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Roles and Responsibilities of Managers in Corporates – An Insight

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Abstract: - Management is “getting things done in right way in right time by right persons with right amount of resources and with effective use of resources”. Some refers it as a process of getting things done, effectively and efficiently, through and with other people in changing environment. Managers Talent is something personal related with an individual and represents a native gift from the nature about that something inside that talented persons. All persons cannot be artists. Usually, artists are born with the gift of art, but despite their talent they continue to develop their talent to improve their skills. When we talk about managerial skills, we talk about Innovative skills of a manager to maintain high efficiency in the way how his or her employees complete their everyday working tasks. Because of that, all Level of managers will need skills that will help them to manage people and technology to ensure an effective and efficient realization of their working tasks.

Keywords:- Managerial Skills, Middle Level Managers, Innovative Skills.

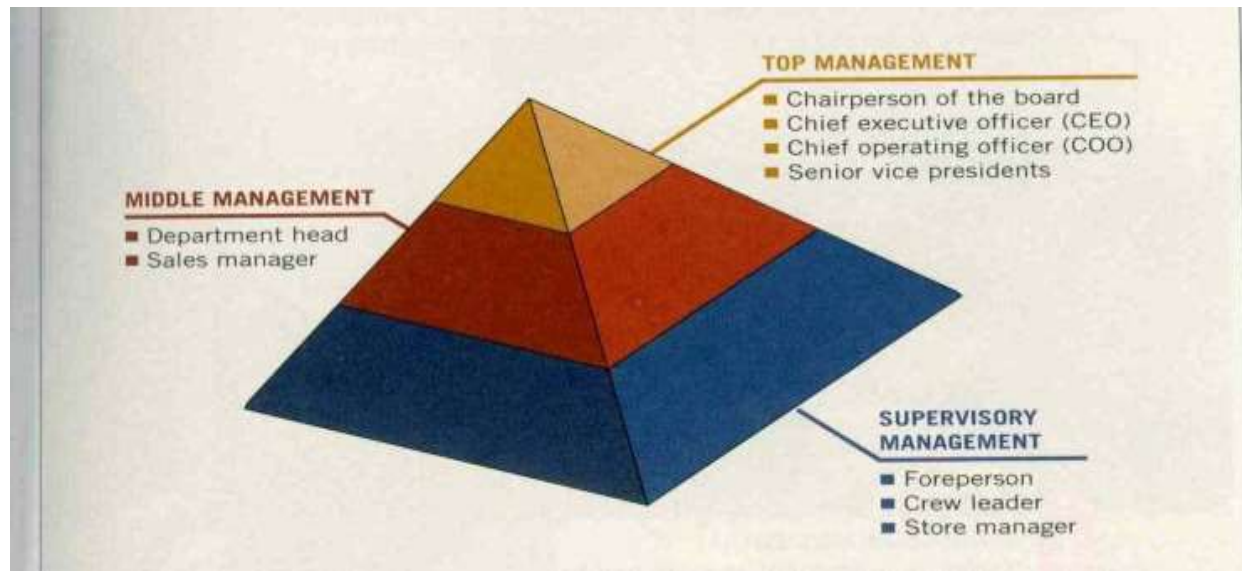
INTRODUCTION

Organizational world today, that in fact can be "world Managerial skills are a set of behavior that leads to job of management" called, is a world chock-full of revealed performance. Managerial skills are acquiring and learning or hidden complexities and problems, therefore the abilities. According to the theory of Katz, three importance and the role of managers in facing with this categories: human skills, conceptual and technical skills complexity and achieving to the organizational goals is a are more important skills, But over time these skills clear and imperative. Responsibility of managers have become various according to their importance and the job become heavier, their work and profession has become itself. Self-awareness, team building, devolution and goal more specialized and their role for administrating setting are of this kind. In all developed organizations in proper ways has become more sensitive countries the banking system dominate on financial due to the increase of environment complexity and its markets Therefore in all these countries, these continuous development, there for understanding and fundamental are known as cores of basic important and analyzing of skills for managers to organize their patterns should help to accelerate economical growth and gain of behavior to increase efficiency of their organizations social welfare is of great important, if organizations are enthusiasm to Banks are known as substantial leverages in reach their mission ,they should try to establish their implementing monetary and credit policies of the country management systems properly and hire their required and their right performance has, close relationship with skills for role playing and management duties. Efficiency the success or failure of these policies and ultimately the and effectiveness of organizations depend on their bank branches are the Main member, in doing this managers ,ability and skills in the offices, those managers important performance since the security interests of any who by using their skills and leadering their organizations bank depend on its branches efficiency

Three levels of Management exist in every corporate and hence three different sets of Managers are as follows:-

Fist level or Lower Level Manager

They are also known as operational managers, supervisors, Frontline Manager. Lower-level managers supervise the operations of the organization. They are directly involved with non-management employees. Lower level managers are the link between management and non-management staff. They are involved in implementing the specific plans developed with tactical managers. They play critical role to the organization as they make sure the day-to-day operations of the business run smoothly.



Middle Level Managers

They are also known as tactical managers, executives etc. They are responsible for translating the general goals and plans developed by Top management into specific objectives and activities. Traditional role was that of an administrative controller who bridged the gap between higher and lower levels. They coordinate resources; act as a developmental coach to the people who report to them. Middle level managers set goals for specific areas of the business- objectives-subset of goals. He decides which employees in each area must do to meet goals. In typical corporate world department or divisional heads, regional or district sales managers are middle level managers. In Block level officers are the middle level managers. In hospital set up, Managing Director, Head of various departments are the middle level manager.

Top Level Manager

They are called strategic managers or corporate manager. They are linked with policy making, governance issues and higher level of planning and resource allocation. Mainly their overall responsibility for the organization is to developing Organization's goals with focus on long-term issues. They emphasize survival, growth and overall effectiveness of the organization and concerned primarily with the interaction between the organization and its external environment. They decide how to use the resources. Top level managers are not involved in the day-to-day problems. They set the direction that organization will follow.

In typical corporate world they are known as chairperson of the company's board of directors, Chief Executive Officers (CEO), Chief Organization Officer, Senior vice presidents etc. In typical Government Health set up, ministers along with the team of Secretaries (Generally IAS officer) are playing role of the top level management in India.

REVIEW LITERATURE

Definition of Management Skills: Scholars define managerial skills as specialized technical knowledge in certain jobs that managers should possess to perform their duties and roles and by education these people can be equipped with these skills. Managerial skills are acquiring and learning abilities. In other words we can say that management skills are a set of behaviors that lead to effective job performance and without them in many cases the knowledge of managers does not have any effects. Katz defined managerial skills as the manager ability to transform information and knowledge into practice. Viten and Cameron, two famous researchers in an article as "Most-common skills of effective managers", classify the basic skills of managers in two groups, personal and communication skills. Also they have divided managerial skills into three groups in their newest work, include:

Personal Skills Including: Developing self-awareness, stress management, problem solving skills.

Interpersonal Skills Including: Communication skills, power of influencing others, conflict management, skills of motivating people.

Group Skills Including: Empowerment, team building, authority delegation and Betly in 1999 provided a list of managerial skills. These skills depend directly or indirectly on the activities and roles analysis of managers, these skills in conclusion include the following components:

Communication Skills, Including: Expression technique, letter writing, effective listening, reporting, power of interaction and negotiation techniques.

Hsiu Ju Yen, Dennis W. Krumwiede & Chwen Sheu (2002) According to the paper top management is the most important decision makers in any organization and it's the commitment they project in elevating the performance indicators in respective operations through a qualitative approach of TQM.

K. Garrety (2007) According to it an employee are very sceptical regarding the treatment of MBTI tool .The paper explores as how MBTI be used to make at ease with them along with performance and its usefulness to their own raising potential.

Diana Page, Ralph M. Roberts, Richard G. Platt (1994) an experiment was conducted upon 117 employees in an organization and relative implications of the results are discussed with the interaction of decision type, decision style, and decision-maker MBTI style.

Pamela Lipscomb-Gardner (2009) According to it the students in practical nature do have a tendency of mild encounter of MBTI characteristics their personality takes into account the driven preferences when planning instruction, designing learning spaces.

Rainer K Huber (2007) The relationships between team performance and selected individual and team characteristics was tested in a team collaboration identified MBTI as an instrument for locating Locus of Control, Ambiguity Tolerance, and the four personality dimensions.

Managerial Skills

Managerial skills are the personal ability put to use by the manager in specific position that she or he holds in organizational hierarchy. As one moves up in hierarchy of the managerial positions; the responsibility increases.

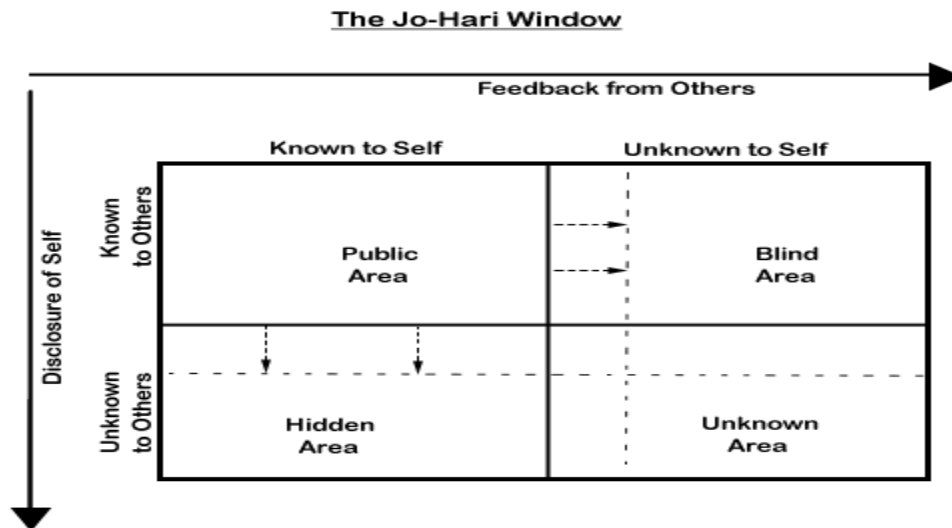
Broad Managerial Used by Managers are Technical Skills, Human Skills and Conceptual Skills

Technical skill

It is the ability to work in a particular area of expertise. Medical professional carrying out the medical jobs are the examples of technical skills. Accountant, statistician, engineers etc. are the areas where technical skills are used in particular areas. Without technical skills one is not able to manage the work effectively. The first line managers-supervisors require greater knowledge and skills about the technical aspects of the jobs compared to his/her higher level managers.

Human skill

At every managerial level manager requires to interact with other people. While technical skills is primarily concerned with doing job technically correct; human skills concern with emotions and intelligence and relations of personal involved in executing the jobs. For human skills managers need to understand and work well with people. It includes interviewing job applicants, forming partnerships with other businesses, resolving conflicts, leading and motivating the staff. For a good human skill, manager has to understand his own attitudes, beliefs, perceptions, assumptions and of other individual and group. A matrix prepared by Jo-hari, also known Jo-Hari's window can give insight about understanding the self and others.



Conceptual Skills

A conceptual skill means the ability to see the organization as a whole and includes how various functions of organization depend on one another. These skills help managers understand how different parts of a business relate to one another and to the business as a whole. Decision making, planning, and organizing, ability to identify problems; resolve problems for the benefit of the organization are the conceptual type of the skills. This skill is necessary for formulating or understanding overall objectives and strategies of the organization and the interactions among its different parts. Conceptual skill is the skill which requires to be possessed by the Top level and Middle level managers as manager climbs the ladder of promotion and acquires more responsibilities this skill assumes greater importance.

All levels of management require a combination of conceptual, human relations, and technical skills. The use of these skills differs for various level of managerial hierarchy. Conceptual skills most important at senior management level, while technical skills most important at lower levels, and Human relations skills important at all levels.

Specific Managerial Skills

In order to perform as a successful manager, he/she require possessing and exhibiting certain skills. In general it is said that an effective manger needs skills to plan, control, organize, lead, take decision, and monitor.

Planning Skills

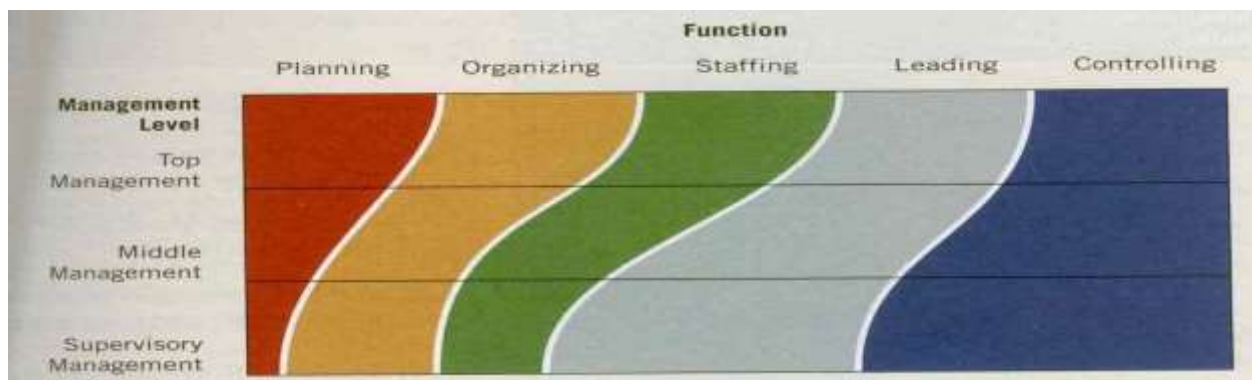
As a part of management manager attempts to define the future state of its organization. It is not predicting the future but uncovering the future that the organization would have. Planning skills include.

1. Being able to think ahead.
2. Ability to forecast future environmental trends affecting organizational vision and mission/goal.
3. Ability to state organizational objectives.
4. Ability to formulate strategies that will help in attaining these objectives with respect to future trends.
5. Ability to arrive at performance standards or yard sticks for monitoring the implementation of these strategies.

For effective planning managers must possess the skill of assessing the management environment to set future objectives and map out activities necessary to achieve those objectives to support the firm's mission. Thus planning skill is *delivering strategic value* - planning function for the new era.

Organizing skills

Organizing i.e. putting the plan in logical orderly manner to ensure effective and efficient implementation. Organization skills requires expertise in manager to arranged firm's human, financial, physical, informational, and technical resources in coordinated way for performing tasks to achieve desired goals in time bound manner. As a good organizers manger should have skill to group related activities together and assigns employees to perform them.



Staffing skills

While planning specifies what will be achieved when, staffing specifies who will be achieving what and how it will be achieved. Staffing skills involves identification of specific jobs, grouping of jobs of similar nature, number of jobs to be included in a specific group, and deciding how many people a manager can effectively oversee. An integrated network of people, their jobs and their working relationships ultimately constitutes the structure of the organization.

Staffing skills can be broadly spelled out as.

1. Ability to analyze and describe various organizational jobs.
2. Ability to select, train and induct people in jobs,
3. Ability to draw working links i.e. define authority and span of control amongst people.
4. Ability to change these working links whenever there are major changes in the environment or technology or strategy of the organization etc.

Leading skills

Every manager needs to be Leader, but all leaders need not to be manager. Leading skills requires the tasks of giving directions and motivating the others. To be a leader, manager must understand the values, personality, perceptions, and attitudes of self and others. Health system is the services sector, and like all service related organizations, human is its most important and large resource. Success of the service sector depends upon the effective use of human resource. Hence leading is the one of the important skills to be acquired by the manager. Leading requires understanding and working with different people. Thus, the management skills of leaderships reflect in ability of the manager to influence followers by understanding the leader's own abilities and his impact on others. This involves clearly communicating organizational goals, inspiring and motivating employees, providing an example for others to follow, guiding others, creating conditions that encourage management of diversity, provides guidance employees need to perform their tasks. Characteristic, style of leaderships and ways to motivate the human resource is mentioned in detail in another chapter.

Controlling

Control is monitoring and correction. Controlling skill consists of actions and decisions which managers undertake to ensure that the actual results are consistent with the desired results. The management function that measures performance, compares it to objectives, implements necessary changes, and monitors progress. Many of these issues involve feedback or identifying potential problems and taking corrective actions. Receiving information through direct observations, getting feedbacks from others, reviewing registers, reports and records are the techniques monitoring. Newer technology has made it possible to achieve more effective controls. Thus for fundamental functions of a managers such as planning, organizing, leading (directing + motivating), controlling & monitoring are the skills to be required to be mastered by managers. In order to exercise these functions manager has to keep in mind, the type of job, results to be obtained, size of organization, the skills and the experiences of the people who work and the time available at his disposal. The proportion of the use of different skills differs at different level of management. A rough

Responsibilities of Managers

1. Responsibilities towards People: A manager has the responsibility towards people in terms of ensuring uninterrupted availability, accessibility, acceptability and affordability of the desired quality of care, i.e. preventive, promotive, curative and rehabilitative.

2. Responsibilities towards Higher offices/officers: Manager is responsible to his higher offices-bosses in way of delivering the desired results (goal-objectives) keeping the organization, values, vision and mission in mind and using the organization rules and framework.

3. Responsibilities towards Staff: They are the most important resource of the organization. Providing a good working environment and fair treatment so that they feel happy and satisfied about the organization and the works they are doing.

4. Responsibilities towards Stakeholders: Community Leaders, personnel from other departments/sectors, allied organization, Voluntary agencies other consist the external environment. A good manager can use the good opportunities lying with such stakeholders. Hence a health manager is responsible for cultivating a good relationship, networking and linkages with them.

5. Responsibilities towards Government: If manager is working in the private organization, manager must ensure that it is working within legal framework and broad health policy of the nation. Also submitting technical as well as financial reports, taxes, dues are the responsibility of the organization. Hence fulfilling such duties is the responsibility of the manager.

6. Responsibilities towards Society: Ultimately every organization is for the society. Corporate is a part development sector hence its role towards society is very important. Manager has to see that his/her organization takes initiatives in playing a more positive role towards society.

CONCLUSION

“Managing the thing” just does not happen but it requires understanding about organization, its goals and objectives, available resources and formulation of the strategies. For effective and efficient management; managers are the most crucial player at all levels of management. Understanding the roles and responsibilities by a manager and mastering the managerial skills are vital for success of any organization.

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