

INFS 212

Principles of Management

Session 2 – What Managers Do?

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Session Overview

Management literature identify *four* fundamental functions of a manager which are planning organising, directing and controlling. This Session introduces you to these functions and further discusses the *roles* managers play in organisations. Finally we will discuss the *skills* managers need to perform these functions and roles.

Session Objectives

Objectives

After completing this Session you should be able to:

- Identify and distinguish among the four functions performed by managers
- Distinguish between *functions* and *roles* of a manager
- Explain the *skills* managers require to perform these roles and functions

Session Outline

The key topics to be covered in the session are as follows:

1. Topics One: The functions managers perform
2. Topic Two: The roles they managers perform
3. Topic Three: The skills managers require to do their job



Reading List

1. Robbins, S.P. & DeCenzo D.A. (2008) *Fundamentals of Management: Essential concepts and applications*, (Sixth Edition), Pearson, Prentice Hall: Upper Saddle River, NJ. (Read chapter 1, pages 3 -18)
2. Chandan JS (2002). *Management: Concepts and Strategies*. New Delhi, Vikas Publishing House, PVT Ltd (Read Chapter 1, pages 3-20).
3. Smith, M. (2007) *Fundamentals of Management*, McGraw-Hill: New York. Chapter 1, Pages 3-30

Topic One

THE FUNCTIONS MANAGERS PERFORM

Slide 6



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The Functions of Management

Management literature identify four basic or fundamental functions of management which are:

- ❑ Planning
- ❑ Organising
- ❑ Leading/ Directing
- ❑ Controlling



The Functions of Management con't

□ Planning

Planning is considered the central function of management because whatever a manager does involves planning.

- Certo (2003) defines planning as “...choosing tasks that must be performed to attain organisational goals, outlining how the tasks must be performed, and indicating when they should be performed. ...plans focus on how to attain organisational goals”.

The Functions of Management con't

- In planning, the manager looks to the future. Saying: “here is what we want to achieve and this is how we want to achieve it”.



The Functions of Management con't

- The outcome of planning is **strategy**, a course of action specifying the resources required to achieve specific objectives. It involves **deciding what to do, when to do it** , and **how to do it**. In this sense decision making is part of the planning process and involves selecting a course of action from a set of alternatives.
- Planning is discussed extensively in Session Four.

The Functions of Management con't

□ Organising

- Organising is the process of establishing orderly uses for all resources within the management system (Certo, 2003).
- Organising ensures that the necessary human and physical resources are available to carry out a plan and achieve organisational goals.
- It also involves assigning activities, dividing work into specific jobs and tasks, and specifying who has the authority to accomplish certain tasks.

The Functions of Management con't

- Grouping activities into departments or some other logical subdivision.
- This process of organising produces the basic structure or framework of the organisation



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The Functions of Management con't

The outcome of organising then is the **organisation structure** which:

- Establishes authority and reporting relationships
- Divides work, designs jobs and establishes methods of performing a job
- Provides work process flow and
- Coordinates information and feedback systems within organisations.

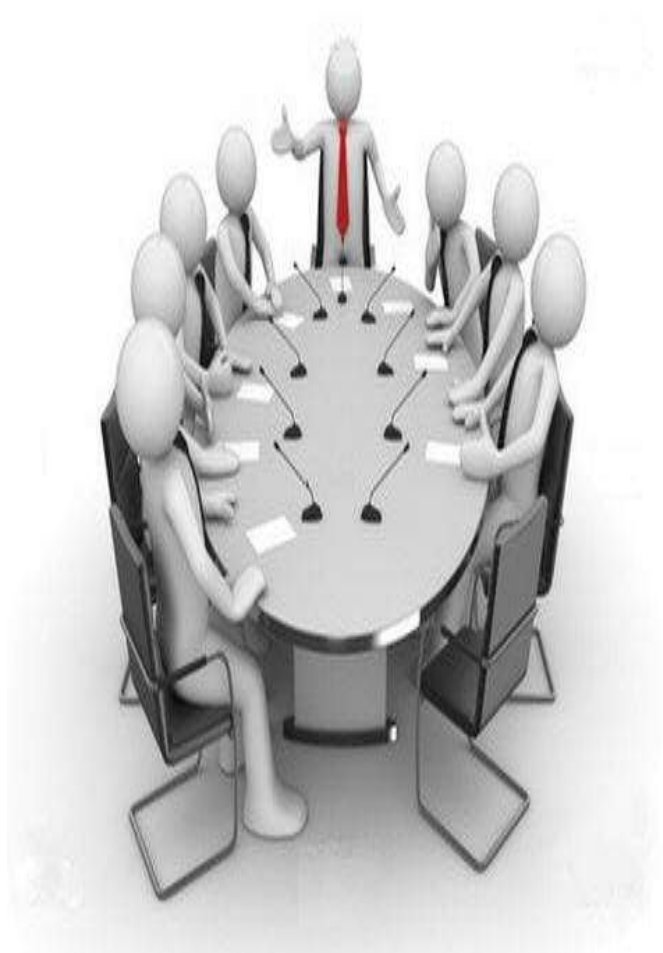
The Functions of Management con't

❑ Leading/Directing

Directing means influencing others to achieve organisational goals.

It involves:

- Energising,
- Directing,
- Persuading others and
- Creating a vision.



The Functions of Management con't

The activity of *leading* also involves working directly with people.

Other names are:

- Actuating
- Motivating
- Directing

The Functions of Management con't

□ Controlling

Comparing actual performance to a predetermined standard.

Involves four elements:

- Establishing standards of performance
- Measuring current performance
- Comparing it against the established standards
- Taking measures to correct performance that does not meet those standards.

The Functions of Management con't

- The controlling function may point out errors that have to be corrected, or the need for altering a plan or objectives. Thus, this function sometimes causes the manager to return to the planning function temporarily to fine-tune the original plan.



Topic Two

MANAGEMENT ROLES

Management Roles con't

Henry Mintzberg identifies three main roles managers perform

INTERPERSONAL ROLE

INFORMATION ROLE

DECISIONAL ROLE

Management Roles con't

□ Interpersonal role

Interpersonal role arises directly from a manager's formal authority. It involves interpersonal relationships.

- **Figurehead**
- **Leadership**
- **Liaison Roles**

Management Roles con't

- **Figurehead role**

E.g. Manager represents organisation at ceremonial and symbolic functions.

It is the most basic and the simplest of all managerial roles.



Management Roles con't

- **Leadership role**

It involves responsibility for directing and coordinating the activities of subordinates in order to accomplish Organisational goals



Management Roles con't

Objectives.

- Energising
- Directing
- Persuading others and
- Creating a vision.

Management Roles con't

- **Liaison role**

Dealing with members of a board of directors and people outside the organisation such as clients, government officials, customers, and suppliers.

In the liaison role, the manager seeks support from people who can affect the organisation's success.



Management Roles con't

□ Informational Roles

- Monitor
- Disseminator
- Spokesman

Management Roles con't

- The **monitor role** involves looking out for information, receiving, and screening information.
- In the **disseminator role** the manager shares information with subordinates and other members of the organisation.
- In the **spokesperson role**, managers transmit information to others, especially those outside the organisation, as the official position of the company.

Management Roles con't

□ Decisional Roles

- Entrepreneurial
- Disturbance handler
- Spokesman
- Resource allocator

Management Roles con't

- The **entrepreneurial role** involves designing and initiating planned change in order to improve the organisation's position. Managers play this role when they initiate new projects, launch a survey, test a new market, or enter a new business.

Management Roles con't

- Managers play the **disturbance-handler** role when dealing with problems and changes beyond their immediate control. Typical problems include strikes by labour, bankruptcy of major suppliers, or breaking of contracts by customers.

Management Roles con't

- The **resource-allocator role** involves choosing among competing demands for money, equipment, personnel, and other demands on a manager's time. For instance the manager decides what portion of the budget should he earmark for advertising and what portion for improving an existing product line.



Topic Three

MANAGERIAL SKILLS

Managerial Skills

- ❑ Technical skills
- ❑ Interpersonal skills
- ❑ Conceptual Skills

Managerial Skills con't

Technical skills

Requires specialised knowledge and abilities that can be applied to specific tasks.

Technical skills involve the ability to apply specific methods, procedures, and techniques in a specialised field. Technical skills are

important at lower

levels of management because supervisors must train their subordinates in the proper

use of work-related tools machines and equipment



Managerial Skills con't

□ Interpersonal skills

- Include the ability to lead motivate, manage conflict and work with others.
- The skills which manager need include the ability to communicate effectively.



Managerial Skills con't

□ Conceptual Skills

- Involve the ability to view the organisation from a broad perspective and to see the interrelationships among its components.



Managerial Skills con't

- The manager uses conceptual skills to diagnose and assess different types of management problems.
- Conceptual skills are the most important in strategic / long term planning and, therefore, they are more important to top level managers than to middle level managers and supervisors.

Summary

In this session we discussed the functions and roles of management and managerial skills. You learned that:

- Manager at whatever level perform four fundamental functions, namely planning, organising, directing and controlling.
- Managers perform ten roles categorised into interpersonal, informational, and decisional roles.
- Functions and roles are not mutually exclusive. Managers perform their functions while performing one or more roles in the organisation.
- The three basic types of managerial skills are technical, interpersonal and conceptual.

Summary con't.

- Technical skills are the most important at the lower level management. Interpersonal skills are important at all levels of management because managing is the process of getting things done through other people. Conceptual skills are important at upper level management because they have to think in more abstract terms.



Sample Questions for Consideration

1. Summarise the essential roles performed by managers
2. Discuss the skills necessary for becoming a successful manager
3. Is the managers job generic?

References

1. Robbins, S.P. & DeCenzo D.A. (2008) *Fundamentals of Management: Essential concepts and applications*, (Sixth Edition), Pearson, Prentice Hall: Upper Saddle River, NJ. **(Read Chapter 1, pages 2-15).**

1. Chandan JS (2002). *Management: Concepts and Strategies*. New Delhi, Vikas Publishing House, PVT Ltd **(Read Chapter 1, pages 3-20).**

