

Functions, Roles, and Skills of Managers

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Why Study Management?

- *The better you can work with people*, the more successful you will be in both your personal and your professional lives.
 - Employers want to hire employees who can participate in managing the firm.
 - Even nonmanagers are being trained to perform management functions.

What is a Manager?

A manager achieves objectives through efficient and effective use of resources.

- **Efficient**-doing things right
- **Effective**-doing the right thing

Functions, Roles, and Skills

Functions

- Planning
- Organizing
- Leading
- Controlling

Roles

- Interpersonal
- Informational
- Decisional

Skills

- Interpersonal
- Technical
- Decision-making

Functions

Planning

- Setting objectives
- Determining how they'll be met



Functions

Organizing

- Delegating and coordinating tasks
- Allocating resources



Functions

Leading

- Influencing employees to achieve objectives



Functions

Controlling

- Establishing mechanisms to make sure objectives are met
- Implementing mechanisms to make sure objectives are met



Roles

Interpersonal

- The “figurehead”
- The leader
- The liaison

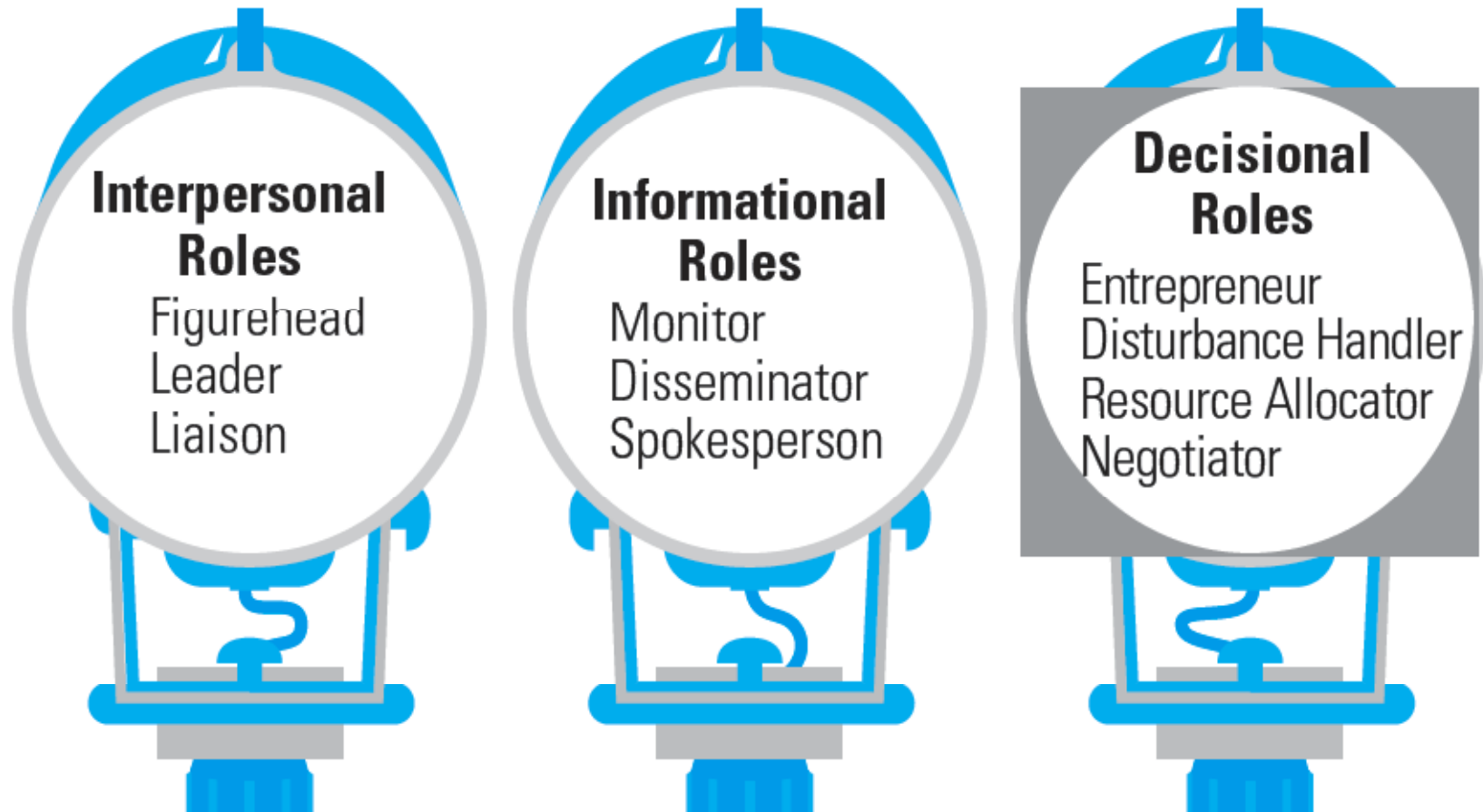
Informational

- The monitor
- The disseminator
- The spokesperson

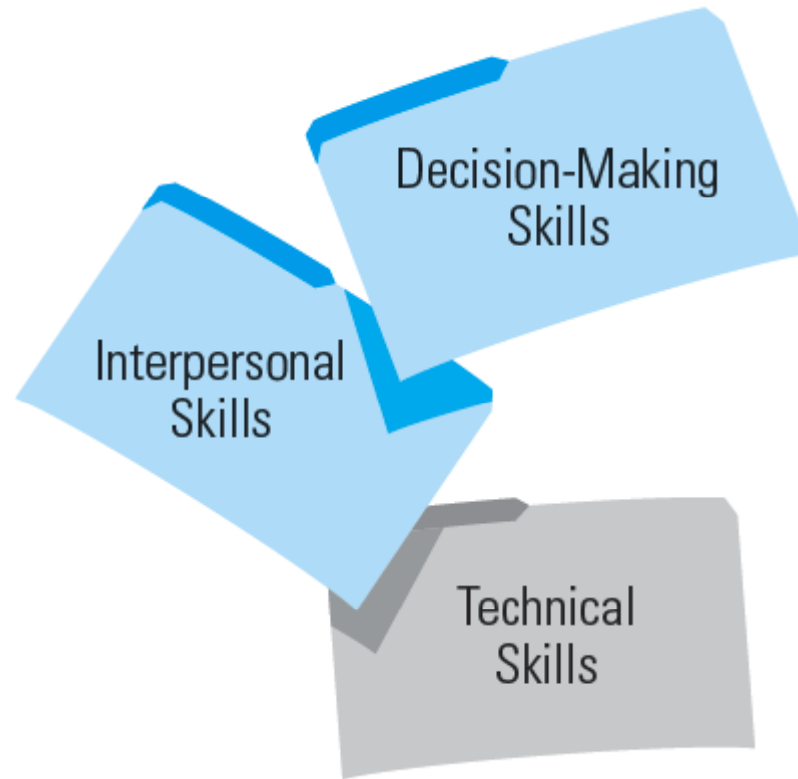
Decisional

- The entrepreneur
- The disturbance handler
- The resource allocator
- The negotiator

Exhibit 1-4 • Ten Roles Managers Play



Skills



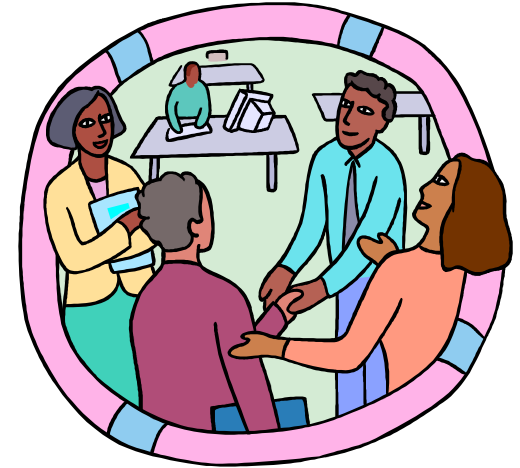
Skills

Technical Skills

- “Business skills”
- Using methods and techniques to perform a task
- Keeping up with the latest technology in your job



Skills



Interpersonal Skills

- “People skills”
- Your relationships with *all* individuals and groups
- Understanding
- Communicating
- Motivating
- Resolving conflict
- Working as a team member
- “It’s not what you know, it’s who you know.”
- Ethics



Skills

Decision-making Skills

- Select alternatives to solve problems
- Take advantage of opportunities
- Be able to *conceptualize, diagnose and analyze*
- Use math skills
- Manage time

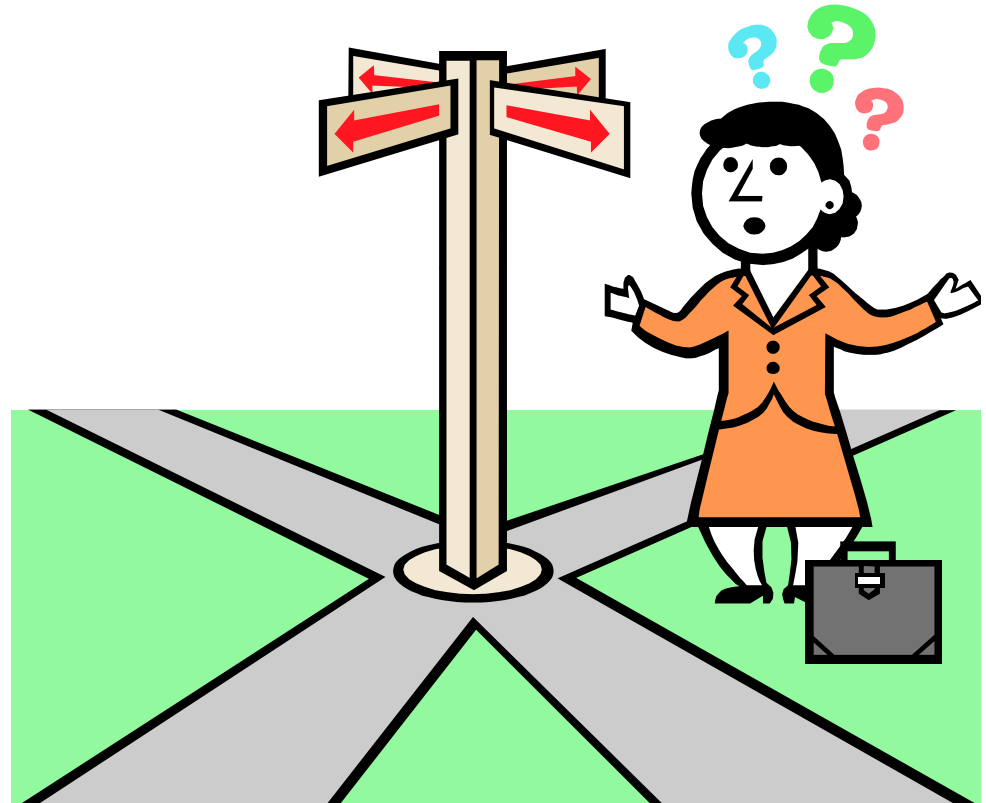
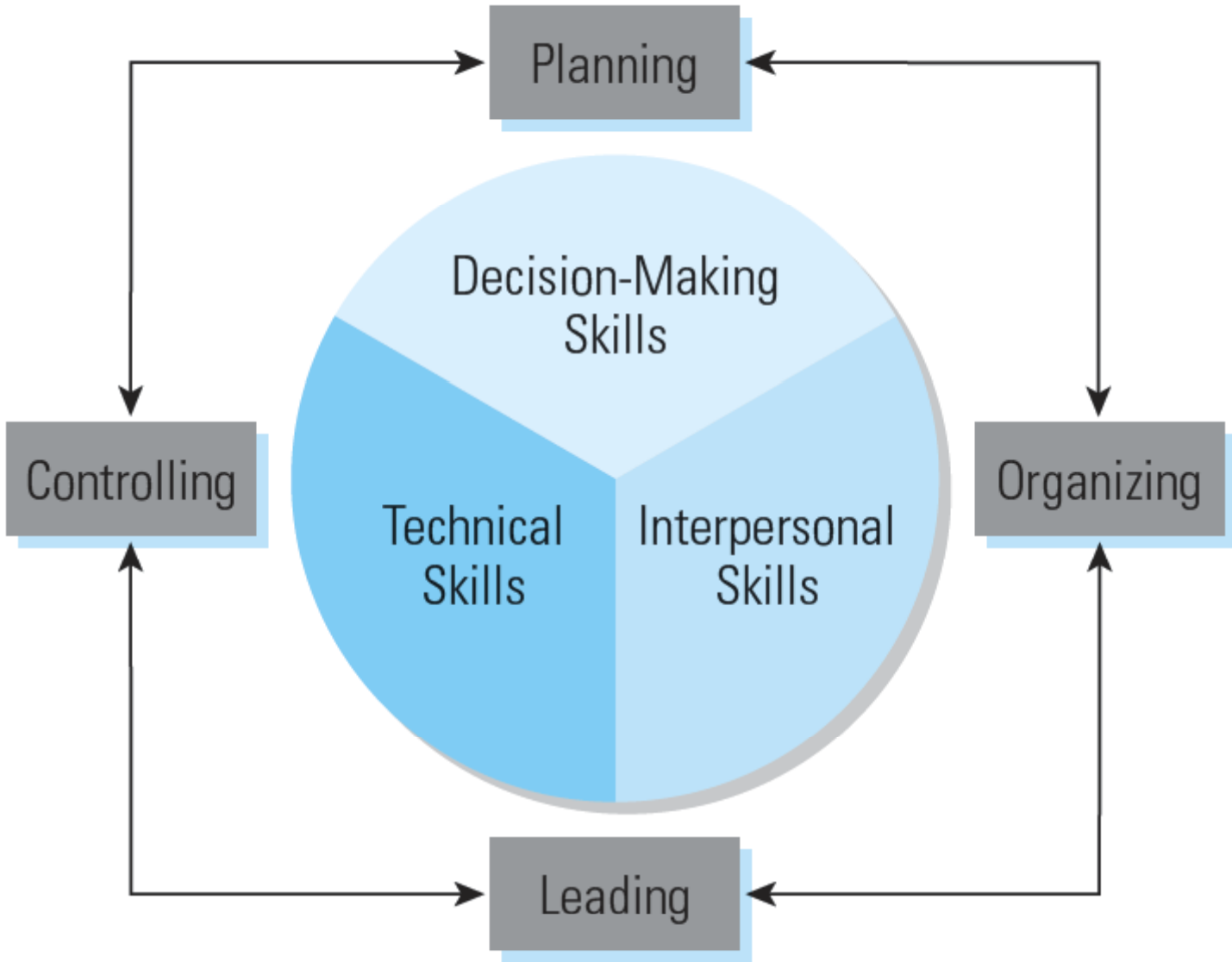
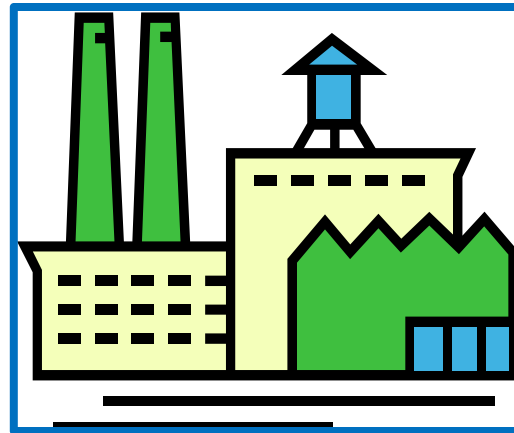


Exhibit 1–3 • Management Skills and Functions



What Resources does a Manager use?

- **Human Resources**-the people. Your most valuable resource!
- **Financial Resources**-the money, the budget
- **Physical Resources**-the buildings, the equipment, supplies
- **Information**-computers, reports



Differences Among Managers

- The Three Levels of Management
 - Top managers
 - CEO, president, or vice president
 - Middle managers
 - Sales manager, branch manager, or department head
 - First-line managers
 - Crew leader, supervisor, head nurse, or office manager
 - Nonmanagement operative employees
 - Workers in the organization who are supervised by first-line managers

Levels of Management

Top Management

- Executives-CEO, CFO, COO, Presidents, Vice Presidents
- Manage the entire organization or major parts
- Develop the purpose, the goals, strategies, long-term plans
- Report to board of directors or other executives
- Supervise middle managers

Levels of Management

Middle Managers

- Managers and department heads
- Implement top manager's strategies by developing short-term plans
- Report to executives
- Supervise first-line managers



Levels of Management

First-Line Managers

- Supervisors, crew leaders, office managers
- Implement middle manager's plans
- Report to middle managers
- Supervise operative employees

