

# **SOLUTION MANUAL MANAGEMENT 13TH EDITION BY RICHARD L. DAFT**

## **CHAPTER 1**

### **THE WORLD OF INNOVATIVE MANAGEMENT**

#### **CHAPTER OUTLINE**

- 1-1. Management Competencies for Today's World
- 1-2. The Basic Functions of Management
  - 1-2A. Planning
  - 1-2B. Organizing
  - 1-2C. Leading
  - 1-2D. Controlling
- 1-3. Organizational Performance
- 1-4. Management Skills
  - 1-4A. Technical Skills
  - 1-4B. Human Skills
  - 1-4C. Conceptual Skills
  - 1-4D. When Skills Fail
- 1-5. Management Types
  - 1-5A. Vertical Differences
  - 1-5B. Horizontal Differences
- 1-6. What Is a Manager's Job Really Like?
  - 1-6A. Making the Leap: Becoming a New Manager
  - 1-6B. Manager Activities
  - 1-6C. Manager Roles
- 1-7. Managing in Small Businesses and Nonprofit Organizations

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#### **ANNOTATED LEARNING OUTCOMES**

After studying this chapter, students should be able to:

1. *Describe five management competencies that are becoming crucial in today's fast-paced and rapidly changing world.*

Competencies include enabling, leading teams, collaborating (including social media), empowering employees, and mobilizing for change. Instead of being a controller, today's effective manager is an *enabler* who helps people do and be their best. Managers collaborate by helping people get what they need, removing obstacles, providing learning opportunities, and offering feedback, coaching, and career guidance. Instead of "management by keeping tabs,"

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**H Kauffman**



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