

Financial Managers Financial managers deal primarily with an organization's financial resources. They are responsible for such activities as accounting, cash management, and investments. In some businesses, such as banking and insurance, financial managers are found in especially large numbers.

Operations Managers Operations managers are concerned with creating and managing the systems that create an organization's products and services. Typical responsibilities of operations managers include production control, inventory control, quality control, plant layout, and site selection.

Human Resource Managers Human resource managers are responsible for hiring and developing employees. They are typically involved in human resource planning, recruiting and selecting employees, training and development, designing compensation and benefit systems, formulating performance appraisal systems, and discharging low-performing and problem employees.

Administrative Managers Administrative, or general, managers are not associated with any particular management specialty. Probably the best example of an administrative management position is that of a hospital or clinic administrator. Administrative managers tend to be generalists; they have some basic familiarity with all functional areas of management rather than specialized training in any one area.¹⁰

Other Kinds of Managers Many organizations have specialized management positions in addition to those already described. Public relations managers, for example, deal with

the public and media for firms like Alcoa and the Dow Chemical Company to protect and enhance the image of the organization. Research and development (R&D) managers coordinate the activities of scientists and engineers working on scientific projects in organizations such as Microsoft, NASA, and Boeing. Internal consultants are used in organizations such as Prudential Insurance and Raytheon to provide specialized expert advice to operating managers. International operations are often coordinated by specialized managers in organizations like Disney and Halliburton. The number, nature, and importance of these specialized managers vary tremendously from one organization to another. As contemporary organizations continue to grow in complexity and size, the number and importance of such managers are also likely to increase. For instance, the *Tech Watch* feature discusses the emerging need for social media managers.



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Most businesses rely on many different kinds of managers. This facilities manager is checking the calibration settings on an important piece of machinery. One of her employees originally made the calibrations, but the manager is now checking them because if the settings are incorrect it could be costly to the business.

Manager's Checklist

- ☐ Organizations need managers at multiple levels. The most common classifications by level are top, middle, and first-line managers. Large organizations usually have multiple levels within each of these broad categories.
- ☐ Organizations also need managers within different areas, such as marketing, finance, operations, human resource, general administration, and other areas.
- ☐ While it may seem like common sense, you should always have an understanding of the level and area of both your current job and the next job you aspire to have.