



MANAGERS and MANAGEMENT

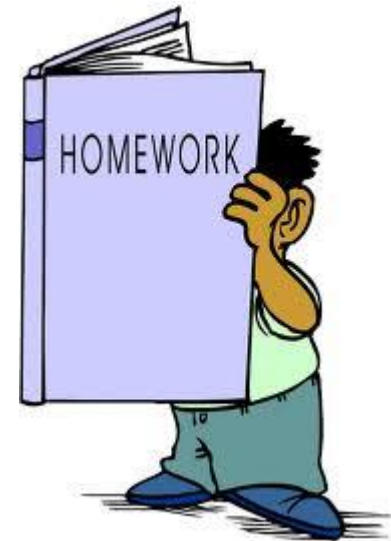
lecturer: Ilona Kojelytė
Vilniaus kolegija/University of Applied Sciences

Management Skills

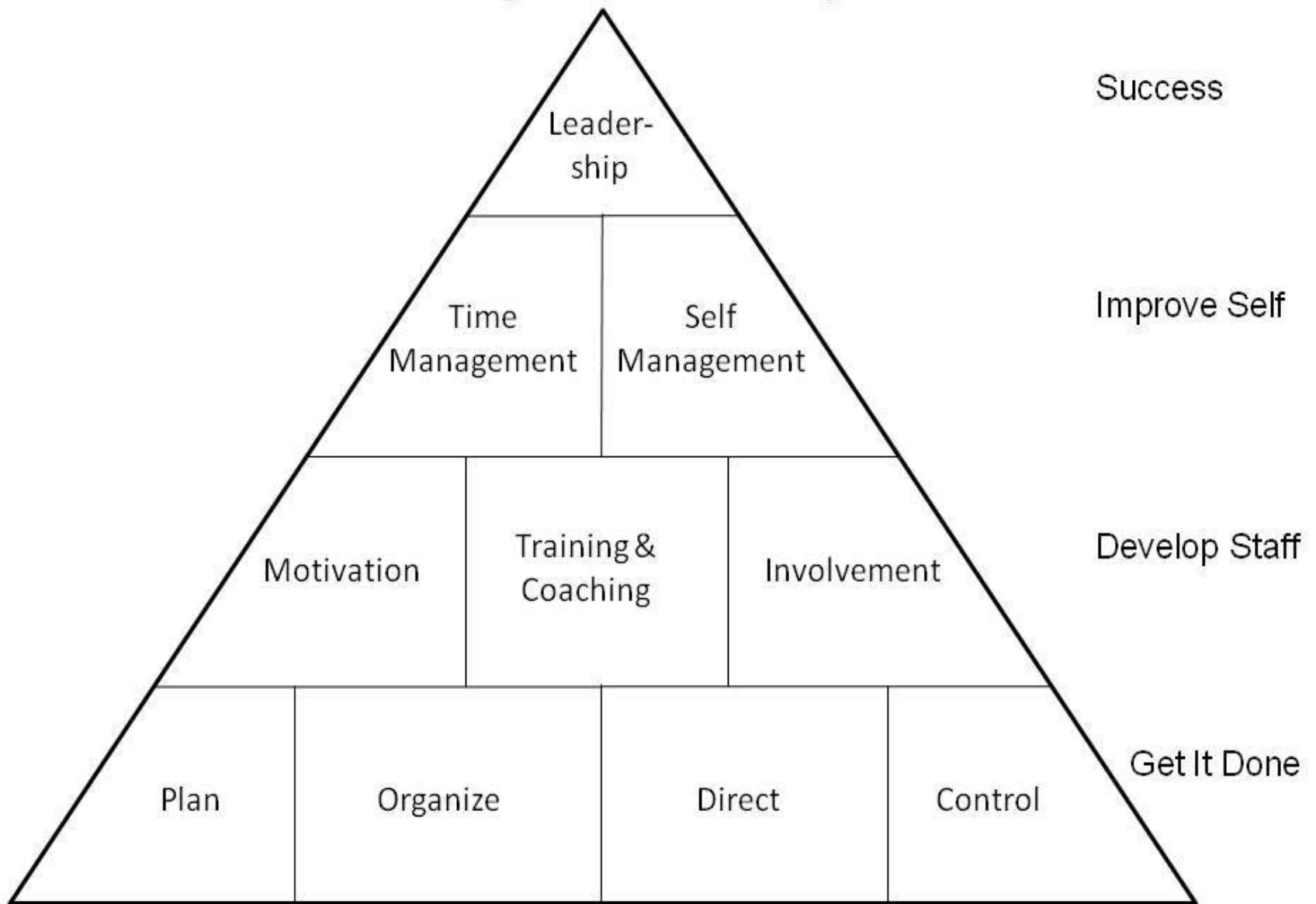
Management is a skill that can be learned.

Some of the skills a good manager still needs :

- *Coaching*
- *Communication*
- *Managing Conflicts*
- *Mentoring*
- *Public Speaking*



Management Skills Pyramid



Organization is a deliberate arrangement of people brought together to accomplish some specific purpose. (For ex: University, store, corporation)

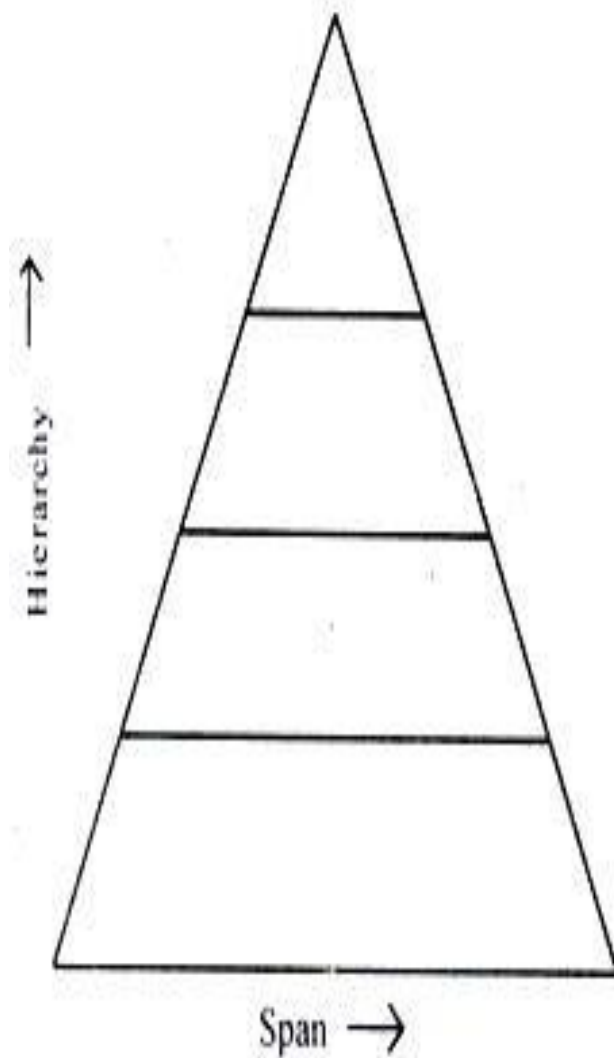
Characteristics of Organizations:

- ❖ It has a distinct purpose or goal.
- ❖ The goal must be achieved with people
- ❖ All organizations develop deliberate and systematic structure that defines and limits the behavior of its members. (Everyone knows what their role is).

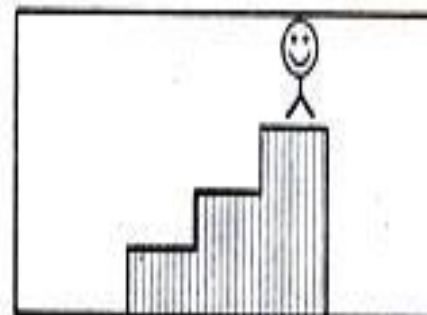
All employees of organization divided into Managers or Nonmanagerial employees:

Managers are individuals in an organization who direct and oversee the activities of other people in the organization.

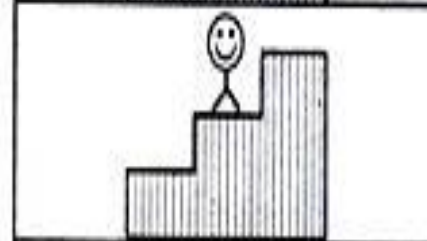
Nonmanagerial employees are people who work directly on a job or task and have no responsibility for overseeing the work of others.



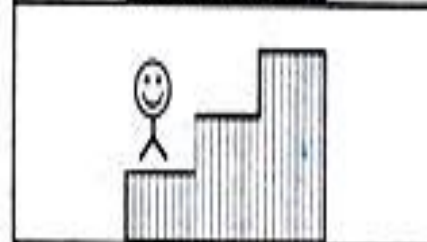
Top
Management



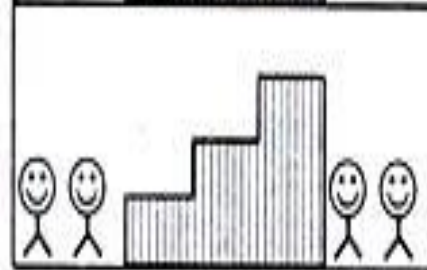
Middle
Management



Lower
Management



Workers



Chairman, President,
Vice President

Head of Departments,
Divisional Heads

First Line Supervisor,
Foreman

Operating
Personnel

Top Level

President

Middle Level

Vice President
Marketing

Vice President
Finance

Vice President
Production

First Level

Supervisor
A

Production Supervisor
B

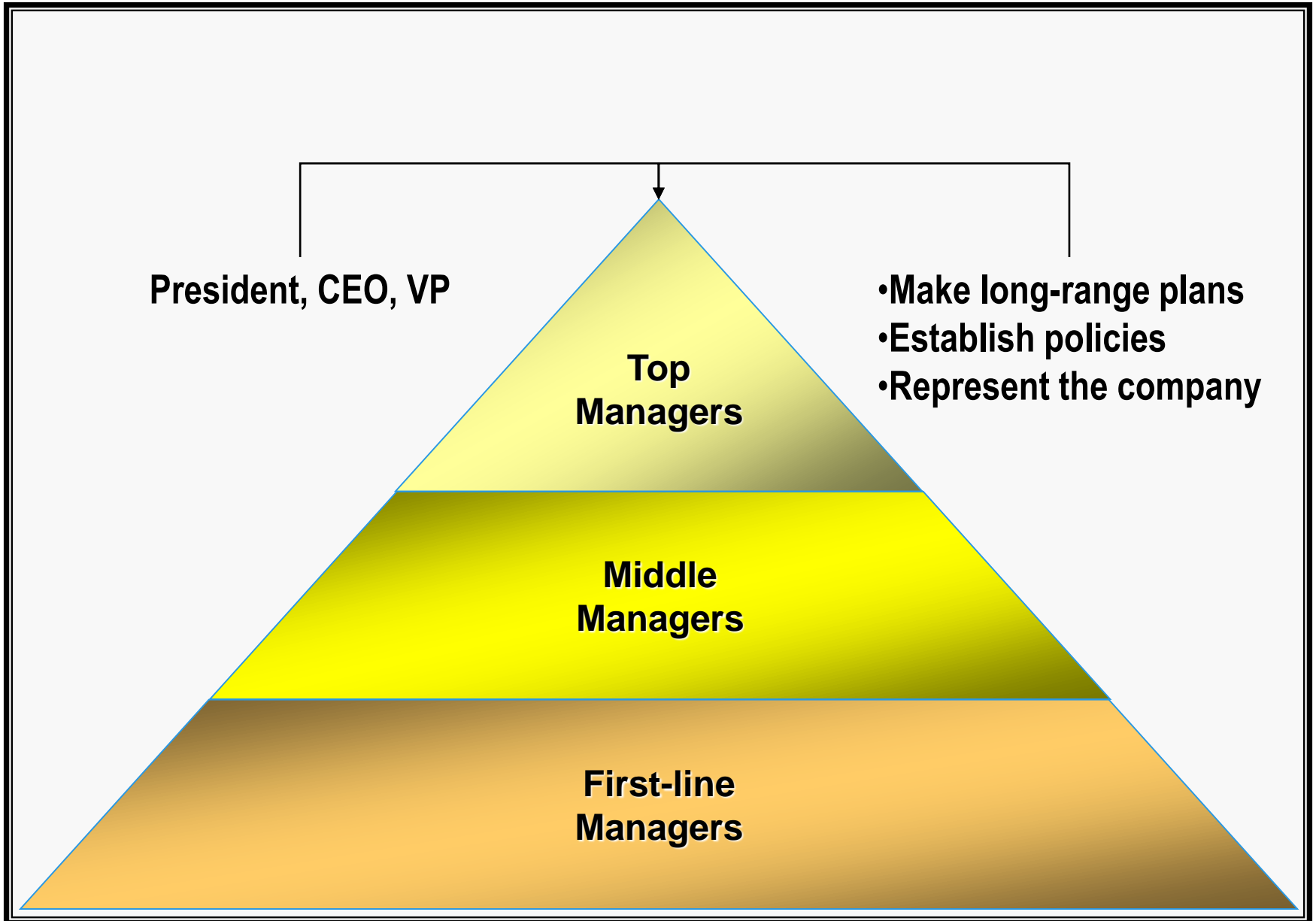
Supervisor
C

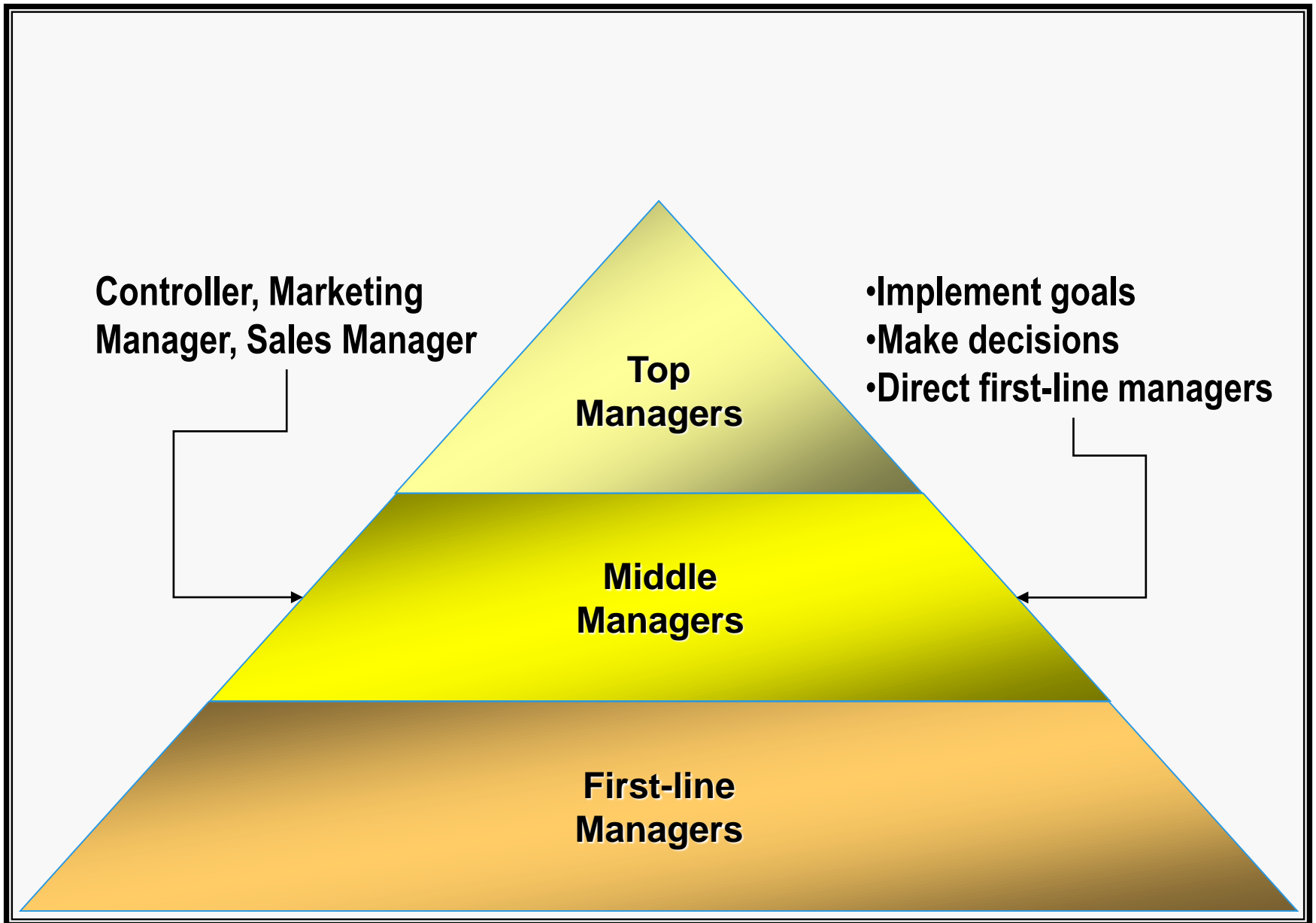
Employees

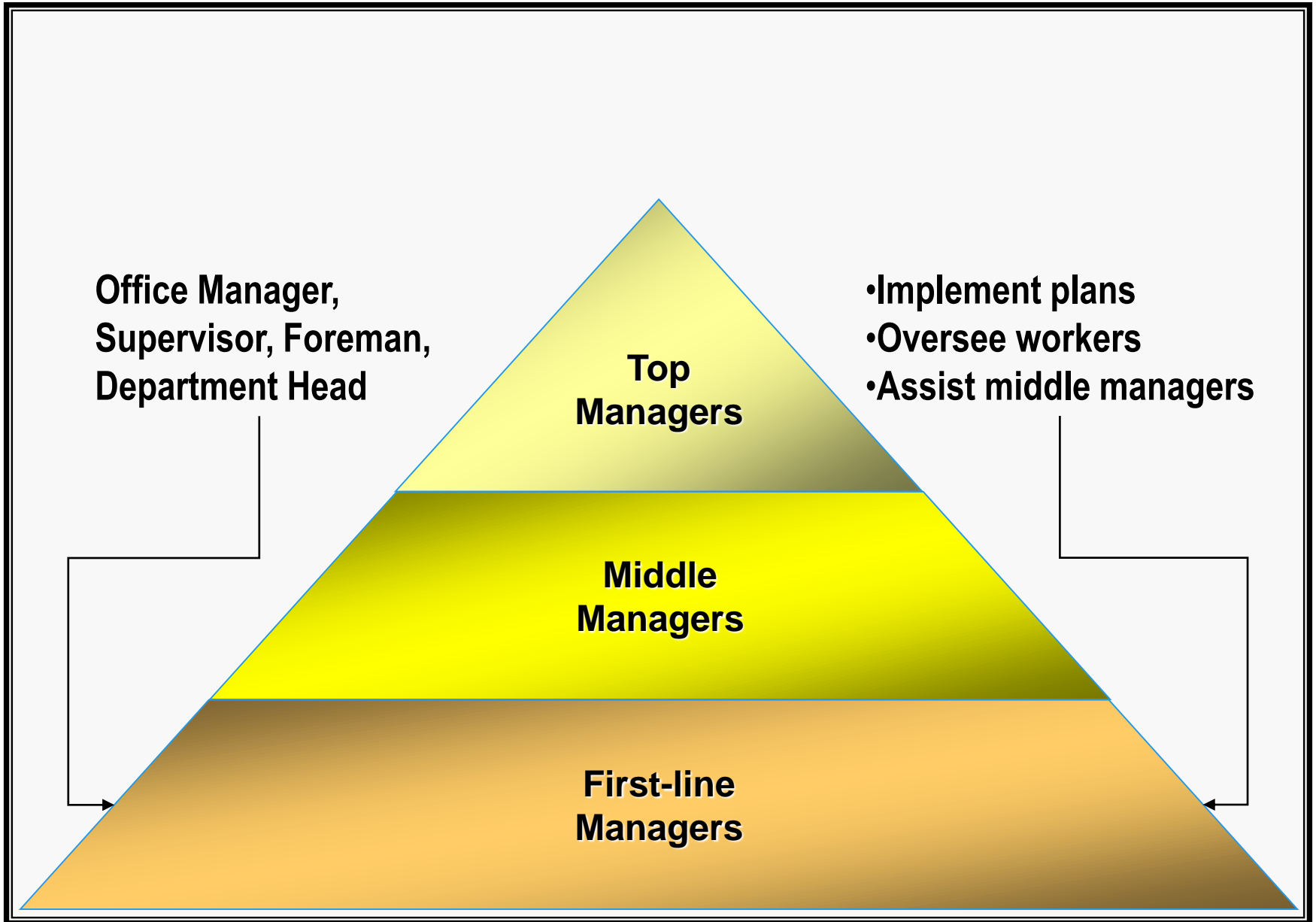
Employees

Employees

Levels of Management







SALES LEADER LEVELS IN THE ORGANIZATIONAL HIERARCHY

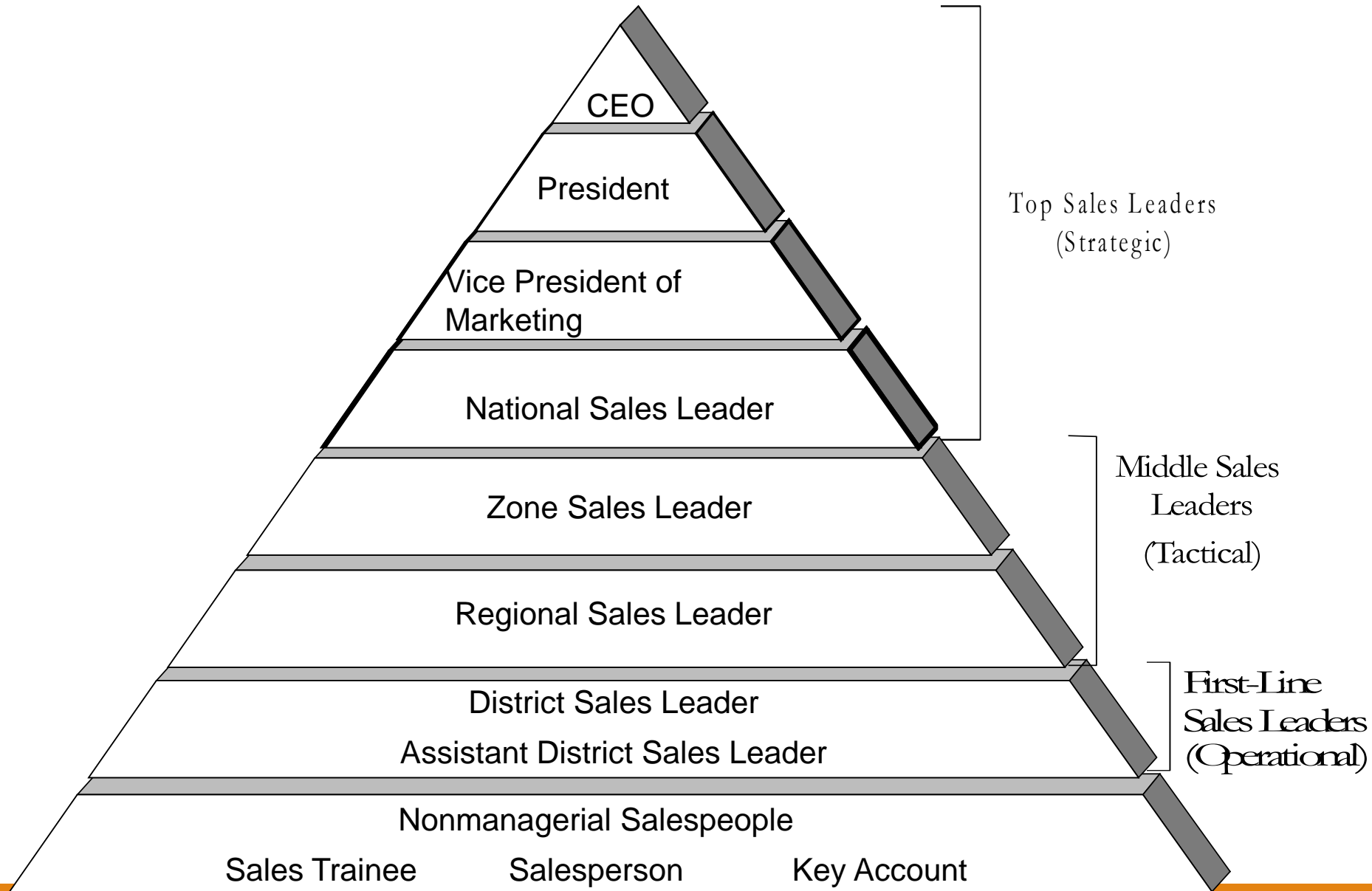


FIGURE PERCENTAGE OF TIME SPENT ON FUNCTIONAL ACTIVITIES BY ORGANIZATIONAL LEVEL

Top Managers

Planning 35%	Staffing 10%	Training 5%	Leading 30%	Controlling 20%
-----------------	-----------------	----------------	----------------	--------------------

Middle Managers

Planning 28%	Staffing 10%	Training 10%	Leading 30%	Controlling 22%
-----------------	-----------------	-----------------	----------------	--------------------

First-Line Managers

Planning 15%	Staffing 20%	Training 25%	Leading 25%	Controlling 15%
-----------------	-----------------	-----------------	----------------	--------------------

Top managers (President, CEO, Vice President, Chairman) are responsible for making decisions about the direction of the organization and establishing policies and philosophies that affect all organizational members.

Middle (Head of Department, Project manager, Unit Chief, District manager, Store manager) manage lower level managers and some regular employees.

First-line (supervisors, team leaders, shift managers, unit coordinators) are responsible for day to day activities.

TOP MANAGERS:

CEO – CHIEF EXECUTIVE OFFICER

COO – CHIEF OPERATING OFFICER

CFO- CHIEF FINANCIAL OPERATOR

CIO- CHIEF INFORMATION OFFICER

THEY'RE RESPONSIBLE FOR OVERALL
DIRECTION OF THE ORGANIZATION.

Task No 1.

Create your own company's structure

34 EMPLOYEES

1. Design
2. Computers and IT
3. Real estate
4. (Your own idea)



RESPONSIBILITIES

1. Creating a context to change. Formating a long-range vision or mission for a company.



2. Developing employee's commitment to and ownership in the company's performance.



3. Creating positive organizational culture through language and action. Top managers impart company values, strategies, and what they do and say to others (inside and outside a company).



Management is the process of getting things done, effectively and efficiently (veiksmingai), through and with other people.

Efficiency - doing things right, or getting the most output from the least amount of input (ex: want to minimize the use of resources and minimize the costs).

Effectiveness- doing the right things, or completing activities so that organizational goals are attained.

Conclusion: Poor management is most often due to both inefficiency and ineffectiveness or to effectiveness achieved without regard for efficiency. Good management is concerned with both attaining goals - *effectiveness* and doing so as *efficiently* as possible.

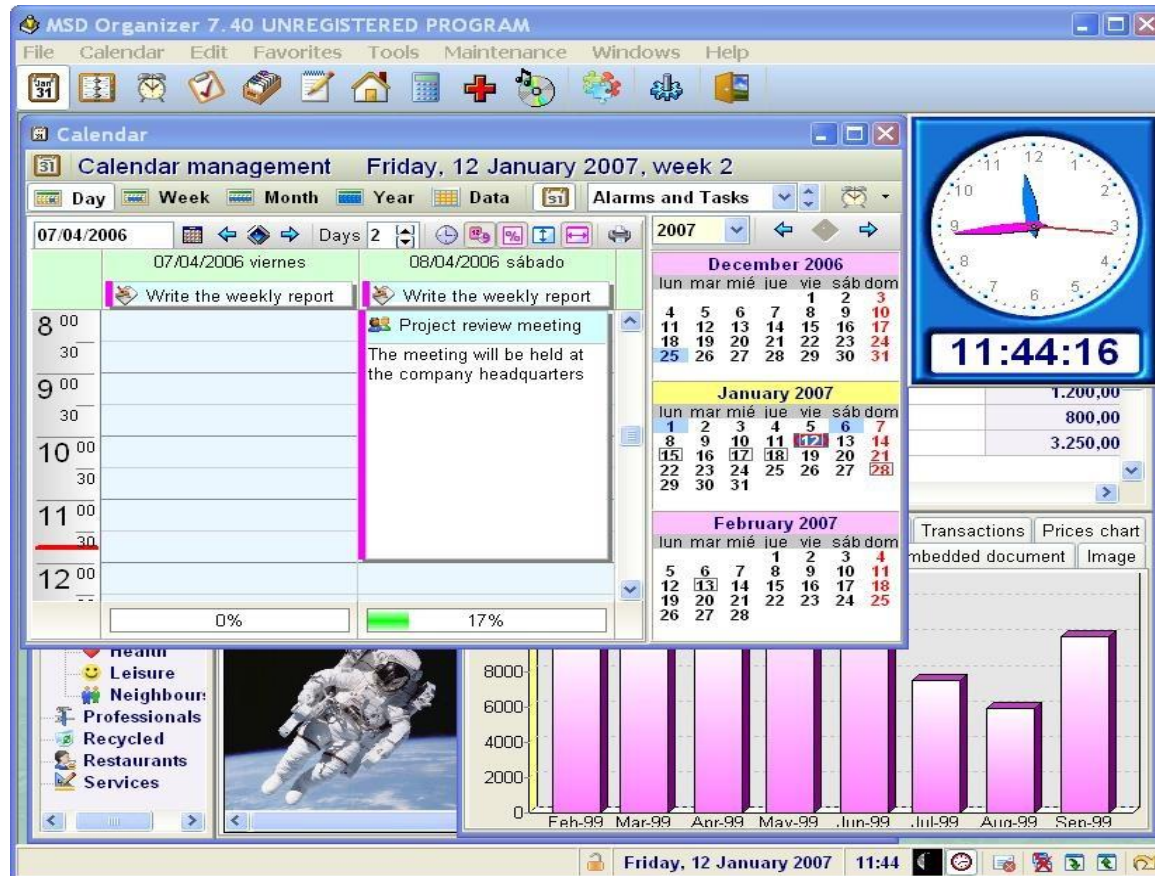
What managers do in terms of functions, roles and skills?

MANAGEMENT FUNCTIONS

1. Planning includes defining goals, establishing strategy, and developing plans to coordinate activities. It ensures that the work to be done is kept in proper focus and helps organizational members keep their attention on what is most important.



2. **Organizing** includes determining what is to be done, how it will be done and who has to do it.



3. Leading is directing and coordinating the work activities of an organization's people

(motivating, selecting best communication, resolving conflicts).



4. Controlling is monitoring activities to ensure that they are accomplished as planned (comparing them to a set standard).



MANAGERIAL ROLES

Specific categories of managerial behavior is often grouped under three primary headings:

- ❑ *interpersonal relationships,*
- ❑ *transfer of information,* and
- ❑ *decision making.*



INTERPERSONAL RELATIONSHIPS are ones that involve people (subordinates and persons outside the organization) and other duties that are ceremonial and symbolic in nature. The three interpersonal roles are:

❖ figurehead, (nominalus vadovas)

❖ leader, and

❖ liaison.

INFORMATIONAL ROLES involve collecting, receiving, and disseminating information.

The three informational roles include:

- ❖ monitor,
- ❖ disseminator, (skleidējas)
- ❖ spokesperson.

DECISIONAL ROLES entail making decisions or choices.

The 4 decisional roles are:

- ❖ entrepreneur,
- ❖ disturbance handler, (trikdžių prižiūrėtojas)
- ❖ resource allocator,
- ❖ negotiator .



MANAGERIAL SKILLS

CONCEPTUAL SKILLS - a manager's ability to analyze and diagnose complex situations.

INTERPERSONAL (Human) SKILLS - a manager's ability to work with, understand, mentor and motivate others, both individually and in groups.

TECHNICAL SKILLS- Job- specific knowledge and techniques needed to perform work tasks.

POLITICAL SKILLS - manager's ability to build a power base and establish the right connections. A person's political skill is determined by his or her networking ability, interpersonal influence, social astuteness, and apparent sincerity.

Conclusion

The content of the managerial activities changes with the manager's level. The higher the level the more planning he does and less employee overseeing.

Profit vs not for profit also need managers (it just that they don't focus on the money, but they still need planning, organising, controlling, leading and etc).