

UCS1704 – Management and Ethical Practices

**Lecture 2
Role of Managers and Skills**

Semester – VII



Recap of Lecture 1

- What is management?
- Definitions of management
- Managerial concerns
- Management- both art & science
- Who are managers?
- Where do managers work?

Lecture 2: Outline

- Types of Managers.
- What Managers Do?
- Managerial Roles and Skills.
- What is Engineering Management?
- What Is An Organization? (Refresh)

Classifying Managers

- First-line Managers
- Middle Managers
- Top Managers



First-line Managers

- Directly supervise non-managers.
- Carry out the plans and objectives of higher management using the personnel and other resources assigned to them.
- *Short-range operating plans governing*
 - what will be done tomorrow or next week,
 - assign tasks to their workers,
 - supervise the work that is done, and
 - evaluate the performance of individual workers.

Middle Managers

- Manage through other managers.
- Make plans of *intermediate range*
 - to achieve the *long-range goals* set by top management,
 - establish departmental policies, and
 - evaluate the performance of subordinate work units and their managers.
- Provide and integrating and coordinating function so that the short-range decisions and activities of first-line supervisory groups can be orchestrated toward achievement of the long-range goals of the enterprise.

Top Managers

- Responsible for *defining* :
 - *the character,*
 - *mission, and*
 - *objectives of the enterprise.*
- Establish criteria for and review *long-range* plans.
- Evaluate the performance of:
 - major departments,
 - leading management personnel- to gauge their *readiness for promotion* to key executive positions.

What Managers Do?

- Three Approaches to Defining What Managers Do.
 - *Functions* they perform.
 - *Roles* they play.
 - *Skills* they need.

What Managers Do?

- Functions Approach* - Functions Managers Perform
 - Planning
 - ❖ Defining goals, establishing strategies to achieve goals, developing plans to integrate and coordinate activities.
 - Organizing
 - ❖ Arranging and structuring work to accomplish organizational goals.
 - Leading
 - ❖ Working with and *through* people to accomplish goals.
 - Controlling
 - ❖ Monitoring, comparing, and correcting work.

*Put forth by Henri Fayol, French Industrialist

Management Functions

Planning	Organizing	Leading	Controlling	Lead to
Defining goals, establishing strategy, and developing plans to coordinate activities	Determining what needs to be done, how it will be done, and who is to do it	Motivating, leading, and any other actions involved in dealing with people	Monitoring activities to ensure that they are accomplished as planned	Achieving the organization's stated purposes

Management Activities by Organizational Level



First-Level Managers



Middle Managers



Top Managers

Source: Based on T. A. Mahoney, T. H. Jerdee, and S. J. Carroll, "The Job(s) of Management," *Industrial Relations*, 4, no. 2 (1965), p. 103.

What Managers Do?

- Mintzberg's Managerial Roles*- Roles Managers Play
 - Roles are specific actions or behaviors expected of a manager.
 - Mintzberg identified 10 roles grouped around interpersonal relationships, the transfer of information, and decision making.

*Put forth by Henry Mintzberg, Canadian Academic

What Managers Do? (Mintzberg's)

- Actions

- Thoughtful thinking
- Practical doing



- Interpersonal Roles

- Figurehead
- Leader
- Liaison

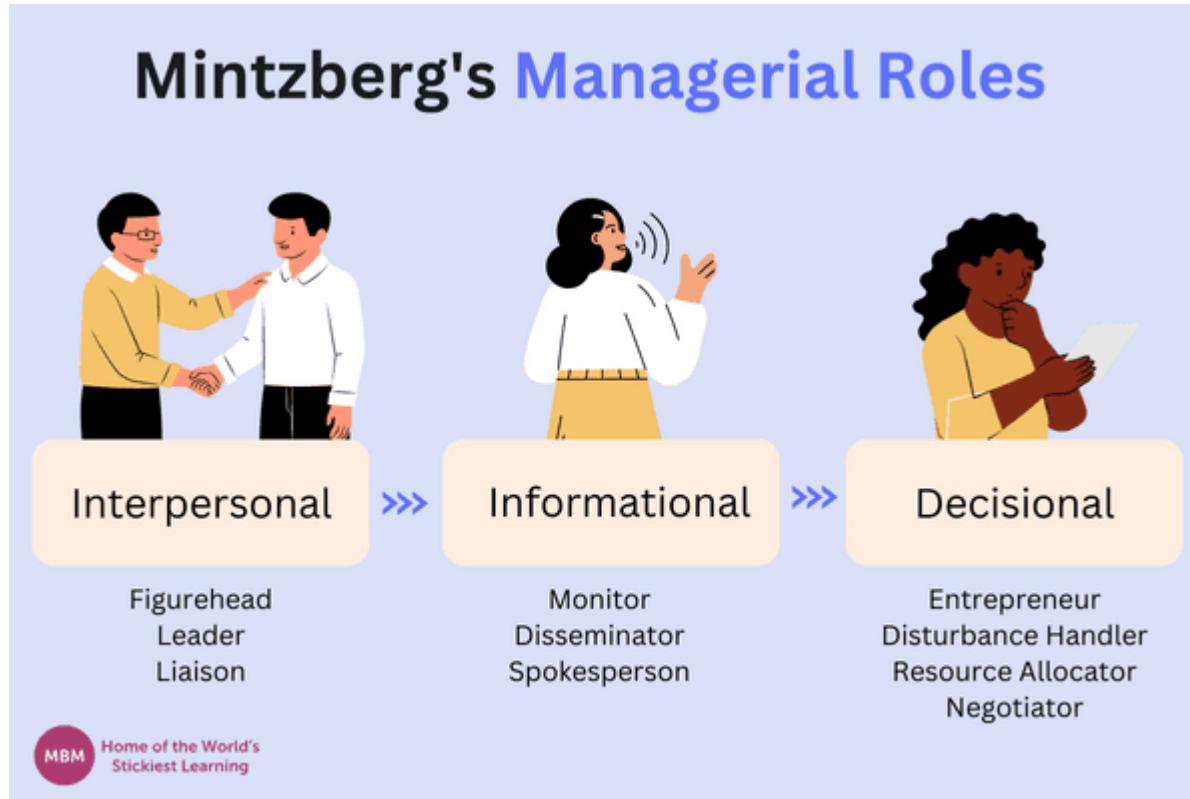
- Informational Roles

- Monitor
- Disseminator
- Spokesperson

- Decisional Roles

- Entrepreneur
- Disturbance handler
- Resource allocator
- Negotiator

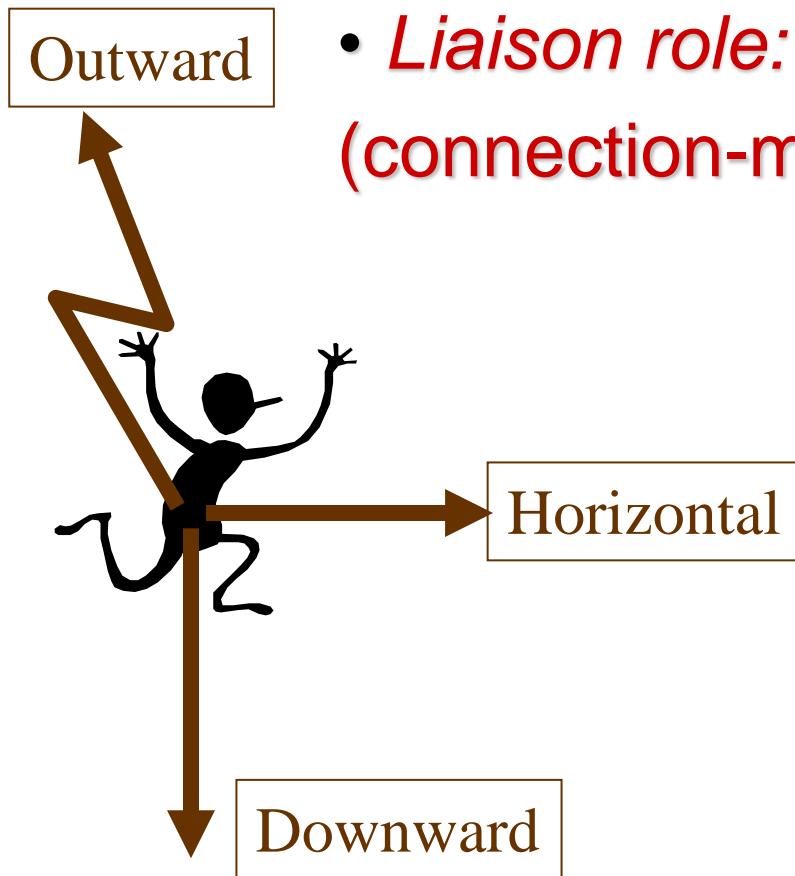
What Managers Do? (Mintzberg's)



Interpersonal Roles

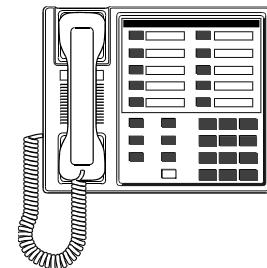
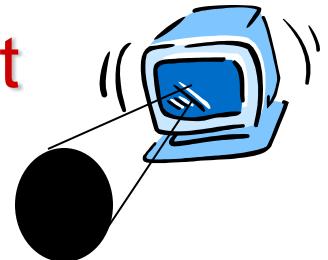


- *Figurehead role:* Outward relationship
- *Leader role:* Downward relation
- *Liaison role:* Horizontal relation
(connection-middle managers)



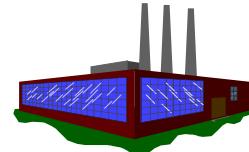
Informational Roles

- *Monitor Role:* Collects information about
 - internal operations and external events.
- *Disseminator Role:* Transforms information
 - internally to everybody in organization (like a telephone switchboard)
- *Spokesman Role:* Public relations



Decisional Roles

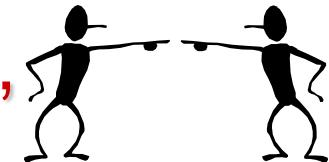
- *Entrepreneurial Role:* Initiates changes, assumes risks, transforms ideas into useful products.



- *Disturbance Handler Role:* Deals with unforeseen problems and crisis.



- *Resource Allocator Role:* Distributing resources.
- *Negotiator Role:* Bargains with suppliers, customers etc. in favor of enterprise.



What Managers Do?

- **Katz's Managerial Skills*- Skills Managers Need**

- Technical skills

- ❖ Knowledge and proficiency in a specific field
 - Specific subject related skills such as engineering, accounting, etc....

- Human skills

- ❖ The ability to work well with other people
 - Skills related to dealing with others and leading, motivating, or controlling them

- Conceptual skills

- ❖ The ability to think and conceptualize about abstract and complex situations concerning the organization
 - Ability to discern the critical factors that will determine an organization's success or failure.
 - Ability to see the forest in spite of the trees.

Skills Needed at Different Management Levels

Top
Managers

Middle
Managers

Lower-level
Managers



Level of Importance

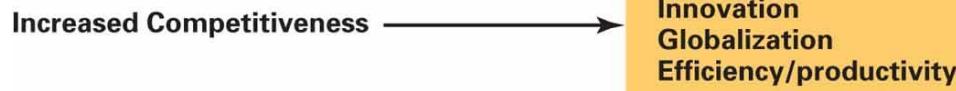
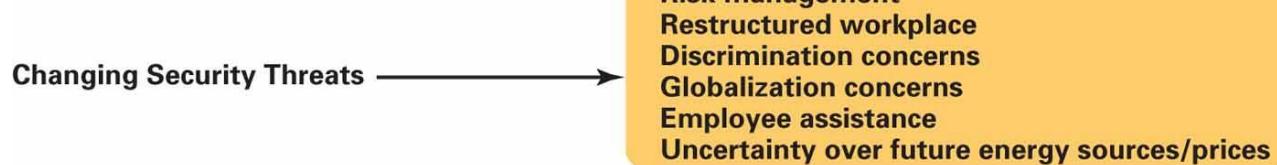
How The Manager's Job Is Changing

- The Increasing Importance of Customers
 - Customers: the reason that organizations exist
 - ❖ Managing customer relationships is the responsibility of all managers and employees.
 - ❖ Consistent high quality customer service is essential for survival.
 - ❖ High customer service and satisfaction
 - Managers- responsive and responsible
- Innovation
 - Doing things differently, exploring new territory, and taking risks
 - ❖ Managers should encourage employees to be aware of and act on opportunities for innovation.

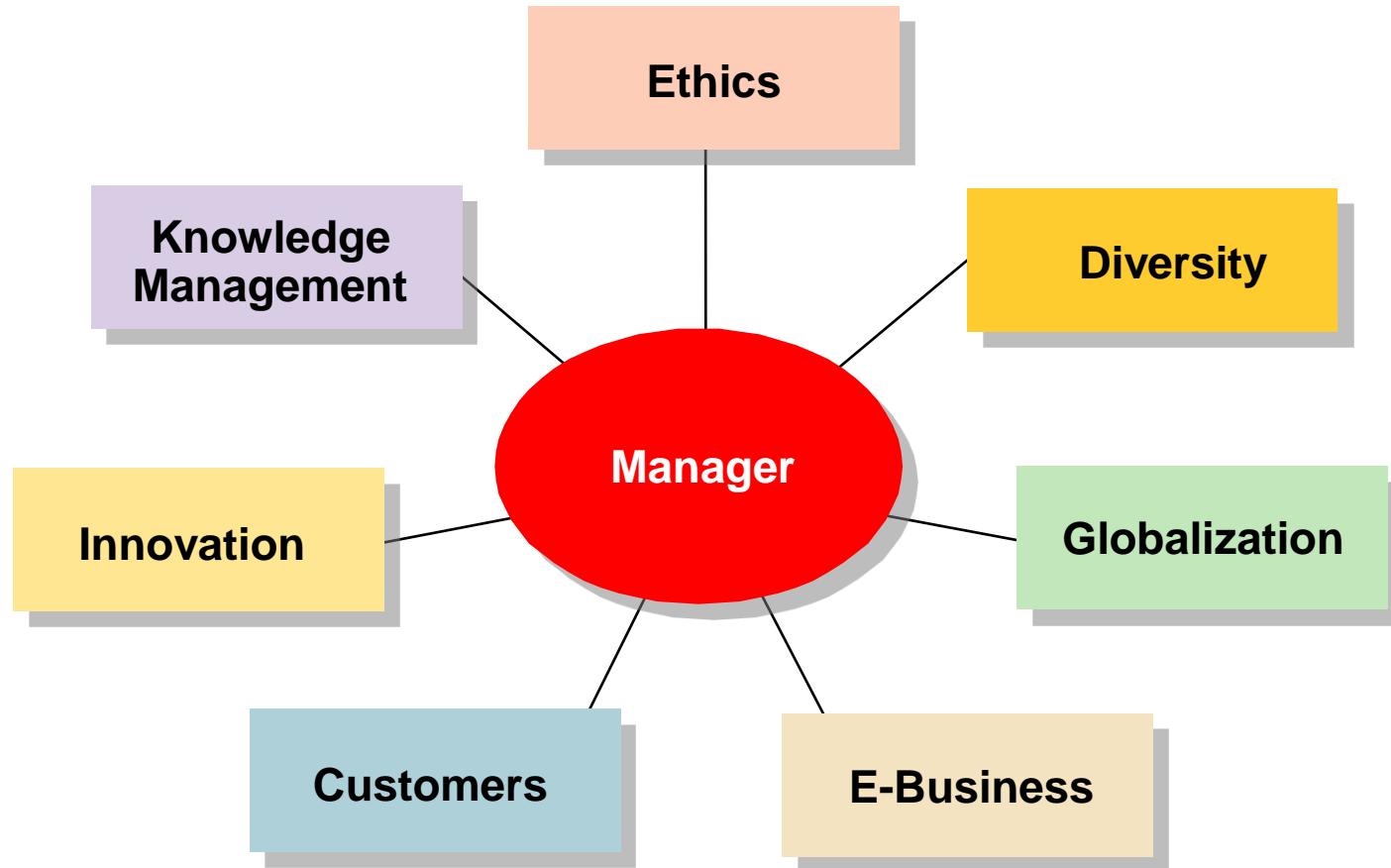
Changes Affecting a Manager's Job

Change

Impact of Change



Challenges Impacting a Manager's Job



What is Engineering Management?

- **Narrow definition:**
 - Directing supervision of engineers or of engineering functions.
- **Proper Definition of Engineering Manager**
 - Engineer possessing both abilities to apply engineering principles and skills in organizing and directing people and projects.

Engineering Managers (Babcock)

- Engineering Managers are distinguished from other managers because they possess both the ability to apply engineering principles and skill in organizing and directing people and projects.
- *Why Engineering Managers?*
 - Competition is global and companies need these people to compete successfully

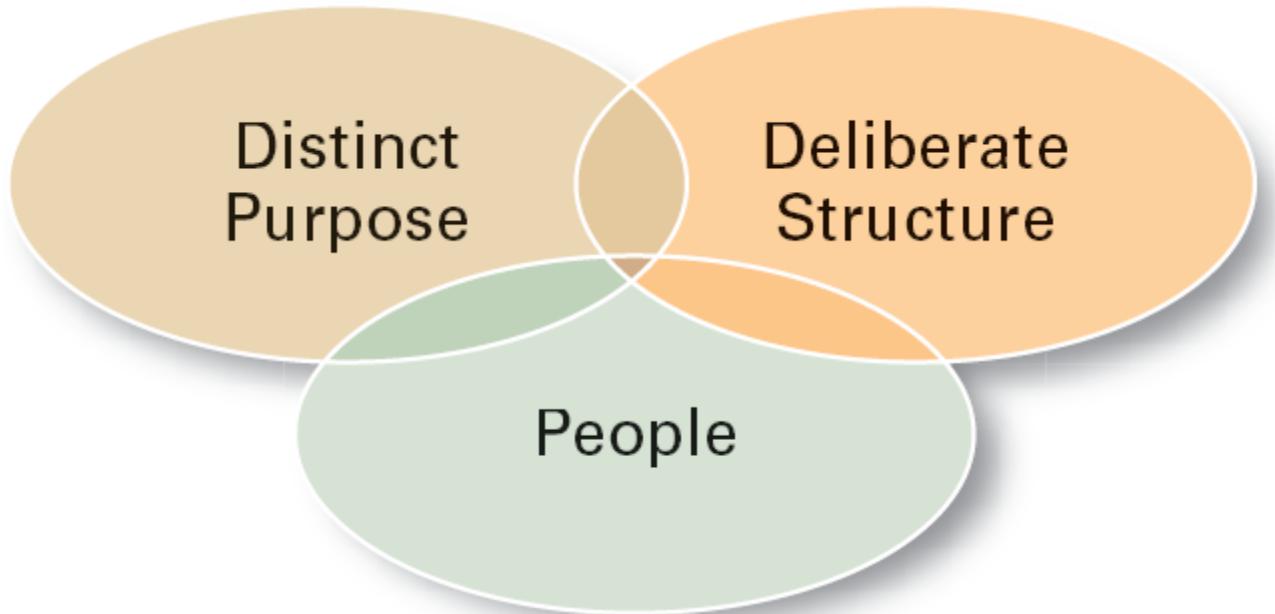
Advantages of Understanding Technology in Top Management

- Really understanding the business
- Understanding technology driving the business today and technology that will change the business in future
- Treating Research and Development as investment not an expense to be minimized
- Spending more time on strategic thinking
- Dedicating a customer's problem (true marketing via customer relations)
- Place a premium on innovation

What Is An Organization?

- An Organization Defined
 - A deliberate arrangement of people to accomplish some specific purpose (that individuals independently could not accomplish alone).
- Common Characteristics of Organizations
 - Have a distinct purpose (goal)
 - Composed of people
 - Have a deliberate structure

Characteristics of Organizations



Questions?