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**MPPR Assignment 2**

### **Question 1**

Modern management theories were developed after Classical and Neo-classical theories of management. Classical theory was organization centered and Neoclassical was person-centric. On the other hand, modern management theory is centered on logic and reasoning as the key to decision making. In addition to that, modern management theories recognize the organization as an ever changing entity. Modern management theories bring in a new view that managers can enhance their workers productivity and make better decisions using statistics and other scientific based methodologies. This is becoming common in modern days due to technological enhancements.

### **Question 2**

Management skills can be defined as certain attributes or abilities that an executive should possess in order to fulfill specific tasks in an organization (corporate finance institute., 2020)

According to American social and organizational psychologist Robert Katz, the three basic types of management skills are technical skills, conceptual skills and human or interpersonal skills.

Technical skills involve skills that give the managers the ability and the knowledge to use a variety of techniques to achieve their objectives (corporate finance institute., 2020). These skills include the ability to operate machines, use certain softwares, having the ability to write software and many other technical roles depending on the organization. However a good manager doesn't just look at day to day technical operations rather they try to integrate other departments such as sales with technical roles. Therefore a good manager is required, to some

extent, to have technical skills that front-line employees need to get the core operations of the organization going.

Conceptual skills provide the ability to develop solutions regarding high-level theories, ideas and topics (Indeed Editorial Team, 2021). These skills allow managers to visualise the entire organization and work with abstract ideas and their relationship. It is important for managers to have this skill because it's only when the manager is able to visualise the problem at hand in relation to the organization's goals that he/she can make good decisions. In addition, managers with conceptual skills are able to come up with innovative solutions to their problems. A conceptual leader can think through ideas transforming them into action-driven solutions.

Managers are required to have technical and conceptual skills but we can't forget the fact that managers still work with people and such human skills are very important. Human skills are the skills we use to relate to one another. Someone who possesses strong human skills is likely very adept at social media for business purposes. A person with strong human skills easily engages the audience, potential customer or current customer (Indeed Editorial Team, 2021). A leader with good human skills is able to motivate his/her employees to achieve the objectives of the organisation. In doing so, the manager will be able to get the best out of every employee as they all work to their potential. A good example of this skill is communication. A leader who is able to communicate directly with his subordinates can easily avoid or resolve conflicts in an organisation. Another example of a human skill is empathy. To be empathetic means that you're able to understand the opinions and biases of others as well as how their own history or position may influence their thoughts and reactions. This can help you in areas like marketing

and relationships, in general (Indeed Editorial Team, 2021). A marketer has to empathise with the customer to provide the customer with a product that they really need.

### **Question 3**

Classical management theory is based on the concept that workers need only physical and economic needs. It does not include social and job satisfaction of the workers (Commerce Mates, 2019) Despite its shortfalls, classical management theories still have numerous benefits including clear structure for management, increased productivity and clear organization direction.

One of the advantages of the classical management structure is a clear organizational hierarchy with three distinct management levels. Each level has different roles to play at the organization but all these levels work together to achieve the goals of an organisation. The top management is usually the board of directors or the chief executives who are responsible for the long-term goals of the organization. Middle management oversees the supervisors, setting department goals according to the approved budget and at the lowest level are the supervisors who oversee day-to-day activities, address employee issues and provide employee training. This clear structure facilitates attainment of organization objectives through proper coordination of all activities.

In addition, classical management theories promote division of labor and hence workers become masters of their work which increases productivity. With this theory of management, every project is broken down into small tasks that can be easily accomplished. Once the project

has been broken down, each individual is assigned a specific role that he/she will be focusing on. Due to this employees produce more in a short period. Increased productivity will allow the organization to make more sales revenue and expand quickly.

In a classical management theory, a single leader makes all the decisions at an organization. Since the structure of these organizations is well defined, the top management makes decisions that are later implemented by the low-level management. The autocratic leadership approach is beneficial since a small group of people is responsible for the organization's decision making hence reducing conflicts of the organization direction.

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