

Lecture 3

Manager

- Any person who performs the functions of planning, organizing, staffing, directing and controlling for the accomplishment of organizational goals.

Management

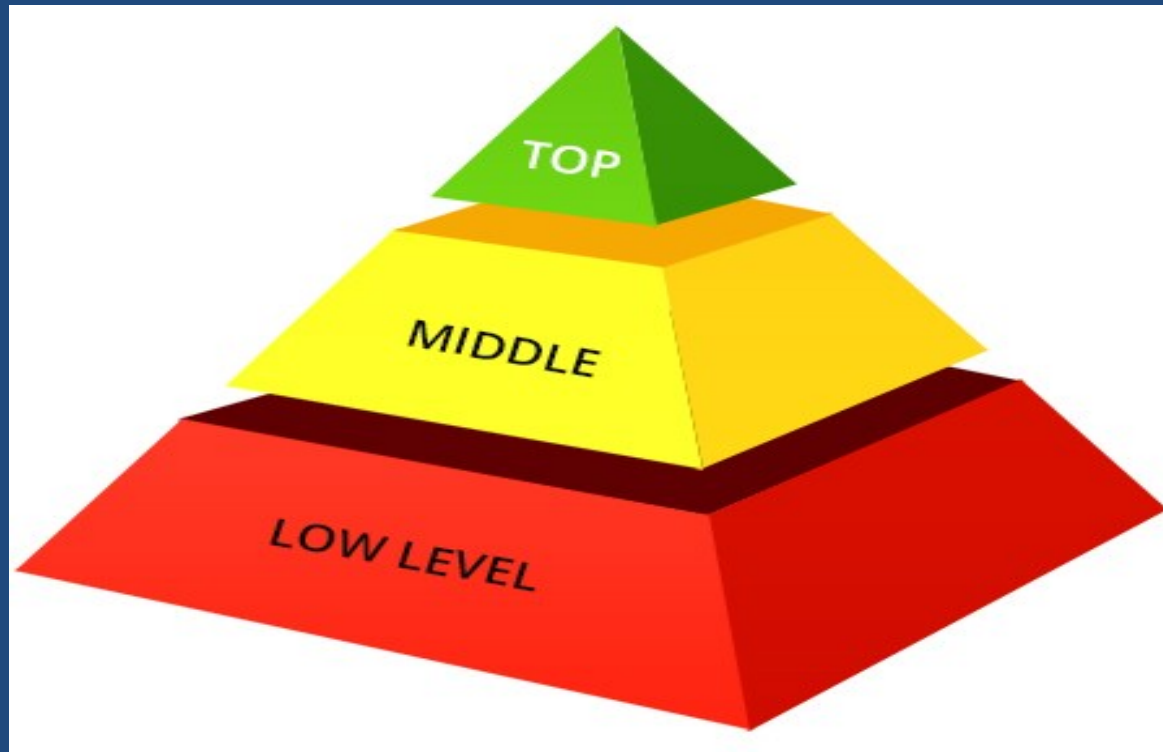
- Management is a creative process for integrating the use of resources to accomplish certain goals.
- In this process, **ideas, things and people are vital inputs** which are to be transformed into **output consistent with the goals.**

Levels of Management

We generally come across two broad levels of management,

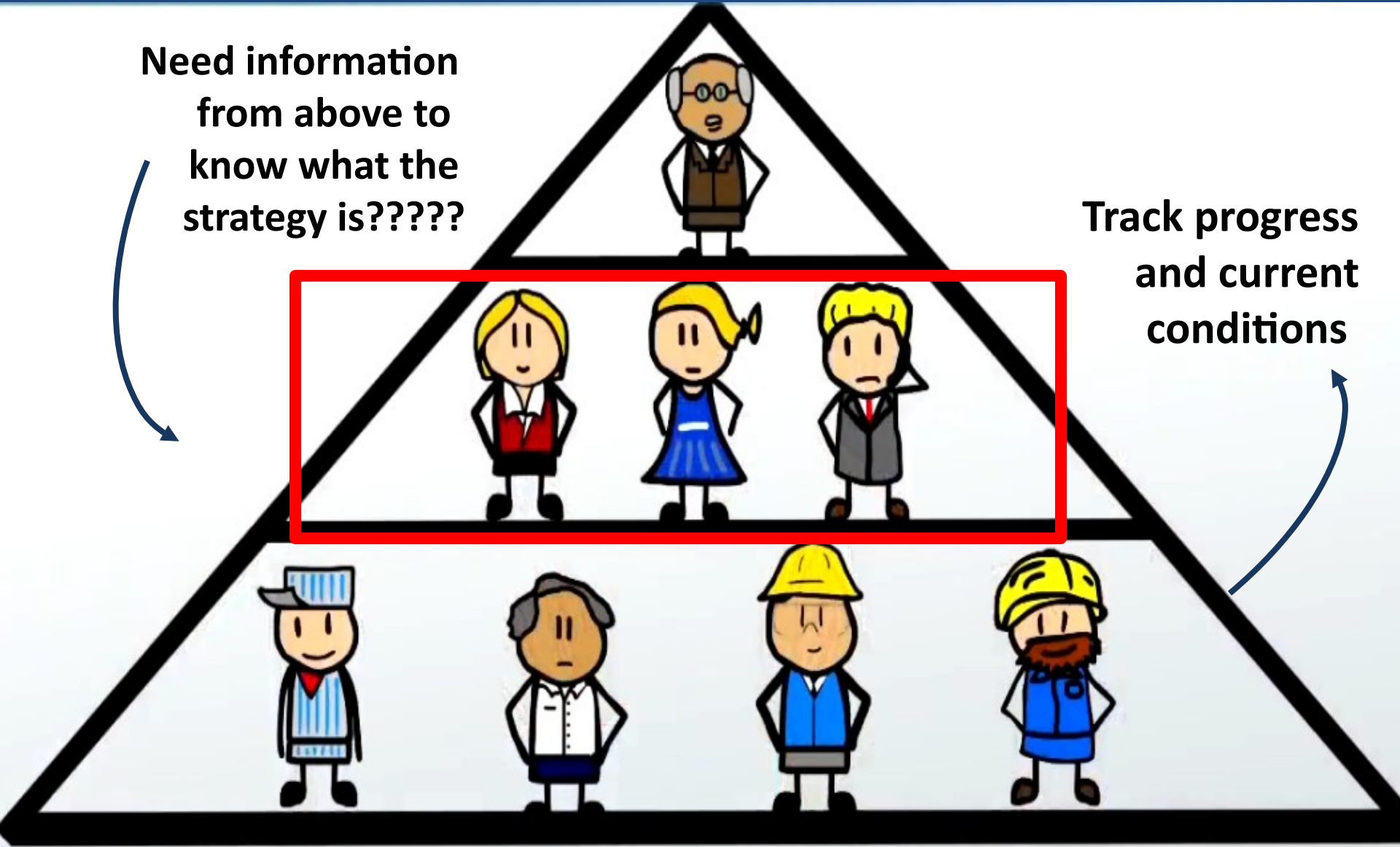
- Administrative Management (i.e., the upper level of management). It concerned with "thinking" functions such as laying down policy, planning and setting up of standards.
- Operating Management (i.e., the lower level of management). It concerned with the "doing" function such as implementation of policies, and directing the operations to attain the objectives of the enterprise.

Levels of Management



Need information
from above to
know what the
strategy is?????

Track progress
and current
conditions



Top Management

(The ultimate source of authority)

The important functions of top management include:

- Establish the **objectives** or **goals** of the **enterprise**.
- Make **policies** and **plans** to attain the objectives.
- Assemble the **resources of money, men, materials, machines and methods** to put the plans into action.



Middle Management

(an essential link between the top management and the lower level or operative management)

The important functions of middle management include:

- provide the **guidance** and the **structure** for an enterprise.
- compile all the **instructions** and issue them to supervisor under their control.



Middle managers spend time to determine specific **tasks, activities, and responsibilities** of which organization objectives set by top managers



cooperate with the other departments for ensuring a smooth functioning of the organization.



Middle Management

- collect **reports** and **information** on **performance** in their departments.
- report to **top management**.
- make suitable **recommendations** to the top management for the better execution of plans and policies.

Lower (Operative) Management

(actual operations are the responsibility of this level of management)

- It consists of **supervisors, sales officers, accounts officers** and so on. They are in direct touch with the workers.



Lower (Operative) Management

The important functions of lower management include:

- **Coordinate the daily tasks of organization.**
- **Pass the instructions from the middle management to workers.**
- **Interpret and divide the plans of the management into short-range operating plans.**
- **They are also involved in the process of decisions-making.**
- **evaluate workers performance and report to the middle level management.**



Management Skills Classification

- A skill is an individual's ability to translate knowledge into action.

Management Skills Classification

- Skill is not necessarily inborn. It can be **developed through practice and through relating learning to one's own personal experience and background.**



Common skills needed to every manager

- Conceptual skill.
- Technical skill.
- Human relations skill.
- Coping skill.

Conceptual skill

- it is the ability of a manager to **conceptualize** the environment, the organization, and his own job, so that he can set appropriate goals for his organization, for himself and for his team.



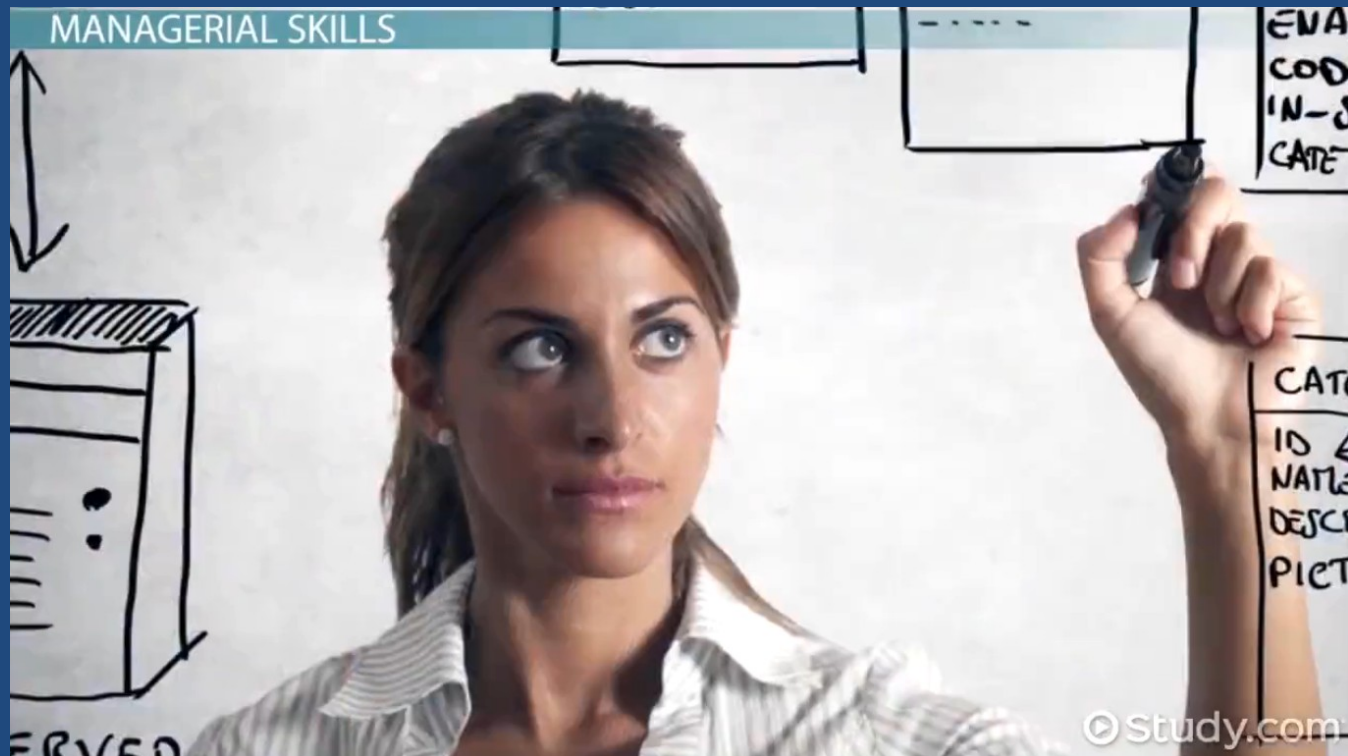
Technical Skill

- The technical skill is the manager's understanding of the nature of job that people under him have to perform.



Technical Skill

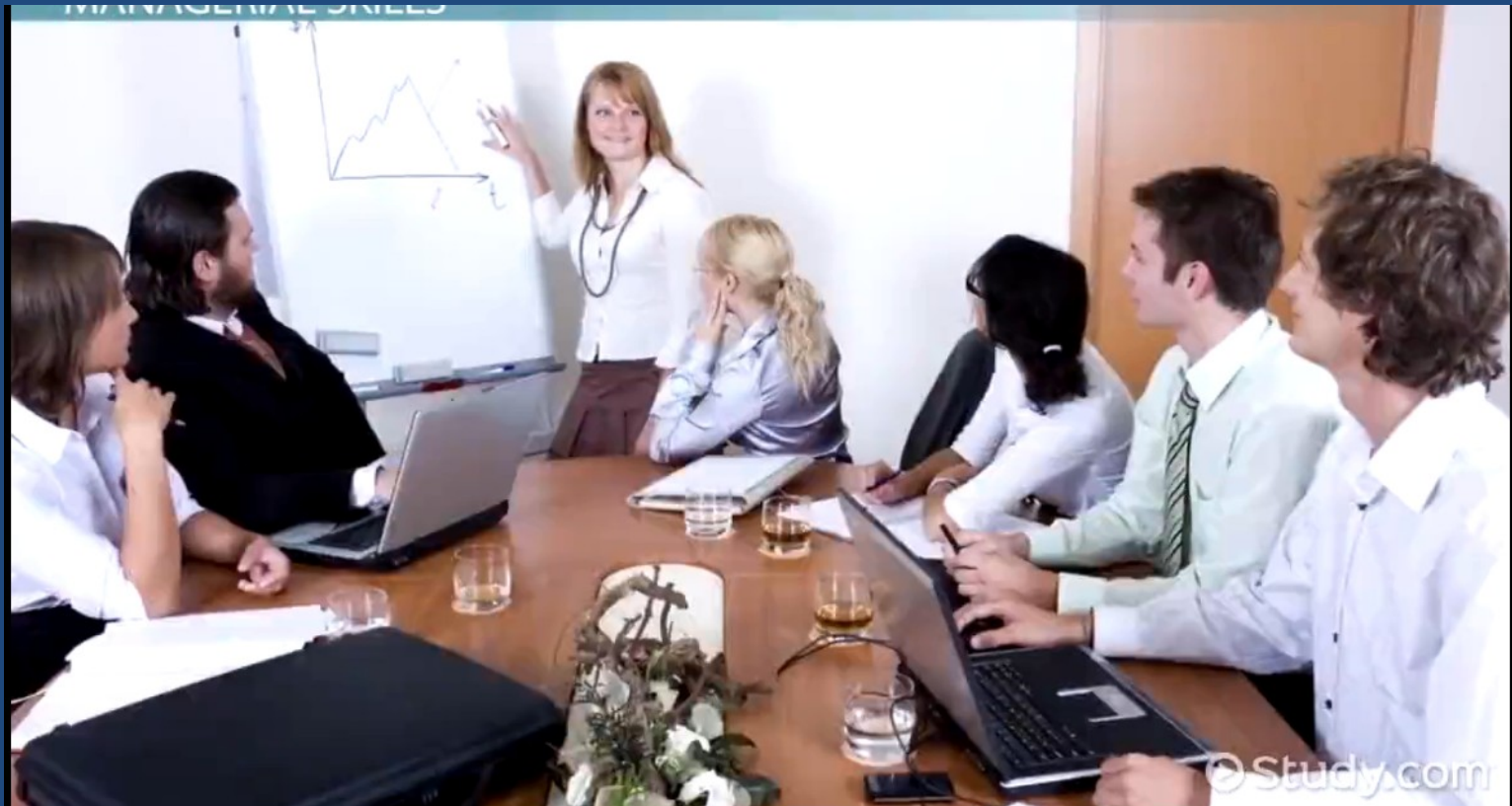
- The techniques, practices, tools and processes needed by front-line employees.



Human relations skill

- Human relations skill is the ability to interact effectively with people at all levels.

Lower Managers



Middle Managers

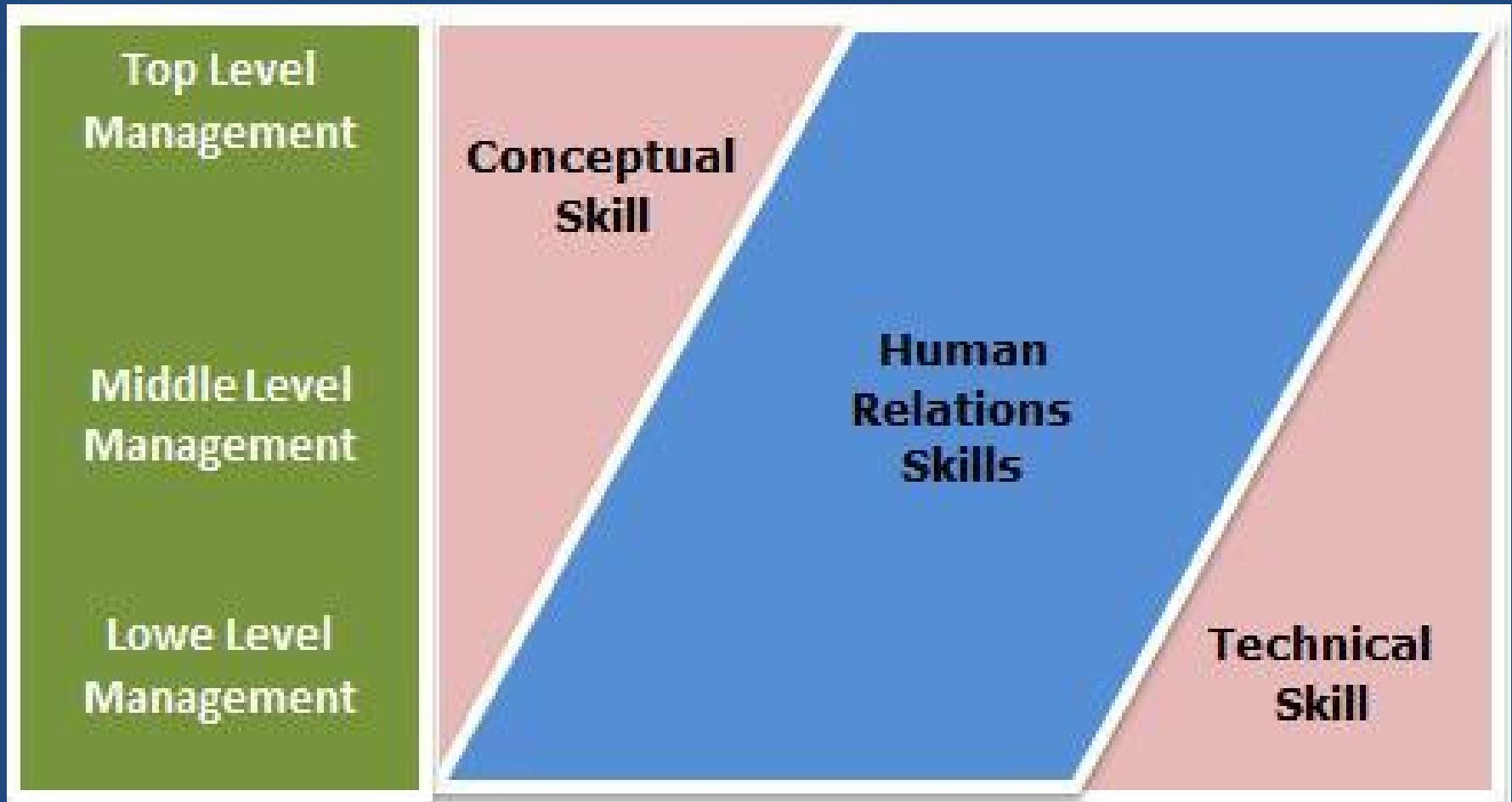


Top Managers

HUMAN SKILLS AT EACH LEVEL OF MANAGEMENT



Management Skills





**increase
organizational
effectiveness?**

Peter F. Drucker Approach

(handles workers and work)

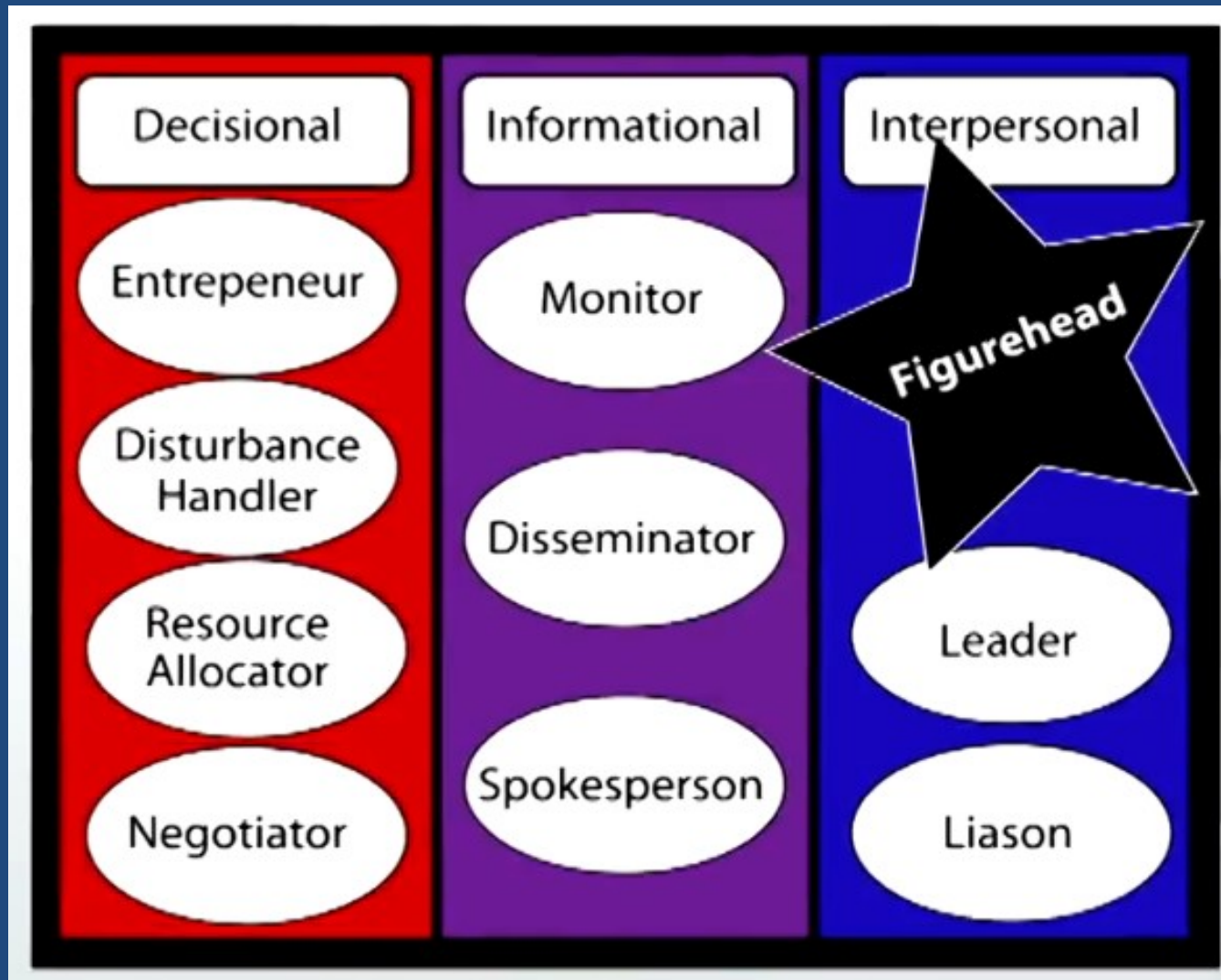
- Every job should be designed as an integrated set of operations.
- The workers should be given a sufficient measure of freedom to organize and control their work environment.
- It is the duty of every manager to educate, train and develop people below him so that they may use their potentialities and abilities to perform the work.
- A manager must create a climate which brings in and maintains satisfaction and discipline among the people.



Henry Mintzberg

Professor from McGill University
- describes how knowing the
different roles of a manager
will make life easier for leaders

Henry Mintzberg Approach



Interpersonal Management Roles

relationship-based

Figurehead

(These activities are important to the smooth functioning of an organization.)

- Performing ceremonial and symbolic duties.
- Performing routine duties of legal or social nature.



Leader

(The manager is responsible for training his own staff)

- Motivating, directing, training & counseling employees.
- Pressure Absorber: good at stress management.
- Cycle Runner: ensure smooth functioning of his organization.



Liaison

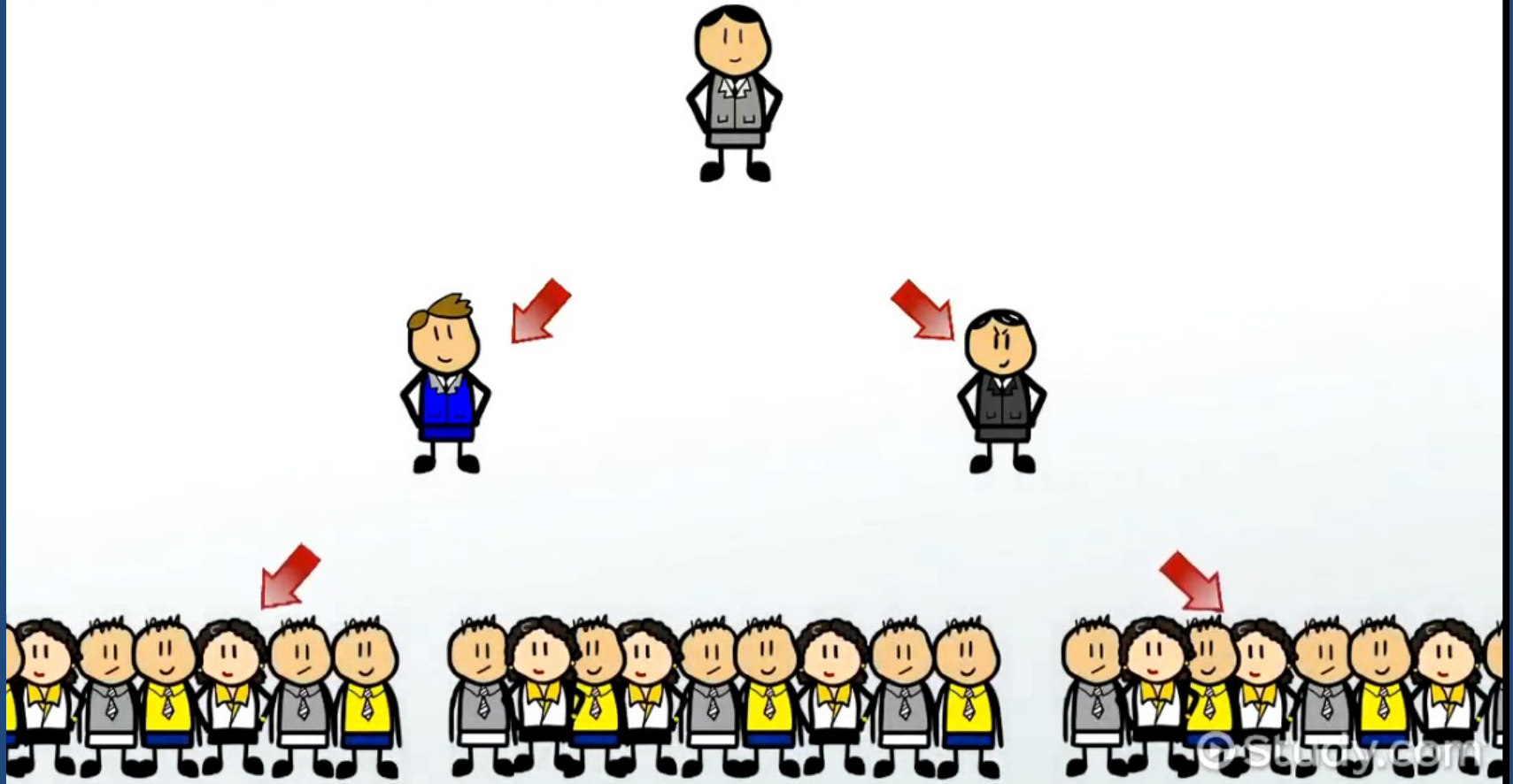
- Maintaining information links both inside and outside the organization.
- His mastery of communication skills enables him to maintain contacts.



Informational Management Roles

communication-based

INFORMATIONAL FLOW IN ORGANIZATIONS



Monitor

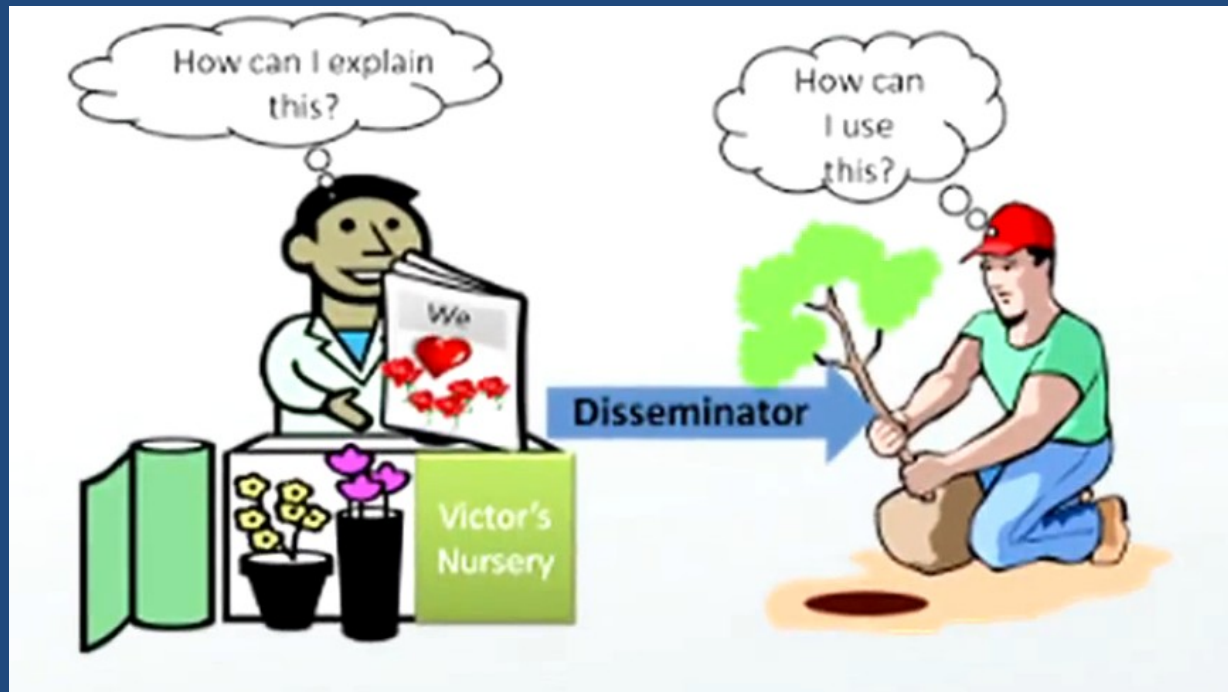
(This role involves seeking current information from many sources.)

- Making surprise and inspect employees' performance and organizational atmosphere
- Seeking reports and analyzing them regularly.



Disseminator

- pass information to other, both inside and outside the organization.



Spokesperson

- Managers send some of their information to people outside the organization about company policies, needs, actions, or plans.

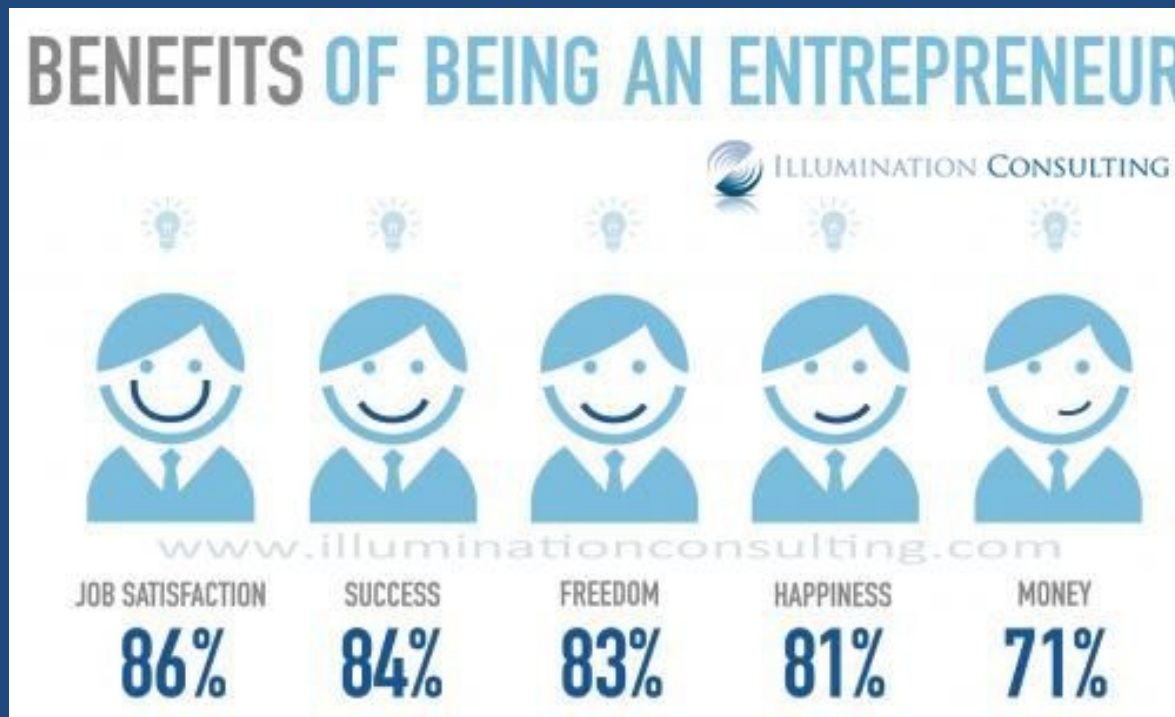


Decisional Management Roles

action-based roles for implementing decisions

Entrepreneur

- Searching an organization and its environment for opportunities and taking initiatives for improvement and change.
- Believing strongly in the investment philosophy.



Disturbance handler

- Taking corrective actions during disputes or any unexpected disturbance within the organization.



Resource allocator

- Determining the best place for organization's resources.
- This involves allocating funding, as well as assigning staff and other organizational resources.



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how many people are needed and where their skills should be applied

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how long a project will take

Resource allocator

- Determining the best place for organization's resources.
- This involves allocating funding, as well as assigning staff and other organizational resources.



***how much time each worker
will spend on the project***

Resource allocator

- Determining the best place for organization's resources.
- This involves allocating funding, as well as assigning staff and other organizational resources.



***how many and what kind of
supplies or equipment are needed***

Negotiator

- Taking part in, and direct, important negotiations within your team, department, or organization.
- It involves negotiating with suppliers, creditors for better deals.

