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Chapter 1

Managers and You in the Workplace

In this introductory chapter, your students will explore managers, management functions and roles, trends impacting the job of a manger, and the value of studying management.

LEARNING OBJECTIVES

1.1 Describe who managers are and where they work.
1.2 Explain why managers are important to organizations.
1.3 List the functions and roles of managers.
1.4 Describe the factors that are reshaping and redefining the manager's job.
1.5 Identify career options in management and skills that lead to career success.
1.6 Explain the value of studying management.

CHAPTER OUTLINE

1.1 WHO ARE MANAGERS AND WHERE DO THEY WORK?

A. Who Is a Manager? The changing nature of organizations and work often requires employees in formerly nonmanagerial jobs to perform managerial activities. Students who are preparing for careers on any organizational level can benefit from acquiring management skills. Today's employees need to be cross-trained and multi-skilled.

1. The changing nature of work has blurred the distinction between managers and nonmanagerial employees. Many traditional nonmanagerial jobs now include managerial activities, and many organizations no longer have formal managers. A **holacracy** is defined as an organizational structure that aims to distribute decision making throughout the organization by requiring teams or workgroups to manage themselves, rather than centralizing decision making in a traditional hierarchy. See **Exhibit 1-1**.
2. How do we define a manager? A **manager** is someone who coordinates and oversees the work of other people so that organizational goals can be accomplished. However, keep in mind that managers may have additional work duties not related to coordinating the work of others.
3. Managers can be classified by their level in the organization, particularly in traditionally structured organizations—those shaped like a pyramid (see **Exhibit 1-2**).
   a. **First-line (or front-line) managers** (often called supervisors) are typically involved with producing the organization's products or servicing the organization's customers. These managers are located on the lowest level of management.
   b. **Middle managers** include all levels of management between the first level and the top level of the organization. They may have titles

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such as regional manager, project leader, store manager, or division manager.

c. **Top managers** include managers at or near the top of the organization who are responsible for making organization-wide decisions and establishing plans and goals that affect the entire organization.

B. **Where Do Managers Work?** An **organization** is a deliberate arrangement of people to accomplish some specific purpose. Organizations share three common characteristics (see **Exhibit 1-3**): (1) each has a distinct purpose; (2) each is composed of people; and (3) each develops some deliberate structure so members can do their work.

1. An organization's structure may be open and flexible, with no specific job duties, or it may require strict adherence to explicit job arrangements. Many of today's organizations are structured with flexible work arrangements, employee work teams, open communication systems, and supplier alliances.

1.2 WHY ARE MANAGERS IMPORTANT?

A. Managers have an important impact on both employees and the organizations in which they work. The following three reasons address their importance:

1. *Organizations need their managerial skills and abilities* more than ever in these uncertain, complex, and chaotic times.
2. Managers are *critical to getting things done*.
3. *Managers do matter to organization's performance*. According to a Gallup poll of tens of thousands of managers and millions of employees, the relationship of manager to their employees and supervisors is the single most important variable in employee success.

1.3 MANAGEMENT VS. MANAGERS

A. **What Is Management? Management** involves coordinating and overseeing the work activities of others so that their activities are completed efficiently and effectively.

1. **Efficiency** is getting the most output from the least amount of inputs in order to minimize resource costs. Efficiency is often referred to as "doing things right" (see **Exhibit 1-4**).
2. **Effectiveness** is completing activities so that organizational goals are attained and is often described as "doing the right things" (see **Exhibit 1-4**).

B. **What Do Managers Do?** Management researchers have developed different approaches to describe what managers do.

1. *Management Functions*—Henri Fayol, a French industrialist in the early 1900s, proposed that managers perform five management functions: planning, organizing, commanding, coordinating, and controlling (see **Exhibit 1-5**).

a. **Planning** involves defining goals, establishing strategies for achieving those goals, and developing plans to integrate and coordinate activities.
b. **Organizing** involves arranging and structuring work to accomplish the organization's goals.
c. **Leading** involves working with and through people to accomplish organizational goals.
d. **Controlling** involves monitoring, comparing, and correcting work performance.

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2. In practice, managing is not always performed in a sequence as outlined above. However, regardless of the order in which these functions are performed, managers do plan, organize, lead, and control as they manage.

2. *Management Roles*—Henry Mintzberg, a management researcher, conducted a precise study of managers at work. He concluded that managers perform 10 different roles, which are highly interrelated.

Managerial roles refer to specific categories of managerial behavior (see **Exhibit 1-6**).

a. **Interpersonal roles** include figurehead, leadership, and liaison activities.
b. **Informational roles** include monitor, disseminator, and spokesperson.
c. **Decisional roles** include entrepreneur, disturbance handler, resource allocator, and negotiator.

2. Follow-up studies of Mintzberg's role categories in different types of organizations and at different managerial levels within organizations generally support the idea that managers perform similar roles.
3. The functions approach represents the generally accepted way to describe the manager's job; Mintzberg's roles give additional insight into what managers do while planning, leading, organizing, and controlling.

1.4 MANAGERIAL CHALLENGES TODAY AND INTO THE FUTURE

Three trends that will continue to disrupt and transform management practices are the normalization of remote or hybrid work, the use of technology, and the changing expectations of employees on how organizations support their overall well-being.

A. Focus on Remote or Hybrid Work. Remote work is the practice of accomplishing work tasks away from the company's worksite; **hybrid work** is the practice of working remotely part of the time and on site part of the time. Gartner estimates that nearly 70 percent of manager–employee relationships today are at least partly asynchronous, which means the manager and the employee are not physically together interacting in real-time. As a result, managers will have less involvement in workers' day-to-day activities and will need to focus more on managing the outputs of employees' work, and less on the process to get to those outputs.

B. **Focus on Technology.** Many organizations are engaging in strategic **digital transformation** by rethinking how they use technology, people, and processes to accomplish the work of the organization. Organizations are using technology such as artificial intelligence to provide employees feedback on their work. **Artificial intelligence (AI)** refers to hardware or software systems that learn to make decisions and carry out actions on behalf of the people that operate the systems.

1. Technology has also impacted companies' use of temporary or contract workers. Contract workers are not company employees; rather, they work for a company on an as-needed basis. The evolution

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of apps such as Door Dash and Uber has transformed the contract labor market. This evolution is often referred to as the **gig economy** because it describes a new labor market of workers doing freelance-type work.

C. **Focus on Employee Well-Being**. Managers are becoming more critical to improving employee well-being. For example, a Gallup study in 2002 found that 10 percent of workers reported their boss as a source of stress that affected their engagement with work. Twenty years later that number had grown to 70 percent, which means now more than ever, the manager's role is important in reducing employees' stress. Companies have realized the need to support employee well-being and expand managerial skillsets.

1.5 WHAT CAREERS ARE IN MANAGEMENT

There are real rewards from holding a managerial position. Managers get the satisfaction of creating a work environment in which organizational members can do their work to the best of their ability and thus help the organization achieve its goals. Other rewards may include receiving recognition and status in your organization and in the community, playing a significant role in influencing organizational outcomes, and receiving attractive compensation in the form of salaries, bonuses, and stock options (see **Exhibit 1-7**).

A. **What Skills Do Managers Need?** Managers need certain skills to perform the challenging duties and activities associated with being a manager. Robert L. Katz proposed that managers need three critical skills in managing: technical, human, and conceptual (see **Exhibit 1-8**).

1. **Technical skills** are job-specific knowledge and techniques needed to proficiently perform specific tasks.

b. **Interpersonal skills** involve the ability to work well with other people individually and in a group.

c. **Conceptual skills** involve the ability to think and to conceptualize about abstract and complex situations.

2. Developing management skills is important for aspiring managers. managers may require specific skills. For example, managing workers in today's means paying attention to workers' mental health, which requires managers to develop their skills in empathy and respond with compassion.

1.6 WHY STUDY MANAGEMENT?

The importance of studying management in today's dynamic global environment can be explained by looking at the universality of management, the reality of work, and the rewards and challenges of being a manager.

A. **The Universality of Management**. Without a doubt, management is needed in all types and sizes of organizations, at all organizational levels, and in all organizational work areas throughout the world (see **Exhibit 1-9**).

1. We interact with organizations every day of our lives. Every product we use, every action we take, is provided by or affected by organizations. Well-managed organizations develop a loyal customer base, grow, and prosper.

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2. Students who study management gain the ability to recognize and encourage good management practices; just as important, they learn to recognize poor management and how to correct it.

B. **The Reality of Work.** After graduation, students will either manage or be managed. A course in management provides insight and understanding about behaviors of supervisors and the internal operations of organizations. An individual does not have to aspire to be a manager in order to benefit from taking a course in management.

C. **Gaining Insights into Life at Work.** A good number of students regularly remind your authors that they're not planning a career in management. These students' career goals are to be accountants or financial analysts or marketing researchers or computer programmers. They ask us: Why do I need to take a management course?

ANSWERS TO REVIEW AND DISCUSSION QUESTIONS

Student answers to these questions will vary.

1-1. Describe what a manager does. How does the work of managers differ from that of nonmanagerial employees?

The answer to this question used to be straightforward, but the line between managerial and nonmanagerial employees has blurred as more employees take on tasks once reserved for managers. To keep the answer from becoming too complicated, the best way to address this question is to focus on the fact that a manager's job is about helping others do their work. (LO: 1, Tell who managers are and where they work, AACSB: Analytical thinking)

1-2. Are managers important to organizations? Explain.

There are three key reasons why managers are important to organizations. First, organizations need the managerial skills and abilities that managers provide. Second, managers are essential to getting things done. Third, research shows that the single most important variable in employee productivity and loyalty is the quality of the relationship between employees and their direct supervisors. (LO: 2, Explain why managers are important to organizations, AACSB: Analytical thinking)

1-3. What is the difference between efficiency and effectiveness? Explain why both are valuable to managers.

Both are integral to effective management. Efficiency is getting the most output from the least amount of inputs, the goal of which is to minimize resource costs (see **Exhibit 1-3**). Effectiveness is completing activities so that organizational goals are attained; often described as "doing the right things" (see **Exhibit 1-3**). (LO: 3, Describe the functions, roles, and skills of managers, AACSB: Analytical thinking)

1-4. Is there one best "style" of management? Discuss in terms of managerial functions, roles.

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This answer requires students to form an opinion, so answers will vary. A possible answer is there is no one best style of management. Organizations have different structures, and managers are tasked with achieving different goals and work with different personalities. Managerial styles can differ from organization to organization, task to task, and person to person. Managers need to cultivate the ability to recognize when they need to use a different approach and be flexible. (LO: 5, Explain the value of studying management, AACSB: Reflective thinking)

Course instructors (in contrast to individuals who hold positions such as department head) are not usually classified as managers. In most situations, a course instructor does not fall within the definition of a manager when utilizing managerial functions, mainly because students are clients rather than employees. In some cases, an instructor has little input about course content or how it should be taught. In these instances, the instructor makes few managerial decisions.

In terms of managerial roles, course instructors may be involved in some ways in the interpersonal, informational, and decisional roles. For example, a course instructor could be seen as a liaison (interpersonal role), a monitor and disseminator (both informational roles), and a disturbance handler and negotiator (both decisional roles).

Regarding managerial skills, course instructors certainly need technical skills—knowledge about the latest research and conceptual developments in a particular discipline. They also need significant human skills as they interact with their students. To a limited extent, the instructor utilizes conceptual skills as courses are planned or as departmental curriculums are debated. (LO: 3, Describe the functions, roles, and skills of managers, AACSB: Reflective thinking)

1-5. How are technology, social media, and other technological advances making a manager's job easier? More complex?

There are numerous technologies in development that have the potential to radically alter the way some organizations function. Self-driving vehicles and alternative energy automobiles are already affecting the auto industry in terms of resource allocation and investment, and these technologies may soon disrupt the trucking industry and others that deliver products. Nanotechnology and smart metals have the potential to change many sectors of the economy. And, artificial intelligence (AI) is already reshaping production and has the potential to change almost any organization and job. (LO: 4, Describe the factors that are reshaping and redefining the manager's job, AACSB: Reflective thinking)

1-6. Are the skills managers need different for lower-level and middle managers? Do managers at Amazon use managerial skills differently than those at UPS or Uber?

(LO: 4, Describe the factors that are reshaping and redefining the manager's job, AACSB: Reflective thinking)

1-7. Will the universality of management continue to be true in the future? Why or why not?

Management principles are needed for the efficient and effective operation of organizations, regardless of the level of the manager or the industry in which they operate. This is true for today's organizations now more than ever. The global

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environment of today ensures that organizations will face staunch competition. Failure and weakness on the part of management ultimately leads to loss of market share and organizational closure. Also, gone are the days when managers could 'bluff' their way through their dealings with employees who have become more demanding and aware of their legal rights. (LO: 5, Explain the value of studying management, AACSB: Reflective thinking)

ETHICS DILEMMA

The gap between the career development conversations managers provide and what employees want them to deliver is strikingly large. Unfortunately, 40 percent of managers never talk with employees about career goals and how to meet them, while 82 percent of employees would like to have career-related discussions with their managers between one and four times a year. Moreover, younger employees place greater importance on these conversations, career development opportunities, and job training than older generations do.

Student answers to these questions will vary.

1-8. Does an organization have an ethical responsibility to provide career development advice to employees? Explain your position.

Organizations of today should help employees develop to their fullest potential. This practice will benefit the employee and the organization. Employees will be more likely to stay with the organization and advance through the ranks, and it will create loyalty to the organization and contribute to a positive work environment. Should a student believe that hiring an employee also means providing opportunities in good faith for them to improve the student will perceive organizations have an ethical responsibility to do so. Managers should be forthright and this practice also falls under the practice of supporting, coaching, and nurturing others. Employees expect managers are ethical and, therefore, honest when explaining employees' standing within their organization.(LO: 3, Describe the functions, roles, and skills of managers, AACSB: Ethical understanding and reasoning)

1-9. If career opportunities in an organization are limited, do managers have a responsibility to convey this information to employees? Explain your position.

Many workers are expected to hold multiple roles in their organizations. Managers are expected to tell them that their roles might change depending on the assignment or project, with different people taking the lead at different times; thus, everyone performs some management duties. Managers also need to clarify the degree to which career opportunities are available within the organization. In recent years, managers have increasingly been called upon to pay attention to their workers' mental health and well-being at work. Failure to do so would be detrimental to employees' mental health. (LO: 3, Describe the functions, roles, and skills of managers, AACSB: Ethical understanding and reasoning)

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SKILLS EXERCISE: DEVELOPING YOUR SKILLS AS A MANAGER

As referenced in **Exhibit 1-8**, there are many skills important to managers. The importance of each skill changes depending on the level of the manager. All managers need to develop conceptual skills, interpersonal skills, and technical skills. Nine managerial skills are listed in this exercise. Students are encouraged to select two skills and spend one week practicing the skills. As they rotate through the skills, encourage them to take notes to track their progress and then to evaluate their own level of skill development. (LO: 3, Describe the functions, roles, and skills of managers, AACSB: Analytical thinking)

WORKING TOGETHER: TEAM EXERCISE

If you have worked for a manager, played for a coach, or been part of a group that had a leader, you have probably noticed management skills that those individuals could have improved. In groups of three or four, each student should describe a specific situation where the management skills they observed could have been improved. As a group, decide what commonalities, if any, exist in the various situations. Using Mintzberg's roles, where were these individuals deficient? Now, brainstorm ways that these individuals might improve their skills. Be prepared to share what you learned with the class. (LO: 3, Describe the functions, roles, and skills of managers, AACSB: Written and oral communication)

MY TURN TO BE A MANAGER

- Use the most current Occupational Outlook Handbook (US Department of Labor, Bureau of Labor Statistics) to research three different categories of managers. For each, prepare a bulleted list that describes the following: the nature of the work, training and other qualifications needed, earnings, and job outlook and projections data.
- Get in the habit of reading at least one current business periodical (*Wall Street Journal*, *Bloomberg Businessweek*, *Fortune*, *Fast Company*, *Forbes*, etc.). Sign up to follow a few of these publications on Twitter (now X), Instagram, LinkedIn, and/or any other social media outlet the company uses.
- Explore the social media presence of your favorite company. Like them on Facebook and follow them on Twitter, Instagram, LinkedIn, and/or any other social media outlet the company uses.
- Interview two different managers and ask them the following questions: What are the best and worst parts about being a manager? What's the best management advice you ever received? What are the traits or skills good managers you work with possess? Tell them research in the *Harvard Business Review* reported that great managers discovered what was unique about each employee and learned how to use their knowledge of each employee to get the work done in the best way possible. Do they agree? Why or why not? Type up the questions and their answers to turn in to your professor.

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- Accountants and other professionals have certification programs to verify their skills, knowledge, and professionalism. What about managers? Two certification programs for managers are the Certified Manager (Institute of Certified Professional Managers) and the Certified Business Manager (Association of Professionals in Business Management). Research each of these programs. Prepare a bulleted list of what each involves.

ANSWERS TO CASE APPLICATION 1 QUESTIONS

Student answers to these questions will vary.

Working with Artificial Intelligence

1-10. Which of the four management functions of a manager's work do managers most need guidance on from AI?

The four functions to describe a manager's work are planning, organizing, leading, and controlling (see **Exhibit 1-5**). Research has found that larger performance gains occurred when humans and machines worked together than when either humans or artificial intelligence worked alone. AI could help with leading and controlling by providing employees feedback on their work. AI can also, help managers by providing options to optimize planning and organization tasks. While AI may make rote decisions easier, the more complex decisions will still require a human touch. (LO: 4, Describe the factors that are reshaping and redefining the manager's job, AACSB: Analytical thinking)

1-11. How might AI change a lower-level manager's job differently than a top manager's job by 2030?

Responses to this question will vary. However, managers at lower levels will be aided with more technical aspects of their job, while top managers will use AI to help them with the conceptual aspects of their jobs. Technical assistance will help with providing the knowledge and techniques needed to perform work tasks more effectively. Assistance with the conceptual work will come in forms of helping top managers better understand abstract and complex situations. (LO: 4, Describe the factors that are reshaping and redefining the manager's job, AACSB: Analytical thinking)

1-12. What kinds of tasks do you think can be done by machines or computers in the future to help managers improve their employees' well-being?

Responses to this question will vary. However, AI does not make complex decisions as well as humans. But if employees are feeling overwhelmed at work they can lean on AI to take care of some work tasks so the employee is freed up to deal with more important work. AI can be particularly helpful at completing repetitive task that are part of the employee's daily work routine. At the more advanced level AI could detect an employee's mental health conditions from their voice or from data provided by wearable biometric technologies. In instances where employees are sounding stress or unhappy

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the AI can suggest work breaks, breathing exercise, etc. as steps to improve the employees well being. AI can also be used to help managers frame project assignments and work requests in positive and thoughtful language. (LO: 4, Describe the factors that are reshaping and redefining the manager's job, AACSB: Analytical thinking)

1-13 What can you do to make yourself more valuable to companies so that they need you (and not a machine) to get work done?

Responses to this question will vary. Students should begin developing the technical skills needed to understand and potentially program AI. However, perhaps most important is to develop critical thinking skills that cannot be easily replicated by a machine. Ethical reasoning skills are also not likely to be easily replicated and require human interaction. Analytical skills can also be necessary to evaluate the accuracy of AI's recommendations. (LO: 4, Describe the factors that are reshaping and redefining the manager's job, AACSB: Analytical thinking)

CASE APPLICATION 2 QUESTIONS

Student answers to these questions will vary.

Nike: Taking a Customer Focus to a New Level

1-14. What makes Nike's focus on the customer efficient and effective?

Answers will vary, but Nike takes the customer focus to an entirely new level. Nike focused data collection is an efficient way to determine customer wants and customizes products based on that data. Building one-on-one relationships with customers can be expensive by it is effective in terms of building a loyal customer base. The process as working as it plans to add 200 more Live stores. (LO: 1, Tell who managers are and where they work, AACSB: Analytical thinking)

1-15. If you were in charge of taking Nike's focus on the customer to the next level, what would you do?

Answers will vary, but the next level might involve the customer using a portal to design their own unique shoe. Of course, manufacturing capabilities will need to be developed that enable these shoes to be made at a reasonable cost. Stores could hold design contests that are unique to a geographic region and roll out the winning shoe. (LO: 4, Describe the factors that are reshaping and redefining the manager's job, AACSB: Analytical thinking)

1-16. What advantages of online shopping and in-person shopping do Nike Live stores try to combine? Why do you think (or why do you not think) Live stores will continue to be successful for Nike?

Answers will vary, but Nike wants customers to be able to order shoes online and have them pick up the shoes in the store. They are attempting to combine the convenience of online shopping with a customer-focused in-store experience that makes the customer

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feel special. (LO: 4, Describe the factors that are reshaping and redefining the manager's job, AACSB: Analytical thinking)

1-17. What do you think a focus on the customer will look like for companies in 2030?

Answers will vary, but the ability to extract customer likes and dislikes from big data will only improve a firm's ability to customize products to existing demand. Nike has a continued focus on innovation, but it is likely to remain in the wholesale market, its Live stores, and in something yet to be invented. Nike knows that the firms that fail to compete based on consumer preferences may find they will not survive long. (LO: 5, Explain the value of studying management, AACSB: Analytical thinking)

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