

Managerial Effectiveness



By:

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EVOLUTION OF MANAGEMENT

History of Management

Development through various periods

Source of Energy/ Power

Social Conditions

Periods

Medieval

Industrial Revolution

Modern

Most Modern

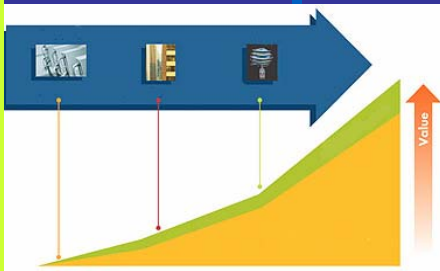
- ✦ **11-17th Century-**
 - Water Wheel & Animals
- ✦ **17-18th Century**
 - Steam/ Diesel
- ✦ **19-20th Century**
 - Thermal/ Hydro/ Nuclear/ Gas
- ✦ **Latter Half of 20th Century**
 - Non-Conventional Energy like Sun, Wind, Geothermal Energy etc.

Agriculture, Handicrafts, Barter Trade, Poor Conditions of Living

New inventions and discoveries like Ores, Machines etc. Heavy Industrialization, more Capital, more Production.

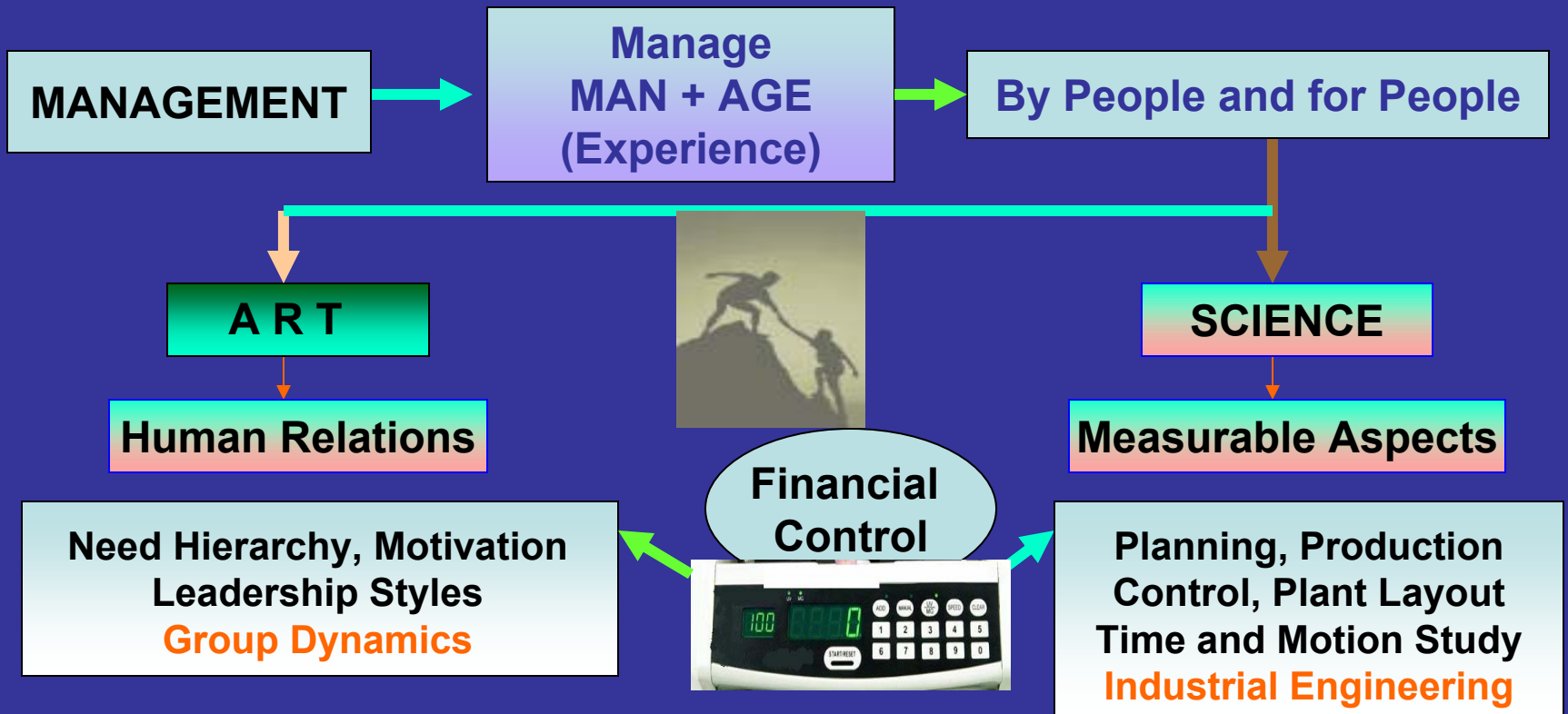
Large Multinational Companies, Automation, OR, CAD, CAM, Electronics, etc.

Emphasis on new emerging areas like energy Conservation, Pollution Control etc.



WHAT IS MANAGEMENT ?

Management – Art & Science

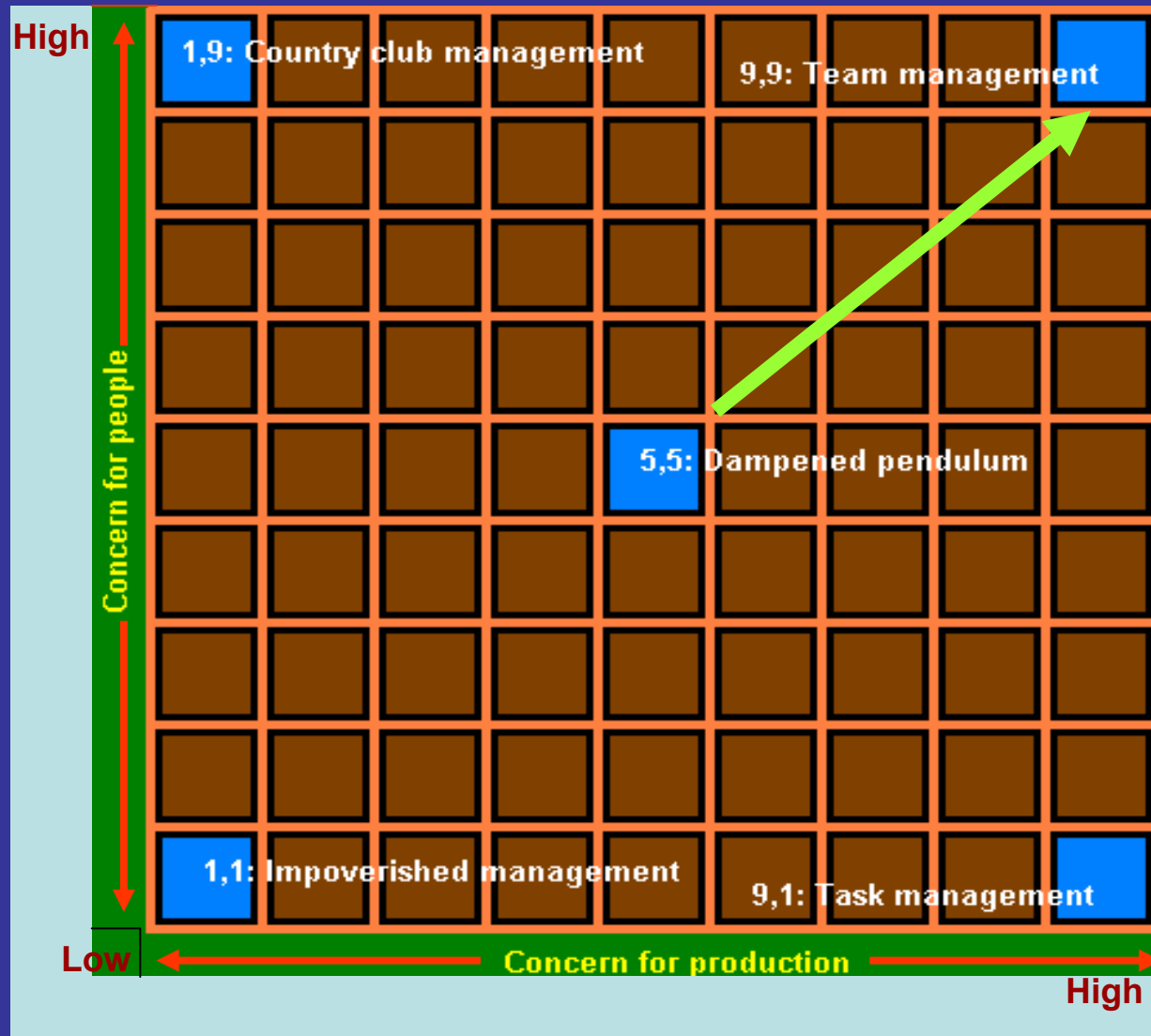


Optimal utilization of resources with minimum costs and maximum profits

Development in Management kept pace with Technological Growth.

Management Developed as Technology Developed.

MANAGERIAL GRID



CORE MANAGERIAL FUNCTIONS

PLANNING

Company
Goals &
Objectives

Individual
& Group
Needs, Values
& Goals

Financial
Budget

Long Term

Medium Term

Short Term

ORGANIZING

Optimal
utilization
of resources
(4Ms)
Allocate Duties

DIRECTING

Communication
Day to Day
Instructions
Authority &
Responsibility
Guidance

COORDINATING

Develop Chain
of Command
Who to Whom
Span of Control
When, Why
How

MOTIVATING

Rewards
Incentives
Fair Wages
Recognition
Opportunities
Workers are
Human beings

FEED BACK

MIRS
at all levels

Corrective
Action in
Time

FUNCTIONS OF A MANAGER

INFORMATIONAL

INTER-PERSONAL

What is a Manager ?



SPOKESMAN
MONITOR
DISSEMINATOR

RESOURCE
ALLOCATOR

NEGOTIATOR

DISTURBANCE
HANDLER

FIGURE HEAD

LEADER

LIASION

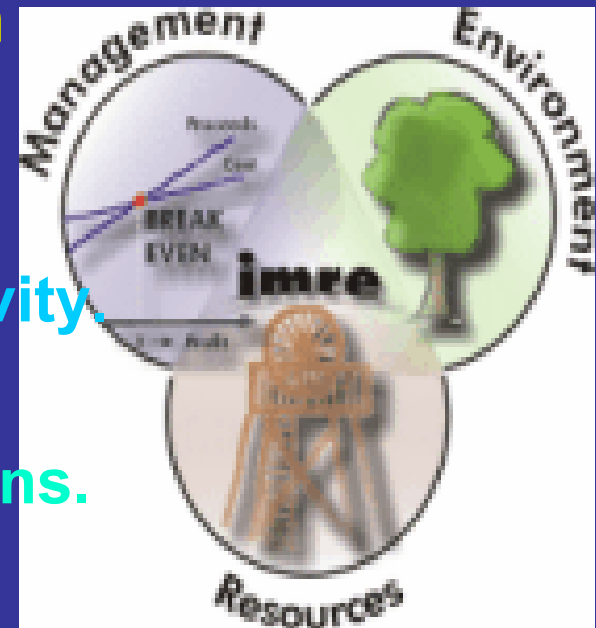
ENTREPRENEUR
(Degree Varies)

DECISION - MAKER

PRESENT ENVIRONMENT

21st Century has following Distinct Characteristics

- Knowledge and Information Based Society — Internet, E-mail, E-Commerce, Multi Media, Virtual Reality, Information Super Highways, etc.
- **Global Networking.**
- **High Mobility of Population from Rural to Urban Areas.**
- **Increasing Productivity.**
- **Reliance on Innovation & Creativity.**
- **Conscious Society — Customer aware of his rights and obligations.**



PRESENT ENVIRONMENT

EMERGING TRENDS

- Emergence of Trade Blocks like EU/EC, SAARC, etc.
 - Population Explosion
 - Rapid Technological Changes
 - Social Changes
 - Literacy Levels
 - Entire World as a Global Economic Village
 - Increase in Crime, Violence, Sex and indiscipline.
-

- **Transport Revolution**
 - **Heavy Industrialization**
 - **Fast Aging due to hectic life**
 - **Fast Developing Political & Economic Changes in Eastern Europe**
 - **Shift of Manufacturing bases to Nations like India, South East Asia, etc.**
 - **Enhanced Medical Facilities**
 - **Multi Media , Information Super Highways**
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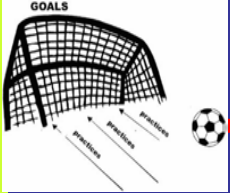
DISTINCTION BETWEEN VARIOUS TERMS

- Vision — A view of the organization as it might be in future [Bi-focal Vision].

e.g., To take part in Olympics - 2007

- Mission—Fundamental purpose of the organization

e.g., To be Healthy & Fit Always



DISTINCTION BETWEEN GOALS & OBJECTIVES

- **Goals** — These are long term & general in nature and idealism is attached.
e.g., To Loose 1Kg. Weight
- **Objectives** — What must be achieved for success? These are specific & time bound & quantifiable.
e.g., To Loose 10 Kgs. in 6 months
- **Aims** — A vague term of objectives.
e.g., Loss Weight may be in a year
- **Targets** — Very specific and time bound - short time.
e.g., Go for morning walk daily & exercise for 1/2 an hour

CONCLUSIONS

In order to be effective, a manager has to have certain qualities. Some of these are listed below:-

■ Foundation Qualities

- Command on Basic Facts.
- Full Knowledge of Relevant Professional Field

■ Skills and Attributes

- Continuing sensitivity to events.
- Analytical, problem-solving capabilities.
- Decisional & judgment-making skills.
- Social skills and abilities.
- Emotional resilience.
- Pro-activity - a tendency to act purposefully as events occur.

CONCLUSIONS

■ Meta-qualities

- Creativity.
- Mental agility.
- Learning habits and skills.
- Self-knowledge.

It is many a times seen, that a young manager committed and working to high standards would be "successful" as would an older manager with the same qualities progressing more slowly to senior levels. Promising younger and junior managers may be performing well as may be older managers in junior jobs.

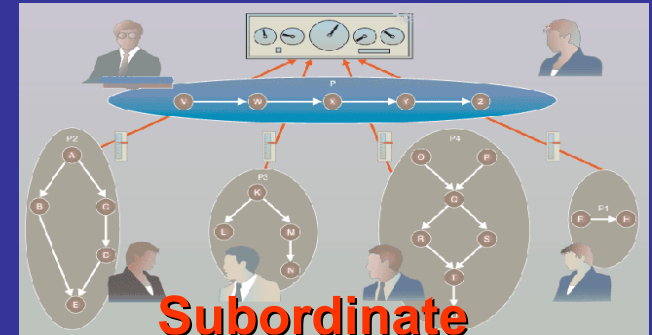
CONCLUSIONS



CONCLUSIONS



Centered Leadership



Centered Leadership

**Use of Authority
by the Manager**

**Area of Freedom for
Subordinate**

M A N A G E R

Make
decision
&
announces
it.

"Imposes"
decisions

Presents
ideas &
invites
questions

Presents
tentative
decision
subject to
change.

Presents
problem,
gets
suggestions
makes
decision.

Defines
limits;
asks group
to make
decision

Permits
subordinates
to function
within limits
defined by
superior

CONCLUSIONS

VALUE SYSTEM

I would like to say that one must have a Value System which is congruent with the Organizational and National Value System. The individual value system can be as follows: -

- Remember all the times that you are rendering service to your country and its citizens.
- Act with integrity, judiciousness, transparency, accountability, courtesy and understanding.
- Work fearlessly and honestly
- Use scarce resources optimally and carefully with the help of modern technology and management practices.

CONCLUSIONS

- **Be motivated always and motivate your juniors**
 - **Provide leadership to your juniors**
 - **Always work as a team to achieve organizational Goals.**
 - **Manage Change and Stress tactfully**
 - **Your customers are public and therefore treat them as CUSTOMERS barring law breakers**
 - **Always feel proud of yourself and develop your personality accordingly.**
-

CONCLUSIONS

In the end, I would sum up by the following saying of Peter Drucker Principle—A leading management expert :-

*“Everyone rises to their level of incompetence
.....and another way put.....*

*Everyone rises to at least one level above that at which they
are competent.”*



Management Development

Thank
You!



Any Questions Please?