this more traditional pyramidal perspective, although not all organizations may reflect this arrangement. But even organizations that are more flexibly and loosely configured need individuals to fulfill the role of manager—that is, someone who works with and through other people by coordinating their work to accomplish organizational goals.



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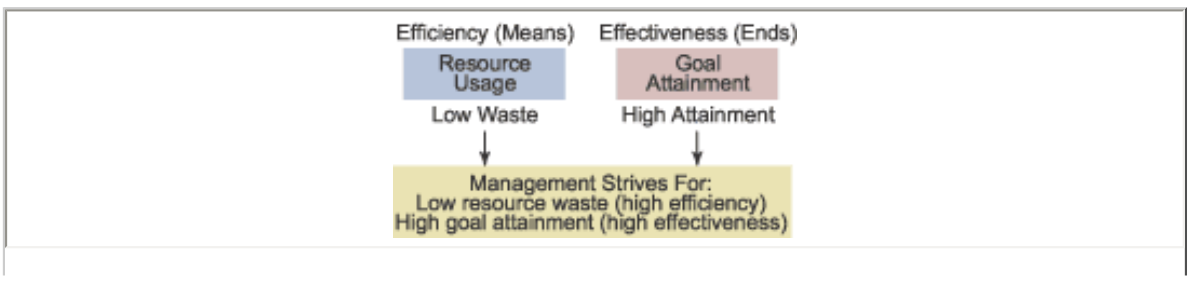
> What Is Management?

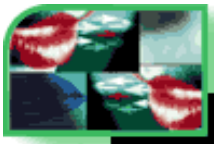
Simply speaking, management is what managers do. However, this simple statement doesn't tell us much. We define management as the process of coordinating work activities so that they are completed efficiently and effectively with and through other people. Let's look at some specific parts of this definition.

The *process* represents the ongoing functions or primary activities engaged in by managers. These functions are typically labeled planning, organizing, leading, and controlling. We'll elaborate on these functions and the management process when we discuss what managers do.

We already know that the second part of the definition—coordinating the work of others—is what distinguishes a managerial position from a nonmanagerial one. In addition, management involves the efficient and effective completion of organizational work activities, or at least that's what managers aspire to do.

Efficiency refers to getting the most output from the least amount of inputs. Because managers deal with scarce inputs—including resources such as people, money, and equipment—they are concerned with the efficient use of those resources. For instance, at the Beiersdorf Inc. factory in Cincinnati, where employees make body braces and supports, canes, walkers, crutches, and other medical assistance products, efficient manufacturing techniques were implemented by cutting inventory levels, decreasing the amount of time to manufacture products, and lowering product reject rates. These efficient work practices paid off as the company was named one of *Industry Week's* best plants.[3] From this perspective, efficiency is often referred to as "doing things right"—that is, not wasting resources. However, it's not enough just to be efficient. Management is also concerned with being effective, completing activities so that organizational goals are attained. Effectiveness is often described as "doing the right things"—that is, those work activities that will help the organization reach its goals. For instance, at the Beiersdorf factory, goals included open communication between managers and employees and cutting costs. Through various work programs, these goals were pursued *and* achieved. Whereas efficiency is concerned with the means of getting things done, effectiveness is concerned with the ends, or attainment of organizational goals (see Exhibit 1.2). Management is concerned, then, not only with getting activities completed and meeting organizational goals (effectiveness) but also with doing so as efficiently as possible. In successful organizations, high efficiency and high effectiveness typically go hand in hand. Poor management is most often due to both inefficiency and ineffectiveness or to effectiveness achieved through inefficiency.





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> What Do Managers Do?

Describing what managers do isn't an easy or simple task! Just as no two organizations are alike, no two managers' jobs are alike. But management writers and researchers have, after many years of study, developed some specific categorization schemes to describe what managers do. What are these categorization schemes? We're going to look at what managers do in terms of functions and process, roles, skills, managing systems, and situational analysis.

Management Functions and Process

In the early part of the twentieth century, a French industrialist by the name of Henri Fayol proposed that all managers perform five management functions: planning, organizing, commanding, coordinating, and controlling.[4] In the mid-1950s, a management textbook first used the functions of planning, organizing, staffing, directing, and controlling as a framework. Most management textbooks (and this one is no exception) still continue to be organized around the management functions, although they have been condensed down to four basic and very important functions: planning, organizing, leading, and controlling (see Exhibit 1.3). Let's briefly define what each of these management functions encompasses.

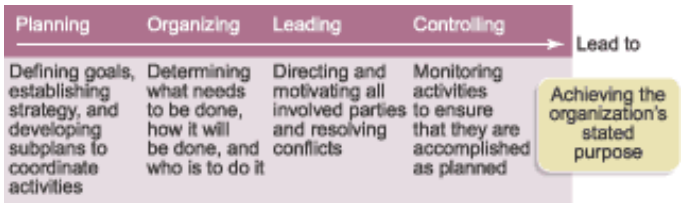

Exhibit 1.3 Management Functions

If you have no particular destination in mind, then you can take any road. However, if you have someplace in particular you want to go, then you've got to plan the best way to get there. Because organizations exist to achieve some particular purpose, someone must clearly define that purpose and the means for its achievement. Management is that someone. The planning function involves the process of defining goals, establishing strategies for achieving those goals, and developing plans to integrate and coordinate activities.

Managers are also responsible for arranging work to accomplish the organization's goals. We call this function organizing. It involves the process of determining what tasks are 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.

Every organization includes people, and management's job is to work with and through people to accomplish organizational goals. This is the leading function. When managers motivate subordinates, influence individuals or teams as they work, select the most effective communication channel, or deal in any way with employee behavior issues, they are leading.

The final management function managers perform is controlling. After the goals are set and the plans are formulated (planning), the structural arrangements determined (organizing), and the people hired, trained, and motivated (leading), there has to be some evaluation of whether things are going as planned. To ensure that work is going as it should, managers must monitor and evaluate performance. Actual performance must be compared with the previously set goals. If there are any significant deviations, it's management's job to get work performance back on track. This process of monitoring, comparing, and correcting is what we mean by the controlling function.

The reality of managing isn't quite as simplistic as these descriptions of the management functions might lead you to believe. There are no simple, cut-and-dried beginning or ending points as managers plan, organize, lead, and control. As managers do their jobs, they often find themselves doing some planning, some organizing, some leading, and some controlling, and maybe not even in that sequential order. It's probably more realistic to describe the functions managers perform from the perspective of a process. The management process is the set of ongoing decisions and work activities in which managers engage as they plan, organize, lead, and control. What this means is that as managers manage, their work activities are usually done in a continuous manner—that is, in a process.

The continued popularity of the functional and process approaches to describe what managers do is a tribute to their clarity and simplicity—managers plan, organize, lead, and control. But are these descriptions accurate?[5] Let's look at another perspective.



Management Roles

Henry Mintzberg, a prominent management researcher, says that what managers do can best be described by looking at the roles they play at work.[6] From his study of actual managers at work, Mintzberg developed a categorization scheme for defining what managers do. He concluded that managers perform 10 different but highly interrelated roles. The term management roles refers to specific categories of managerial behavior. (Think of the different roles you play and the different behaviors you're expected to exhibit and play in these roles as a student, a sibling, an employee, a volunteer, and so forth.) As shown in Exhibit 1.4, Mintzberg's 10 managerial roles can be grouped as those primarily concerned with interpersonal relationships, the transfer of information, and decision making.

Role	Description	Examples of Identifiable Activities
Interpersonal		
Figurehead	Symbolic head; obliged to perform a number of routine duties of a legal or social nature	Greeting visitors; signing legal documents
Leader	Responsible for the motivation of subordinates responsible for staffing, training, and associated duties	Performing virtually all activities that involve subordinates

Liaison	Maintains self-developed network of outside contacts and informers who provide favors and information	Acknowledging mail; doing external board work; performing other activities that involve outsiders
Informational		
Monitor	Seeks and receives wide variety of internal and external information to develop thorough understanding of organization and environment	Reading periodicals and reports; maintaining personal contacts
Disseminator	Transmits information received from outsiders or from subordinates to members of the organization	Holding informational meetings; making phone calls to relay information
Spokesperson	Transmits information to outsiders on organization's plans, policies, actions, results, etc.	Holding board meetings; giving information to the media
Decisional		
Entrepreneur	Searches organization and its environment for opportunities and initiates "improvement projects" to bring about changes	Organizing strategy and review sessions to develop new programs
Disturbance handler	Responsible for corrective action when organization faces important, unexpected disturbances	Organizing strategy and review sessions that involve disturbances and crises
Resource allocator	Responsible for the allocation of organizational resources of all kinds—making or approving all significant organizational decisions	Scheduling; requesting authorization; performing any activity that involves budgeting and the programming of subordinates' work
Negotiator	Responsible for representing the organization at major negotiations	Participating in union contract negotiations

Exhibit 1.4 **Mintzberg's Managerial Roles**

Source: H. Mintzberg, *The Nature of Managerial Work* (New York: Harper & Row, 1973), pp. 93-94. Copyright © 1973 by Henry Mintzberg. Reprinted by permission of Harper & Row, Publishers, Inc.

The interpersonal roles are roles that involve people (subordinates and persons outside the organization) and other duties that are ceremonial and symbolic in nature. The three interpersonal roles include being a figurehead, leader, and liaison. The informational roles involve receiving, collecting, and disseminating information. The three informational roles include a monitor, disseminator, and spokesperson. Finally, the decisional roles revolve around making choices. The four decisional roles include entrepreneur, disturbance handler, resource allocator, and negotiator.

A number of follow-up studies have tested the validity of Mintzberg's role categories among

different types of organizations and at different levels within given organizations.[7] The evidence generally supports the idea that managers—regardless of the type of organization or level in the organization—perform similar roles. However, the emphasis that managers give to the various roles seems to change with their organizational level.[8] Specifically, the roles of disseminator, figurehead, negotiator, liai-son, and spokesperson are more important at the higher levels of the organization; whereas the leader role (as Mintzberg defined it) is more important for lower-level managers than it is for either middle- or top-level managers.

So which approach to describing what managers do is correct—functions or roles? Each has merit. However, the functional approach still represents the more useful way of conceptualizing the manager's job. "The classical functions provide clear and discrete methods of classifying the thousands of activities that managers carry out and the techniques they use in terms of the functions they perform for the achievement of goals."[9] Many of Mintzberg's roles align smoothly with one or more of the functions. For instance, resource allocation is part of planning, as is the entrepreneurial role, and all three of the interpersonal roles are part of the leading function. Although most of the other roles fit into one or more of the four functions, not all of them do. The difference can be explained by the fact that all managers do some work that isn't purely managerial.[10] Our decision to use the management functions to describe what managers do doesn't mean that Mintzberg's role categories are invalid as he clearly offered new insights into managers' work.



Management Skills

As you can see from the preceding discussion, a manager's job is varied and complex. Managers need certain skills to perform the duties and activities associated with being a manager. What types of skills does a manager need? Research by Robert L. Katz found that managers need three essential skills or competencies.[11] Technical skills include knowledge of and proficiency in a certain specialized field, such as engineering, computers, accounting, or manufacturing. These skills are more important at lower levels of management since these managers are dealing directly with employees doing the organization's work. Human skills involve the ability to work well with other people both individually and in a group. Because managers deal directly with people, this skill is crucial! Managers with good human skills are able to get the best out of their people. They know how to communicate, motivate, lead, and inspire enthusiasm and trust. These skills are equally important at all levels of management. Finally, conceptual skills are the skills managers must have to think and to conceptualize about abstract and complex situations. Using these skills, managers must be able to see the organization as a whole, understand the relationships among various subunits, and visualize how the organization fits into its broader environment. These skills are most important at the top management levels. Exhibit 1.5 shows the relationship of these skills and the levels of management.



Exhibit 1.5 **Skills Needed at Different Management Levels**

How relevant are management skills to today's managers? In today's demanding and dynamic workplace, employees who are invaluable to an organization must be willing to constantly upgrade their skills and take on extra work outside their own specific job area. There's no doubt that skills will continue to be an important way of describing what a manager does. In fact, understanding and developing management skills are so important that we've incorporated a condensed skills feature in the text. The skills we've chosen to feature in these skill-building modules reflect a broad cross section of managerial activities that we and most experts believe are important elements of the four management functions. A matrix showing the relationship between these skills and the management functions is shown in Exhibit 1.6. Note that many of the skills are important to more than one function. As you study the management functions in more depth in later chapters of the book, you'll have the opportunity to practice some of the key skills that are part of doing what a manager does. Although no skill-building module can make you an instant expert in a certain area, these exercises can provide you an introductory understanding and appreciation of some of the skills you'll need to master in order to be an effective manager.

	Function			
Skill	**Planning**	**Organizing**	**Leading**	**Controlling**
Acquiring power		√	√	
Active listening			√	√
Assessing cross-cultural differences		√	√	
Budgeting	√			√
Choosing an effective leadership style			√	
Coaching			√	
Creating effective teams		√	√	
Delegating (empowerment)		√	√	
Designing motivating jobs		√	√	
Developing trust			√	
Disciplining			√	√
Interviewing		√	√	
Managing resistance to change		√	√	√
Managing time	√			√
Mentoring			√	
Negotiating			√	
Providing feedback			√	
Reading an organization's culture		√	√	
Running productive meetings	√	√	√	√
Scanning the environment	√			√
Setting goals	√			√
Solving problems creatively	√			

Exhibit 1.6	Management Skills and Management Functions Matrix



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Managing Systems

Another way to look at the manager's job is from the perspective of managing systems. A system is a set of interrelated and interdependent parts arranged in a manner that produces a unified whole. It's a concept taken from the physical sciences and applied to organizations. The two basic types of systems are closed and open. Closed systems are not influenced by and do not interact with their environment. In contrast, open systems dynamically interact with their environment. Today, when we call organizations systems, we mean open systems, that is, an organization that constantly interacts with its environment. Exhibit 1.7 shows a diagram of an organization from an open systems perspective. As you can see, an organization takes in inputs (resources) from the environment and transforms or processes these resources into outputs that are distributed into the environment. The organization is "open" to its environment and continually interacts with that environment.

Exhibit 1.7	The Organization as an Open System

How does the systems perspective add to our understanding of what managers do? Systems researchers envisioned an organization as being made up of "interdependent factors, including individuals, groups, attitudes, motives, formal structure, interactions, goals, status, and authority."[12] Using this approach, then, the job of a manager is to coordinate the work activities of the various parts of the organization and ensure that all the interdependent parts of the organization are working together so that the organization's goals can be achieved.

In addition, the systems view of a manager's job implies that decisions and actions taken in one organizational area will affect others and vice versa (this is the interdependency characteristic of systems). For instance, no matter how efficient an organization's production department might be, if the marketing department does not anticipate changes in consumer tastes and work with the product development department in creating products consumers want, the organization's overall performance will suffer.

Finally, an important part of a manager's job is recognizing and understanding the impact of the various external factors. The open systems approach recognizes that organizations are not self-contained. They rely on their environment for essential inputs and as sources to absorb their outputs. No organization can survive for long if it ignores government regulations, supplier relations, or the varied external constituencies upon which it depends. (We'll cover these external environmental forces in Chapter 3 as we discuss how managers must understand the environment and the constraints it imposes.)

Just how relevant is the systems approach for describing what a manager does? It appears to be quite relevant, particularly since a manager's job entails working with and through other people by coordinating various work activities so that the system (the organization) meets its goals. Think, for example, of a day-shift manager at a local Wendy's restaurant who every day must coordinate the work of individuals taking and filling customer orders at the front counter and the drive-through windows, direct the delivery and unloading of food supplies, and address any customer concerns that come up. The manager "manages" all the parts of this "system" so that the restaurant's daily sales goals are met. Although the systems perspective doesn't provide specific descriptions of what managers do, it does provide a more general and broader picture than other perspectives do. Moreover, viewing the manager's job as linking the organization to its environment makes the organization appear more sensitive and responsive to its key constituencies such as customers, suppliers, government agencies, the community, and so forth.



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Why is the systems perspecitve a good way to view organizations?

Managing in Different and Changing Situations

Management is not (and cannot be) based on simplistic principles. Different and changing situations require managers to use different approaches and techniques. Managing an entrepreneurial start-up requires different actions and decisions than managing a departmental work team in a large corporate setting. The contingency perspective (sometimes called the situational approach) of management underscores and emphasizes the fact that because organizations are different, they face different circumstances (contingencies) and, thus, may require different ways of managing. Therefore, when we describe what managers do from this perspective, we're recognizing that managers must "read" and attempt to interpret the situational contingencies facing them before

deciding the best way to work with and through others as they coordinate work activities.

A contingency approach to describing what managers do is intuitively logical because organizations and even units within the same organization are diverse—in size, objectives, work being done, and the like. It would be surprising to find universally applicable management principles that would work in *all* situations. But, of course, it's one thing to say that the way to manage "depends on the situation" and another to say what it depends upon. Management researchers have been working to identify these "what" variables. Exhibit 1.8 describes four popular contingency variables. The list is by no means comprehensive—more than 100 different "what" variables have been identified—but it represents those most widely used and gives you an idea of what we mean by the term *contingency variable*. As you can see from this short list, the contingency variables can have a significant impact on what managers do. The primary value of the contingency approach to describing what managers do is that it stresses that there are no simplistic or universal rules for managers to follow in doing their jobs. Instead, a manager's job involves managing different and changing situations, and managers' actions should be appropriate for the situations in which they find themselves.



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If situations are all different, how can we have a common body of knowledge about it?

Organization Size. The number of people in an organization is a major influence on what managers do. As size increases, so do the problems of coordination. For instance, the type of organization structure appropriate for an organization of 50,000 employees is likely to be inefficient for an organization of 50 employees

Routineness of Task Technology. To achieve its purpose, an organization uses technology; that is, it engages in the process of transforming inputs into outputs. Routine technologies require organizational structures, leadership styles, and control systems that differ from those required by customized or nonroutine technologies.

Environmental Uncertainty. The degree of uncertainty caused by political, technological, sociocultural, and economic changes influences the management process. What works best in a stable and predictable environment may be totally inappropriate in a rapidly changing and unpredictable environment.

Individual Differences. Individuals differ in terms of their desire for growth, autonomy, tolerance of ambiguity, and expectations. These and other individual differences are particularly important when managers select motivation techniques, leadership styles, and job designs.

Exhibit 1.8	Popular Contingency Variables

Summary of Multiple Perspectives on the Manager's Job

As we've shown throughout this section, a manager's job can be described from various perspectives: functions, roles, essential skills, systems, and contingencies. Each approach provides a different perspective on the manager's job. Although we'll use the functions approach as our framework for our study of management, we're not just forgetting the other perspectives! You'll see aspects of each as we discuss various management topics in the rest of the book.



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Testing...Testing...1, 2, 3

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> What Is an Organization?

Managers work in organizations. If there were no organizations, there would be no need for managers. What is an organization? An organization is a deliberate arrangement of people to accomplish some specific purpose. Your college or university is an organization; so are fraternities and sororities, government departments, churches, Amazon.com, your neighborhood video store, the United Way, the Colorado Rockies baseball team, and the Mayo Clinic. These are all organizations because they all share three common characteristics as shown in Exhibit 1.9.



Exhibit 1.9 **Characteristics of Organizations**

First, each organization has a distinct purpose. This purpose is typically expressed in terms of a goal or a set of goals that the organization hopes to accomplish. Second, each organization is composed of people. One person working alone is not an organization, and it takes people to perform the work that's necessary for the organization to achieve its goals. Third, all organizations develop some deliberate structure so that their members can do their work. That structure may be open and flexible, with no clear and precise delineations of job duties or strict adherence to any explicit job arrangements—in other words, it may be a simple network of loose relationships. Or the structure may be more traditional with clearly defined rules, regulations, and job descriptions, and some members may be identified as "bosses" who have authority over other members. But no matter what type of structural arrangement an organization uses, it does require some deliberate structure so members' work relationships are clarified. In summary, the term *organization* refers to an entity that has a distinct purpose, includes people or members, and has some type of deliberate structure.



The 2000 U.S. women's national soccer team is an organization. How? It has a distinct purpose, includes people, and has a deliberate structure.

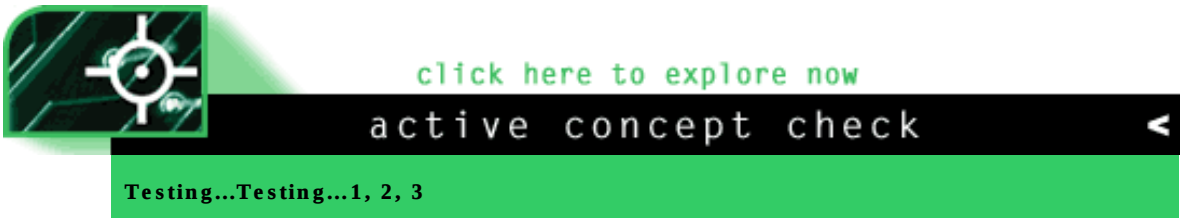
Although these three characteristics are important to our definition of *what* an organization is, the concept of an organization is changing. It's no longer appropriate to assume that all organizations are going to be structured like Procter & Gamble, Exxon-Mobil, or General Motors, with clearly identifiable divisions, departments, and work units. In fact, one of GM's subsidiaries, Saturn Corporation, may be more characteristic of what contemporary organizations look like, with its flexible work arrangements, employee work teams, open communication systems, and supplier alliances. Just how is the concept of an organization changing? Exhibit 1.10 lists some differences between traditional organizations and new organizations. As these comparisons show, today's organizations are becoming more open, flexible, and responsive to changes.[13]

Traditional Organization	New Organization
• Stable	• Dynamic
• Inflexible	• Flexible
• Job-focused	• Skills-focused
• Work is defined by job positions	• Work is defined in terms of tasks to be done
• Individual-oriented	• Team-oriented
• Permanent jobs	• Temporary jobs
• Command-oriented	• Involvement-oriented
• Managers always make decisions	• Employees participate in decision making
• Rule-oriented	• Customer-oriented
• Relatively homogeneous workforce	• Diverse workforce
• Workdays defined as 9 to 5	• Workdays have no time boundaries
• Hierarchical relationships	• Lateral and networked relationships
• Work at organizational facility during specific hours	• Work anywhere, anytime

Exhibit 1.10 **The Changing Organization**

Why are organizations changing? Because the world around them has changed and is continuing to change. Societal, economic, global, and technological changes have created an environment in which successful organizations (those that consistently attain their goals) must embrace new ways of getting work done. Examples of how the world is changing include the increased dependence

on e-business models and approaches, continuing spread of information technology and its impact on workplaces, increasing globalization, and changing employee expectations. Even though the concept of organizations may be changing, managers and management continue to be important to organizations.



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Management (activebook), 7/e
Stephen P. Robbins Mary Coulter

> Why Study Management?

You may be wondering why you need to study management. If you're an accounting major, a marketing major, or any major other than management, you may not understand how studying management is going to help you in your career. We can explain the value of studying management by looking at the universality of management, the reality of work, and the rewards and challenges of being a manager.

The Universality of Management

Just how universal is the need for management in organizations? We can say with absolute certainty that management is needed in all types and sizes of organizations, at all organizational levels, in all organizational work areas, and in all organizations, no matter in what country they're located. This is known as the universality of management. (See Exhibit 1.11.) Managers in all these settings will plan, organize, lead, and control. However, this is not to say that management is done the same way in all these scenarios. The differences in what a supervisor in a software applications testing facility at Cisco Systems does versus what the president of Cisco does are a matter of degree and emphasis, not of function. Because both are managers, both will plan, organize, lead, and control.



Figure 1.11 Universal Need for Management

Since management is universally needed in all organizations, we have a vested interest in improving the way organizations are managed. Why? We interact with organizations every single day of our lives. Does it frustrate you when you have to spend three hours in a department of motor vehicles office to get your driver's license renewed? Are you irritated when none of the salespeople in a department store seem interested in helping you? Do you get annoyed when you call an airline three times and its sales representatives quote you three different prices for the same trip? These are all examples of problems created by poor management. Organizations that are well managed—and we'll share many examples of these throughout the text—develop a loyal customer base, grow, and prosper. Those that are poorly managed find themselves with a declining customer base and reduced revenues. By studying management, you'll be able to recognize poor management and work to correct it. In addition, you'll be able to recognize good

management and encourage it, whether it's in an organization with which you're simply interacting or whether it's in an organization in which you're employed.

The Reality of Work

Another reason for studying management is the reality that for most of you, once you graduate from college and begin your career, you will either manage or be managed. For those who plan on management careers, an understanding of the management process forms the foundation upon which to build your management skills. For those of you who don't see yourself in a management position, you are still likely to have to deal with managers. Assuming that you will have to work for a living and recognizing that you are very likely to work in an organization, you'll probably have some managerial responsibilities even if you're not a manager. Our experience tells us that you can gain a great deal of insight into the way your boss behaves and the internal workings of organizations by studying management. Our point is that you don't have to aspire to be a manager to gain something valuable from a course in management.

Rewards and Challenges of Being a Manager

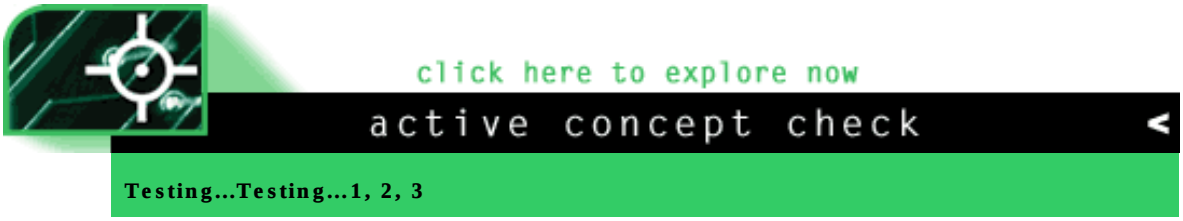
We can't leave our discussion of the value of studying management without looking at the rewards and challenges of being a manager. (See Exhibit 1.12.) What *does* it mean to be a manager?

Rewards	Challenges
• Create a work environment in which organizational members can work to the best of their ability	• Do hard work
• Have opportunities to think creatively and use imagination	• Have to deal with a variety of personalities
• Help others find meaning and fulfillment in work	• Often have to make do with limited resources
• Support, coach, and nurture others	• Motivate workers in chaotic and uncertain situations
• Work with a variety of people	• Successfully blend knowledge, skills, ambitions, and experiences of a diverse work group
• Receive recognition and status in organization and community	• Success depends on others' work performance
• Play a role in influencing organizational outcomes	
• Receive appropriate compensation in form of salaries, bonuses, and stock options	
• Good managers are needed by organizations	

Exhibit 1.12 **Rewards and Challenges of Being a Manager**

Being a manager in today's dynamic workplace presents many challenges. Being a manager *is* hard work. It can be a tough and often thankless job. You may have to deal with a variety of personalities and often have to make do with limited resources. It can be a challenge to motivate workers in the face of uncertainty and chaos. And managers may find it difficult to effectively blend the knowledge, skills, ambitions, and experiences of a diverse group of employees. Finally, as a manager, your success typically depends on others' work performance.

Despite these seemingly difficult challenges, being a manager *can be* very rewarding. The most important work of any organization anywhere is creating a work environment in which organizational members can do their work to the best of their ability and help the organization achieve its goals. And managers get to do that! In addition, as a manager, you often have the opportunity to think creatively and use your imagination. You help others find meaning and fulfillment in their work. You get to support, coach, and nurture others and help them make good decisions. Also, as a manager, you'll get to meet and work with a variety of people—both inside and outside the organization. Other rewards of being a manager may include receiving recognition and status in the organization and in the community, playing a role in influencing organizational outcomes, and receiving appropriate compensation in the form of salaries, bonuses, and stock options. Finally, organizations need good managers. Nothing great ever happens alone! It's through the combined efforts of motivated and passionate people working together that organizations accomplish their goals. As a manager, you can get satisfaction from knowing that your efforts, skills, and abilities are needed.



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> Chapter Wrap-Up

You had a chance to voice your opinion about Steven P. Siegel's dilemma at the beginning of this chapter. Now listen as two managers share their views.



Shannon McMurtrey
President
McMurtrey/Whitaker & Associates, Inc.,
Springfield, Missouri

Not working? Get Quicktime

I see the task of managing people and their careers as bordering on "sacred ground." I agree with Siegel in his recognition of his responsibility to his customers to ensure that they have the best professionals working for them. I would extend his view to encompass the responsibility that he has to his employees.

I view a major part of my responsibility as a manager as helping my employees fulfill their capacities as humans. I do not see them as "cogs in the professional



James G. Amalfitano, Esq.
Vice President of National Accounts
ILX Systems, New York, New York

Not working? Get Quicktime

In a CPA firm, professionalism is important. Clients trust that the individuals working on their account are competent and skilled. Even though the setting may have changed, the goal of producing the best intellectual work and acquiring and retaining business shouldn't have changed. The managerial skills that Siegel should use to maintain an environment of innovation and professionalism include emphasizing the importance of building and maintaining client trust, letting employees know the expectations,

services wheel" that turn solely on the whims of our clients. I find that our employees produce outstanding results for our clients whey they feel that they can serve in an environment that allows them to grow and excel. With that said, I would agree with Siegel's approach in creating a fun, stimulating work environment. I would suggest that he add opportunities for professional development, training, and continuing education; allow significant personal time that can be used for employees' families or their own growth; and spend time with each employee to get to know him or her personally and professionally.	and reviewing employees on their merit. To build client trust, Siegel should review the reasons why clients trusted their business to the organization all along. Then Siegel should emphasize to employees why it's important to continue to do those things. To let employees know the expectations, Siegel should make them aware of the guidelines for working in such a nontraditional setting. Although the eccentric workplace will be stimulating for professional creativity, there will be times when employees need to focus on serious business situations that call for more traditional approaches. Finally, employees need to know that they are productive and that they are recognized as contributors. Therefore, evaluations should be customized to the new organizational style.

> end-of-chapter resources

- Chapter Summary
- Video Q & A
- Practice Quiz
- Key Terms
- Thinking About Management Issues
- Log on: Internet Based Exercise
- Working Together: Team Based Exercise
- Case Application

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