



# Functions & Skills of a Manager


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- ▶ Enterprise functions vary according to the nature of enterprise.
  - ▶ Functions like production, marketing, finance, and personnel noticed in typical industrial undertakings.
  - ▶ If you take a transport undertakings, the main functions are operations, traffic and finance.
  - ▶ However, the managerial activities grouped into functions are basic for all managers at all levels in all, types of enterprises.

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- ▶ As all functions are not equally important for all managers, time spent by them for each of these functions varies according to their levels in the organisation.
  
  - ▶ These functions has been discussed below:
    - A. **Planning**
  
    - B. **Organising**
  
    - C. **Staffing**
  
    - D. **Directing**
  
    - E. **Controlling**

# Planning



- ▶ Planning refers to anticipating the future conditions and choosing from among the alternative future courses of action.
- ▶ The planning process generally includes the following activities:
  - ▶ i) **Forecasting** is looking ahead to anticipate the opportunity, problems and conditions in a future period of time.

- ▶ ii) **Establishing objectives** means setting the end results to be accomplished by directing organisational efforts.
- ▶ iii) **Scheduling** is deciding on time sequence for programme steps.
- ▶ iv) **Budgeting** is allocation of resources to minimise costs.
- ▶ v) **Developing policies** involve establishment and interpretation of standing decisions that apply to repetitive questions and problems of significance to be organisation as a whole.

# Organising



- ▶ The organising function of management is the process of defining and grouping of activities and creating authority relationship among them. It consists of:
- ▶ i) **Developing the organisation structure** which involves identification of task and grouping them into units or departments for performance.
- ▶ ii) **Delegating authority** to the managers and making him responsible for group performance.
- ▶ iii) **Establishing relations** creating conditions necessary for mutually cooperative efforts of people in the organisation.

# Staffing



- ▶ Planning the organisation with suitable personnel constitutes the staffing function.
- ▶ It involves selection, training and development, compensation, and appraisal of subordinates by the manager.
- ▶ Manpower planning and manpower management looks after these activities and **try** to ensure suitable methods of remuneration and performance appraisal of the employees.



# Directing

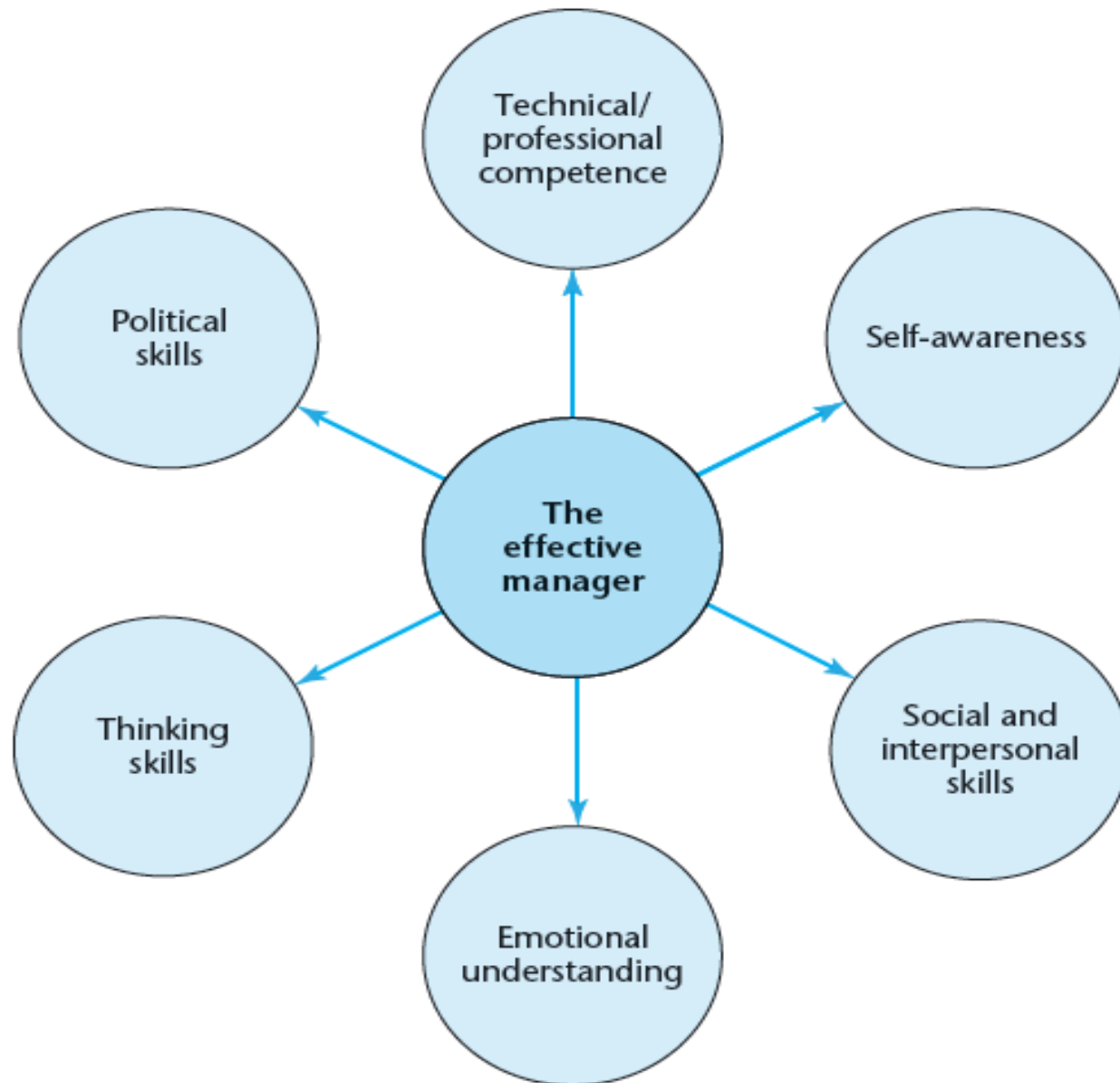
- ▶ Directing involves managing people and the work through the means of motivation, proper leadership, effective communication and coordination.
- ▶ **A** manager must develop ability to command.
- ▶ He should issue orders and instructions without arousing any resentment among the subordinates.
- ▶ He must be able to secure willing obedience from his subordinates without destroying their initiative and creativity.

# Controlling

- ▶ Controlling enables management to ensure that achievement is in accordance with the established plans. It involves
- ▶ i) **Establishing performance standards** for evaluating results.
- ▶ ii) **Performance** on the basis of records and reports on the progress of work.
- ▶ iii). **Performance evaluation** against the standards set.
- ▶ iv) **Corrective action** to regulate operations, remove deficiencies and improve performance.

# Skills of the Manager

- ▶ To perform his duty effectively and efficiently managers' have to equipped with some of the skills.



# Technical competence



- ▶ Management is a practical subject which aims to have an impact on the real world, so it requires functional knowledge and skill in applying a body of professional practice.
- ▶ Here we are talking about knowledge of product technology, marketing techniques, engineering, accountancy, knowledge of relevant legislation, knowledge of basic management principles and theories.
- ▶ which help the practitioner with ‘best
- ▶ practice’ in planning, organising and controlling

# Self-awareness



- ▶ The knowledge we have acquired about ourselves, which makes up our self-concept, is central to improving our management skills.
- ▶ Knowing ourselves helps us understand our own assumptions, our categories for defining situations and people, our sensitivities, strengths and weaknesses.
- ▶ This knowledge is self empowering.
- ▶ It is the first step in making any changes to ourselves which are needed to develop the skills we think we need.

# Interpersonal and social skills


- ▶ They largely mean to working with and through other people and using careful judgement.
- ▶ They imply sensitivity to people and situations and skill in persuading people to achieve a common goal.
- ▶ e.g. balancing the often conflicting expectations of customers, suppliers, employees, superiors.

# Emotional Understanding



- ▶ The 'management of emotion' is also an important social skill for the manager.
- ▶ The manager's job requires a high level of emotional strain, a result of working in situations of endless demands, conflicting pressures, lack of time, lack of resources and lack of clarity in knowing what is expected and how to achieve it.



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- ▶ Good **Emotional quotient** seems to have a strong positive relationship with success in handling difficult social situations and relationships.

# Thinking skills



- ▶ Managers need the ability to think.
- ▶ That does not mean that they have to be original conceptual thinkers, but they do need to have good, clear minds and to be able to see the whole picture
- ▶ they should be a sharp decision makers and smooth problem solvers.

# Political skills

- ▶ Organisations are ultimately political systems.
- ▶ Organisational politics involves:
  - senior managers building up their departments by fighting for additional resources and authority;
  - senior managers engaging in debate over the 'meaning' of the strategic plan so that definitions favourable to their interests prevail;
  - conflict between departments over equipment, space, budgets, staff, etc.;
  - individuals jockeying for position to advance their careers.

# Conclusion



- ▶ Management is a complex activity.
- ▶ It requires highly developed cognitive, interpersonal, presentational and political skills.
- ▶ The qualities which make up a successful manager are numerous and varied.

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- ▶ Discuss the emerging trends and challenges of management in present business scenario?
  - ▶ वर्तमान व्यावसायिक वातावरण में प्रबंध की उभरती प्रवृत्तियों व कठिनाइयों का उल्लेख करिए।