

**Senior High School**

Department of Education  
National Capital Region  
**SCHOOLS DIVISION OFFICE**  
**MARIKINA CITY**

**ACCOUNTANCY, BUSINESS AND MANAGEMENT**  
**Organization and Management**  
**Function, Roles, and Skills of a Manager**  
**Quarter 1 – Module 2**



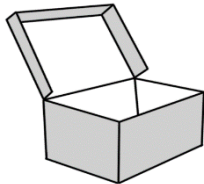
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# Function, Roles, and Skills of a Manager



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## What I Need to Know?

This module was written to help you understand the lesson in Organization and Management. It was carefully designed so that you can work at your own pace and allow self-discovery of the concept or ideas through different activities that you will perform. Activities were selected to for independent learning which also aims to develop students' reading comprehension skills through understanding written texts.

**This module is all about the Functions, Roles and Skills of a Manager**

At the end of the module you shall be able to explain the functions, roles, and skills of a manager.

***Before we start may I remind you that you need a notebook (any notebook will do) to serve as your answer sheet and keeping your notes for this Module***



## What I Know

Before each statement, write TRUE if the statement is correct and FALSE if the statement is incorrect.

- \_\_\_\_\_ 1. Top-level managers are the general or strategic managers who focus on long-term organizational concerns and emphasize the organization's stability, development, progress, and overall efficiency and effectiveness.
- \_\_\_\_\_ 2. Human skills enable managers in all levels to relate well with people.
- \_\_\_\_\_ 3. The classification of managerial roles are interpersonal, informational, and technical.
- \_\_\_\_\_ 4. Middle-level managers are front-liner or operational managers.
- \_\_\_\_\_ 5. Organizational behavior Approach (OB) is the study of conduct, demeanor or action of people at work.

# Lesson 1

## Functions, Roles and Skills of a Manager



### What's In

Have you ever dreamed of becoming a manager during your childhood days? If yes, draw your ideal manager on the thought bubble below and if not, draw your reasons why you never dream of becoming one. Fill the background with details.



### What's New?

Draw your ideal superhero and write the qualities or characteristics of your superhero (use your notebook)





## What is It?

According to Steve Jobs, “Simple can be harder than complex: You have to work hard to get your thinking clean to make it simple.” By understanding and learning how to apply the functions of management, you are more likely to excel as a manager in any organization. Here are discussion of the five functions of management for your understanding.

### Five Functions of Management

#### 1. Planning

Planning is future-oriented and determines an organization’s direction. It is a rational and systematic way of making decisions today that will affect the future of the company. It involves predicting of the future and the ability to foresee the effects of current actions in the long run in the future.

Peter Drucker has defined planning as follows:

“Planning is the continuous process of making present entrepreneurial decisions systematically and with best possible knowledge of their futurity, organizing systematically the efforts needed to carry out these decisions and measuring the results of these decisions against the expectations through organized and systematic feedback”.

#### 2. Organizing

Organizing requires a formal structure of authority and the direction and flow of such authority through which work subdivisions are defined, arranged and coordinated so that each part relates to the other part in a united and coherent manner so as to attain the prescribed objectives.

According to Henry Fayol, “To organize a business is to provide it with everything useful or its functioning i.e. raw material, tools, capital and personnel’s”.

Thus, the function of organizing involves the determination of activities that need to be done in order to reach the company goals, assigning these activities to the proper personnel, and delegating the necessary authority to carry out these activities in a coordinated and cohesive manner.

#### 3. Staffing

Staffing is the function of hiring and retaining a suitable work-force for the enterprise both at managerial as well as non-managerial levels. It involves the process of recruiting, training, developing, compensating and evaluating employees and maintaining this workforce with proper incentives and motivations. Since the human element is the most vital factor in the process of management, it is important to recruit the right personnel.



According to Kootz & O'Donnell, "Managerial function of staffing involves manning the organization structure through the proper and effective selection, appraisal & development of personnel to fill the roles designed in the structure".

This function is even more critically important since people differ in their intelligence, knowledge, skills, experience, physical condition, age and attitudes, and this complicates the function. Hence, management must understand, in addition to the technical and operational competence, the sociological and psychological structure of the workforce.

#### **4. Directing**

The directing function is concerned with leadership, communication, motivation, and supervision so that the employees perform their activities in the most efficient manner possible, in order to achieve the desired goals.

The leadership element involves issuing of instructions and guiding the subordinates about procedures and methods.

The communication must be open both ways so that the information can be passed on to the subordinates and the feedback received from them.

Motivation is very important since highly motivated people show excellent performance with less direction from superiors.

#### **5. Controlling**

Controlling is one of the important functions of a manager. In order to seek planned results from the subordinates, a manager needs to exercise effective control over the activities of the subordinates. In other words, the meaning of controlling function can be defined as ensuring that activities in an organization are performed as per the plans. Controlling also ensures that an organization's resources are being used effectively & efficiently for the achievement of predetermined goals.

According to Koontz & O'Donnell, "Controlling is the measurement & correction of performance activities of subordinates in order to make sure that the enterprise objectives and plans desired to obtain them as being accomplished".

### **Roles of a Manager**

Definition of Terms may help you understand the discussion of the topic.

**Manager-** an individual engaged in management activities such as supervising, sustaining, upholding and assuring responsibilities for the work of others in his/her work group, team, department, on the organization in general

**Managerial Roles-** the various roles played by managers, such as interpersonal, informational, and decision-making roles



**Managerial Skills-** the various skill that managers must possess, such as conceptual, human and technical skills

Managerial roles are classified into three types: interpersonal, informational, and decision-making. Henry Mintzberg, professor at McGill University, conducted a research on what real managers do.

Table 1.3 Managerial Roles identified by Mintzberg

<b>Categories of Managerial Roles according to Mintzberg</b>	
Interpersonal	<ul style="list-style-type: none"> <li>• leader</li> <li>• liaison</li> <li>• figurehead</li> </ul>
Informational	<ul style="list-style-type: none"> <li>• spokesperson</li> <li>• monitor</li> <li>• disseminator</li> </ul>
Decisional or Decision-making	<ul style="list-style-type: none"> <li>• disturbance handler</li> <li>• resource allocator</li> <li>• negotiator</li> <li>• entrepreneur</li> </ul>

### Managerial Skills

Managerial skills may be classified as conceptual, human, and technical

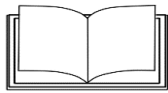
**Conceptual Skills.** Conceptual skills enable managers to think of possible solutions to complex problems. Through their ability to visualize abstract situations, they develop a holistic view of their organization and its relation to the wider external environment surrounding it. Top-level managers must have these conceptual skills in order to be successful in their work.

**Human Skills.** Human skills enable managers in all levels to relate well with people. Communicating, leading, inspiring, and motivating them become easy with the help of human skills. Dealing with people, both in the organization's internal and external environment, is inevitable, so it is necessary for managers to develop these human skills.

**Technical Skills.** Technical skills are also important for managers for them to perform their tasks with proficiency with the use of their expertise. Lower-level managers find these skills very important because they are the ones who manage the non-management workers who employ varied techniques and tools to be able to yield good quality products and services for their company.

Source: adopted from DepEd Organization and Management Teacher's Manual





## What's More

### Activity

List down the functions, roles and skills performed by the head of your family. Explain your answer.

Head of the family	Functions	Roles	Skills



## What I Have Learned

### Activity:

Identify the managerial roles of the following person if it is under **interpersonal**, **informational** or **decisional**. Write your answer on a separate sheet of paper or notebook.

- |                       |                               |
|-----------------------|-------------------------------|
| _____ 1. Liaison      | _____ 6 Leader                |
| _____ 2. Negotiator   | _____ 7. Entrepreneur         |
| _____ 3. Monitor      | _____ 8. Disseminator         |
| _____ 4. Spokesperson | _____ 9. Allocator            |
| _____ 5. Figurehead   | _____ 10. Disturbance Handler |



## What I Can Do

Enumerate famous managers in the country or in your locality. Identify their field of businesses. Write your answer on a separate sheet of paper or notebook.

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.







## Assessment

Read each question carefully and write the letter of your choice in your notebook.

1. He is capable of maintaining unity of action in the organization.
  - a. Liaison
  - b. Leader
  - c. figurehead
  - d. spokesperson
2. The one who speaks in the name and behalf of another; in behalf of the company President/owner.
  - a. Liaison
  - b. Leader
  - c. spokesperson
  - d. figurehead
3. \_\_\_\_\_are general or strategic managers who focus on long-term organizational concerns and emphasize the organization's stability, development progress, and overall efficiency and effectiveness.
  - a. Middle-level managers
  - b. Top-level managers
  - c. lower-level managers
  - d. none of the above
4. They are the technical managers in charge of the organization's middle level or departments.
  - a. Middle-level managers
  - b. Top-level managers
  - c. lower-level managers
  - d. none of the above
5. They are also known as operational managers and responsible for supervising the organization's day-to-day activities.
  - a. Middle-level managers
  - b. Top-level managers
  - c. lower-level managers
  - d. none of the above
6. Skills of a managers to perform their tasks with proficiency using their expertise.
  - a. Conceptual skills
  - b. Technical skills
  - c. human skills
  - d. none of the above
7. \_\_\_\_\_enable managers in all levels to relate well with people.
  - a. Conceptual skills
  - b. Technical skills
  - c. human skills
  - d. none of the above
8. \_\_\_\_\_enable managers to think of possible solutions to complex problems.
  - a. Conceptual skills
  - b. Technical skills
  - c. human skills
  - d. none of the above
9. An individual engaged in management activities. Supervise and assume responsibility for the work of others in the organization.
  - a. Leader
  - b. Liaison
  - c. spokesperson
  - d. manager





10. The one possesses good leadership qualities or a combination of good moral character, strong professional will, humility, loyalty and respect to subordinates.

a. Liaison

b. Spokesperson

c. manager

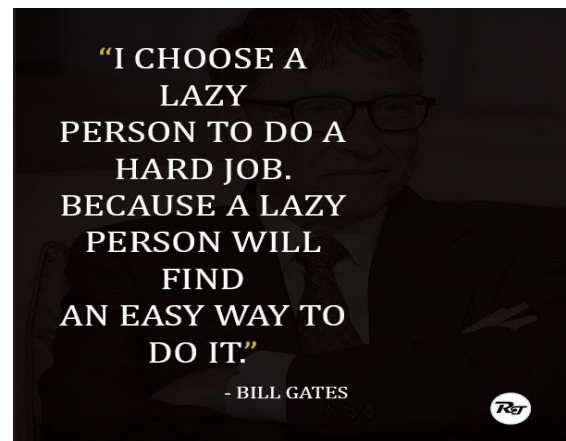
d. leader



## Additional Activities

### ACTIVITY

Based on the functions, roles and skills of a manager you have learned in this module, create your own poster just like the given sample. (20pts.)



<https://relationshipthoughts.com/wp-content/uploads/2018/10/motivational-quotes-for-employees.jpg>

### SCORING RUBRICS

Criteria	5 pts	4 pts	3 pts	2 pts
<b>Required Elements</b>	The poster includes all required elements as well as additional information.	All required elements are included on the poster.	Only few required elements are missing on the poster.	Several required elements are missing on the poster.
<b>Attractiveness</b>	The poster is exceptionally attractive in terms of design, layout and neatness.	The poster is attractive in terms of design, layout and neatness.	The poster is acceptably attractive though it may be a bit messy.	The poster is distractingly messy or very poorly designed.
<b>Slogan</b>	The slogan has the required number of words. It is original and catchy.	The slogan has the required number of words. Original but not catchy.	The slogan does not follow the required number of words. It is catchy but not original.	The slogan does not follow the required number of words. It is not original and catchy.



<b>Graphics</b>	All graphics are related to the topic and make it easier to understand. All borrowed graphics have note about their source.	All graphics are related to the topic and most make it easier to understand.	All graphics relate to the topic. One or two borrowed graphics have sources noted.	Graphics do not relate to the topic or several borrowed graphics do not have a source citation.
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