

THE MANAGERIAL ROLE-CHAPTER 1

The Meaning of Management Management is the process of utilizing organizational resources to achieve specific objectives through the functions of planning, organizing, leading, and controlling.

Organizational Resources-divided into 4 categories

Human Resources-

The most important resource is people; these could include engineers, accountants, salespersons, secretaries, mechanics, and computer & machine operators. It is through these people that a firm's manager achieves the firm's objectives. The relationship between organization structure and a manager's ability to react rapidly to market or technological changes are often heavily emphasised. The manager's leadership style is dependent upon the attitudes and expectations of followers. Managerial styles and effectiveness are often contingent upon the unique personal qualities of managers (ex. Initiative, self-confidence, human relations skills, and other personal characteristics). Some of the personal qualities that contribute to managerial effectiveness are superior intelligence, high work-related motivation, self-confidence, high resistance to job-induced stress, decisiveness, and persuasiveness.

Financial Resources-

Financial resources of an organization are its money. In a broader sense it also includes the organizations borrowing potential, cash, short-term investments that can be converted to cash, accounts receivable, and other financial assets. An organizations survival often depends on the adequacy of its financial resources since these resources acquire all other resources.

Physical Resources-

Physical resources include land, buildings, furniture and office equipment, computers, machines, and physical inventories.

Technological Resources-

These are often the primary strength of some organizations. High tech companies such as MicroSoft, RIM, and Sony rely heavily on their ability to beat a competitor to the market with a superior product. Technological resources consist of patents and processes that relate to both products and production methods.

Organization resources are highly interrelated and not always clearly definable. ex trade secrets, creative potential of its personnel, marketing expertise

The Classification of Management

It can be debated whether Management is a science or an art. Which leads to the next question, Is management a profession?

Science

To qualify as a science, a discipline must have a systematized body of knowledge that management lacks. Management Science is distinguished by its use of mathematic models to find solutions to management problems and to reduce risks in management decisions.

Art

The art of management refers to the practice of management where time pressures force rapid-fire decisions, often based on incomplete and unverifiable data, and where the human demands of the manager's leadership role call for highly sensitive and subjective judgements (common sense reasoning, empathy, and experience-based information).

Profession

If a profession is defined as an occupation that serves others, management may be so classified. If a profession is avocation requiring licensing and graduate study, such as medicine and law, then management is not a profession.

Management is a field that does possess a unique body of knowledge. Certain general concepts of management have developed with technical information in special fields such as production, marketing, financial, and human resource management. Management is a technical discipline that requires mastery but does not require a license or a degree. Formal training and broad education usually improve managerial performance, such as in a complex industrial society, and a bachelor's degree is required to gain entrance to the ranks of management in most organizations. Managers do a specialized knowledge and thus came the professionalization of management. This terminology conveys the fact that most companies are run by salaried experts, rather than by their owners.

The Importance of Management

All kinds of businesses, government, education, religious services are run by managers. They are among the best paid and most respected members of society. Managers influence productivity, and establish organizational policies and goals.

Levels and Skills of Management

You will need Technical skills, Human skills, and Conceptual skills

Technical skills involve the ability to use specialized knowledge and expertise with work-related tools, procedures, and techniques. Technical knowledge is of greatest importance at lower levels where the goods and services are produced. Managers, who become generalists as they are promoted, often begin in positions where their technical expertise was required. (Engineering, accounting, marketing, or computer technology)

Human skills involve working with people. Managers must be able to work with and understand communication, attitudes, and motivation in order to achieve cooperation.

As managers move up the hierarchy, increasing demands are made for the skills required to see the enterprise as a whole. Conceptual skills are used for abstract, reflective thinking and for the concept development involved in planning and creative strategy formulation.

Levels of Management

Executive-an organization's top policy and decision makers. They assume responsibility for the entire organization, chief executive officer (CEO), chief operating officer (COO) and senior or executive vice presidents.

Middle-all managers between first-line supervisors and top executives are middle managers, regardless of the number of levels. The role of middle managers differs greatly. A general supervisor is someone who came up from the employee ranks and whose formal education ended after high school.

First-line managers supervise only operating employees, often called supervisors. First-line managers progress from the ranks of operating employees and seldom rise beyond general supervisor level.

Line and Staff Managers

Line Managers maintain authority in such major departments as production, and sales.

Staff Managers provide support, or control functions for line managers ex. Human resources, quality control, and budget managers.

Team Management is shared management in which line and staff distinctions are minimized.

Management Consultants are specialists in an area that is paid on a contract or daily basis and does not occupy a titled management position. Their authority of competence often makes them influential at the highest organizational levels.

Functions of Management

Planning is the process through which organizations' leaders decide on its objectives and how those objectives will be met. Effective planning involves:

1. Decision making about the strategies for achieving the stated objectives.
2. Allocation of resources
3. Scheduling to ensure timely completion of each component of the plan
4. Establishing the controls needed to make sure the stated objectives are achieved.

Standing plans: relatively enduring policies, procedures, and methods that guide the daily operation decisions and practices. Standing plans are major contributors to organizational stability and predictability.

Organizing is concerned with how the work and responsibility will be divided (chain of command). The highly structured, formalistic organization with a rigidly defined pyramid of managerial positions has a bureaucratic or mechanistic structure; the more flexible type of structure is called organic because it is like a living organism. The lines of authority and communications are less defined and positions are less clearly defined. Staffing (recruiting, and placing qualified personnel in the organization's position and jobs) is also considered an organizing function.

Leading is to elicit behaviour that will support the achievement of an organization's goals. Some leaders influence productivity and satisfaction by enriching jobs and structuring their organizational units to provide maximum communication, cooperation, and sharing in decision making.

Controlling is to ensure the proper execution of plans. Control consists of three steps:

1. Establishing standards or expectations.
2. Evaluation current performance in relation to expected standards
3. Taking corrective action when standards are not met or in anticipation that they may not be met.

Characteristics of Management

- Managers do much work at an unrelenting pace, They never catch up.
- Managerial tasks are characterized by brevity, variety, and fragmentation.
- Managers prefer live action—brief, specific, well-defined activities that are current, non routine, and non reflective.
- Managers prefer oral to written communication (telephone and meetings versus the mail)
- Managers maintain a vast number of contracts, spending most time with subordinates, linking them with superiors and others in complex network.
- Much managerial work is initiated by others.

10 Roles of Managers

Interpersonal Roles

Figurehead

Leader

Liaison

Informational Roles

Monitor

Disseminator

Spokesperson

Decisional Roles

Entrepreneur

Disturbance Handler

Resource Allocator

Negotiator

The Management Environment

Formal Organization-is a rationally structured system of interrelated activities, processes, and technologies within which human efforts are coordinated to achieve specific objectives.

Informal Organization spontaneously develop to meet the needs of their members—needs that can never be fully met by the formal organization

Organizational Politics-where individuals and groups attempt to further their own ends through political manoeuvring along with the use of their formal power. The baseline of managerial power is delegated authority, but beyond that the power of managers is determined by a complex integration of factors such as technical expertise, managerial skills, and ability to form alliances and avoid making influential enemies, persuasiveness, and many other personal and organizational variables.

External Environments-The higher managers progress up the organizational ladder, the more likely they are to interact with representatives of other organizations.

Since managers also relate to customers, suppliers, advertiser, financiers, unions, the courts, and many other person, and groups, their work can be as demanding and challenging as that of the highest level diplomat, politician, physician, lawyer, or scientist.

Managerial Careers and Competencies

From Technical to Managerial Careers

Students in technical fields are often unaware of the fact that the highest level of success in their technical fields is found in management.

Special Fields within Management

Students who major in management often begin work in a non managerial position—in accounting, marketing, or management information systems.

Specialized areas do exist within the discipline of management, production management and Human Resource Management.