

Role of the Manager

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Learning Objectives

1. Explain the tasks and responsibilities of managers at different levels in the organizational hierarchy
2. Distinguish between three kinds of managerial skill, and explain why managers are divided into different departments to perform their tasks more efficiently and effectively

Management Structure

- Organizations have different types and levels of managers
- Accountability is a cornerstone of managerial performance. It is The requirement of one person to answer to a higher authority for performance achieved in his or her area of work responsibility
- Effective managers help others achieve performance and satisfaction

Who are managers?

- People responsible for directing the efforts aimed at helping organizations achieve their goals.
- Persons who plans, organizes, directs and controls the allocation of human, material, financial, and information resources in pursuit of the organization's goals

Levels of Managers

1. Top level managers

- Consists of board of directors and chief executives.
- The top management is the ultimate source of authority of an organization and responsible of the performance of the organization.
- Role of the top managers:
 - a) Formulation of policies and preparation of strategic plans for the enterprise,

Levels of Managers (cont.)

- b) Maintaining contacts with national and international organizations,
- c) Recruitment of executives for middle level and
- d) Coordinating the activities of other departments/divisions.

Levels of Managers (cont.)

2. Middle level managers

- consists of branch managers and departmental managers.
- Supervise first-line managers. Responsible for finding the best way to organize human and other resources to achieve organizational goals
- They are also responsible to the top management for functioning of their department.
- They devote more time to organizational and directive functions .

Levels of Managers (cont.)

- Role of the middle level of managers
 - a) Execute the plans of the organization in accordance with the policies and directives of the top management,
 - b) Make plans for the sub-units of the organization,
 - c) Organize employment training of lower level management,
 - d) Interpret and explain policies from top level to lower level,

Levels of Managers (cont.)

- e) Coordinate the activities within the division or department,
- f) Send important reports and other important data to top level management and
- g) Evaluate lower level managers towards better performance

Levels of Managers (cont.)

3. Lower level of managers

- Consist of supervisors, foreman, section officers, superintendent etc.
- Responsible for daily supervision of the non-managerial employees who perform many of the specific activities necessary to produce goods and services
- According to R.C. Davis “Supervisory management refers to those executives whose work has to be largely with personal oversight and direction of operative employees.” That means they are concerned with direction and controlling function of management.

Levels of Managers (cont.)

Role of the lower level managers

- a) Assign jobs and tasks to various workers,
- b) Guide and instruct workers day to day activities,
- c) Communicate workers problems and suggestions to the higher level and higher level goals and objectives to the workers,
- d) Help to solve the grievances of the workers
- e) Arrange necessary materials, machines, tools etc. for getting the things done and
- f) Prepare periodical reports about the performance of the workers.

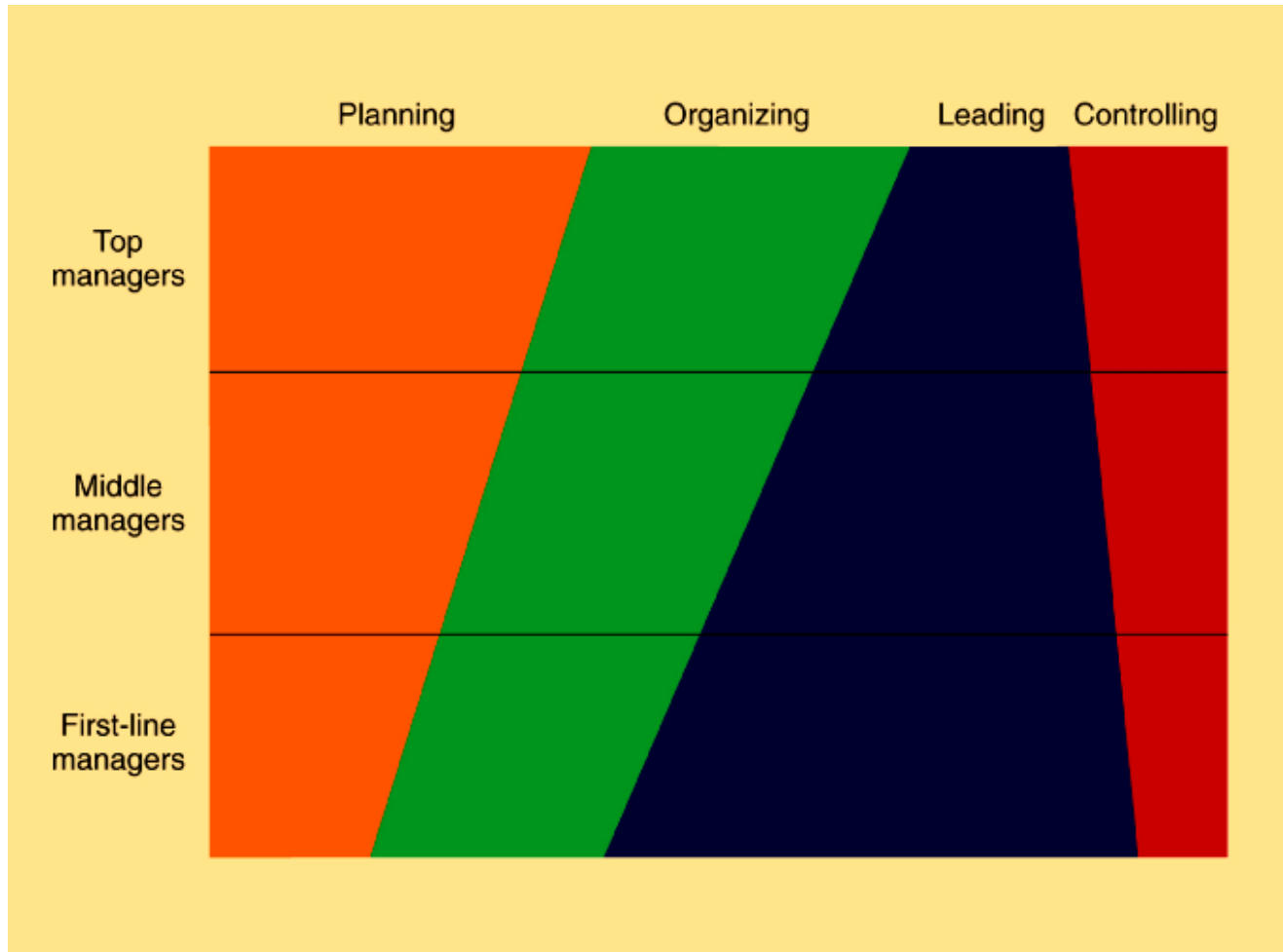
Basic Levels of Management



Summary of Role of the Managers

- First-line Managers: have direct responsibility for producing goods or services *Foreman, supervisors, clerical supervisors*
- Middle Managers:
 - Coordinate employee activities
 - Determine which goods or services to provide
 - Decide how to market goods or services to customers*Assistant Manager, Manager (Section Head)*
- Top Managers: provide the overall direction of an organization *Chief Executive Officer, President, Vice President*

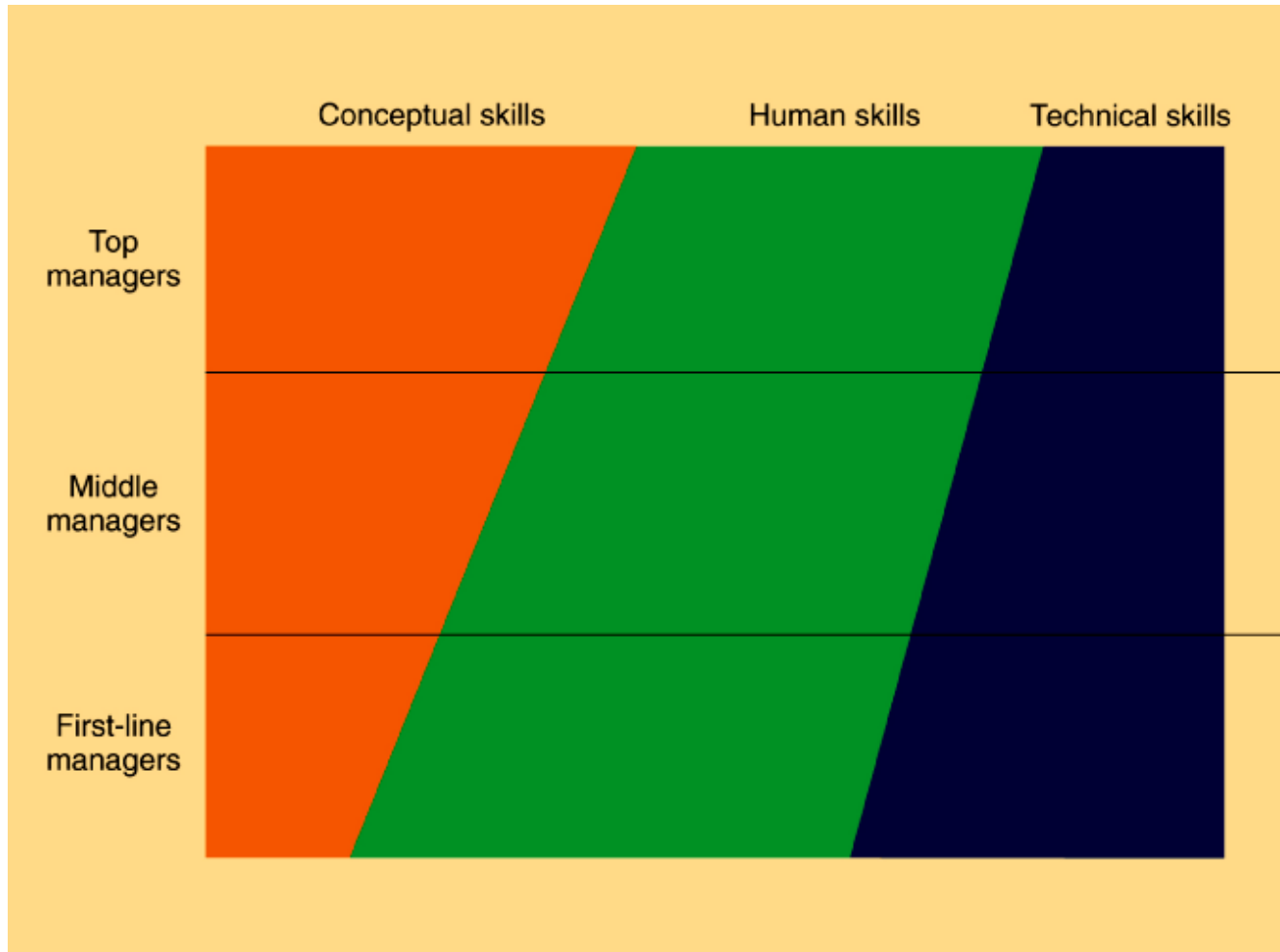
Relative Amount of Time That Managers Spend on the Four Managerial Functions



Management Skills

1. Conceptual skills – ability to critically analyze, diagnose situation, distinguish between cause and effect and forward a possible solution
2. Human skills or communication and interpersonal skills – ability to communicate , understand and motivate both individuals and groups
3. Technical skills- ability to apply specialized knowledge or skills required to perform a particular type of work at a high level.

Skill Types Needed



Competencies for Effective Managers

- Competency – a combination of knowledge, skills, behaviors, and attitudes that contribute to personal effectiveness
- Managerial Competencies – sets of knowledge, skill, behaviors, and attitudes that a person needs to be effective in a wide range of positions and various types of organizations
- Explain competencies for effective managers

Six Core Managerial Competencies

1. Communication Competency
2. Planning and Administration Competency
3. Teamwork Competency
4. Strategic Action Competency
5. Multicultural Competency
6. Self-Management Competency