CHAPTER-I

MANAGERIAL EFFECTIVENESS
(Theoretical Aspects)
1.1 INTRODUCTION

Management is basically concerned with ideas, things and people. In fact there are various definitions of management. But none has been universally accepted. Mary Parker Follett has suggested one simple definition, which is very popular. According to her management is, "The art (process), of getting things done through people".1

The implication of this definition is simple enough:- Managers strive to attain their goals by arranging for others to perform whatever tasks are necessary – not by performing the task themselves. In the words of Robert L. Trewatha and M.G. Newport, "management is defined as the process of planning, organizing, actuating and controlling an organizations operations in order to achieve a coordination of the human and material resources essential in the effective and efficient attainment of objectives".2

1.2 MANGERIAL EFFECTIVENESS

Management definition suggests that managers get things done by others. But no mention has been made so far about the responsibilities of managers to perform well. In this context P.F. Drucker3 has suggested that a manager's performance can be measured in the terms of two related concepts, efficiency and
effectiveness. Efficiency means ‘doing things right’ and effectiveness means ‘doing the right things’. It may be mentioned that efficiency (or the ability to get things done correctly) is basically an input – output concept. On the contrary, effectiveness is the ability to choose appropriate objectives or the appropriate means for achieving a given objective. Effective manager is one who selects the right thing to get done or the right methods for getting a particular thing done. For example a manager insists on producing only black and white camera when the demand for coloured camera is increasing very fast is supposed to be an ineffective manager, even if he achieves efficiency by producing black and white camera at the lowest possible cost or with maximum possible efficiency.

Needless to say, the responsibilities of manager require performance that is both efficient and effective. As Drucker has argued, although efficiency is important, the key to the success of an organization is effectiveness. The pertinent question is not how to do things right but how to find the right things to do and to concentrate resources and efforts on them.
1.3 MEANING OF MANAGERIAL EFFECTIVENESS

Managerial effectiveness is the extent to which managers achieve the output requirement of their Position.

Managerial effectiveness is not an aspect of personality. It is not something a manager has, but something a manager produces by handling a situation correctly. It is output not input.

Effectiveness is measured by the value of output. The effect can be materialistic, spiritual or a combination of both. The measure of materialistic can be output but industries, which are providing services or intangible output, are concerned with spiritual effect. If client value the service, then only the service industry has made a spiritual effect on the clients. Therefore, the measure of effectiveness in service industry will be the value of their output, not the output itself. Managerial effectiveness is the relationship between performance and task objectives, and between achievement assessed against goals and purposes, with in the constraint imposed by the manager himself, by his position in the organization and by the socio-economic environment. A Company can form its own methods to measure the performance.
However any method of measurement has to be weighted against definitions for its appropriateness.

1.4 IMPORTANCE OF MANAGERIAL EFFECTIVENESS

Managerial effectiveness is central issue in the management. Every independent organization wants to achieve goals effectively and efficiently. Managerial effectiveness is essential for smooth running of organization. It helps in the coordination of management and workers. Managerial effectiveness creates value-based leaders in the organization and innovates new devices of motivation. Future oriented leadership and motivational technique are utmost requirements of managerial effectiveness. Thinkers have suggested various methods of managerial effectiveness such as role playing, Case Study, MBO, Learning on Jobs, Business Schemes, Junior Boards, Seminar, Student sponsorship etc. They should be applied to different organization according to their needs. Managerial effectiveness should be directly linked to organization Philosophy, Induction Training Organization Development and business environment in the economy.
1.5 TYPES OF MANAGERIAL EFFECTIVENESS

To understand what managerial effectiveness is, it is necessary to distinguish sharply the three terms: -

- Managerial effectiveness,
- Apparent Effectiveness,
- Personal Effectiveness.

1.5.1 MANAGERIAL EFFECTIVENESS

Managerial Effectiveness is not an aspect of personality. It is best seen as something a manager produces from a situation by managing it appropriately. In current terminology it represent output not input. The manager must think in terms of performance, not personality. It is not so much what managers do, but what they achieve.

1.5.2 APPARENT EFFECTIVENESS

Apparent effectiveness is the extent to which a manager looks effective. Some characteristics that make people simply look effective include

- Usually on time
- Answer promptly
- Makes quick decisions
- Liked by subordinates
Good communicator
Good at Public relation
Writes clearly.

While these qualities may be useful in some jobs at some times they give absolutely no indication of level of Managerial Effectiveness. They simply point to a level of apparent effectiveness, to a naïve observer unless outputs are the focus of attention, the results can be a serious distortion of what is really going on.

1.5.3 PERSONAL EFFECTIVENESS

Personal effectiveness is related to achieving your own personal objectives. This may include keeping your jobs, a preferred career root, Larger office, larger desk, bigger budget, feeling good and winning arguments. All these are in the service of personal needs. As with the indicators of apparent effectiveness they may or may not contribute to managerial effectiveness.

1.6. MANAGERIAL EFFECTIVENESS VERSUS MANAGERIAL EFFICIENCY

Conventional job descriptions often lead to an emphasis on what could be called managerial efficiency i.e., the ratio of output to input. The problems are that if both input and
output are low, efficiency could still be one hundred percent. In fact a manager or department could easily be one hundred percent efficient and zero percent effective. The qualities of efficient managers and effective managers are illustrated below:

<table>
<thead>
<tr>
<th>EFFICIENT MANAGERS</th>
<th>EFFECTIVE MANAGERS</th>
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<tbody>
<tr>
<td>Do things right</td>
<td>rather than - Do right things</td>
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<tr>
<td>Solves problems</td>
<td>rather than - Produce creative alternatives</td>
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<tr>
<td>Safe guard resources</td>
<td>rather than - Optimize resource utilization</td>
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<tr>
<td>Discharge duties</td>
<td>rather than - Obtain results</td>
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<tr>
<td>Practice apparent effectiveness</td>
<td>rather than - Practice Managerial effectiveness</td>
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1.7 COMMON MANAGERIAL EFFECTIVENESS AREAS

All management positions, no matter how different, do have some common effectiveness areas. Common effectiveness areas are those, which may be, and usually are, associated with every management position. The other areas, which are specific to particular management positions, are called specific areas. The common effectiveness areas are called subordinates, innovative, project, development, system and co-workers.
(a) **SUBORDINATE EFFECTIVENESS AREA**

Every management position having positions subordinate to it need to have subordinate effectiveness as an effectiveness areas. The effectiveness area serves to focus sharply on the true relationship needed between the supervisor and the subordinate.

(b) **INNOVATIVE EFFECTIVENESS AREA**

The innovative effectiveness area refers to doing something new on one's own initiative. It does not refer to doing things better or to implementing innovations which others propose.

(c) **PROJECT EFFECTIVENESS AREA**

Another common effectiveness area is project effectiveness. Project concern activities, which are not a normal part of the job and are not innovations to the existing job. They most usually arise from an assignment from the manager's superior.

(d) **DEVELOPMENT EFFECTIVENESS AREA**

The term development effectiveness area refers to that area involved with preparing to meet the objectives of the position.
This may include – Human Skill Acquisition, Technical Skill Acquisition, Conceptual Skill Acquisition and Work Habit Modification.

(e) **SYSTEM'S EFFECTIVENESS AREA**

A manager is part of the system. If the system does not work, the achievement or lack of achievement of their objectives is inconsequential. System effectiveness relates to managers responsibility to see that their position and units fits well into the broader scheme of budget and procedures of organization.

(f) **CO-WORKER EFFECTIVENESS AREA**

Co-worker effectiveness is a common effectiveness area only for those who have co-workers. It is to emphasize the role of managers as external representatives of their department. It gives recognition to the essential linking needed for a firm’s subparts if organization effectiveness is to be achieved.

According to Bill Reddin, the root to effectiveness is managerial style and situation. Clearly managers must be concerned first with effectiveness than with the situation in which this effectiveness must occur and then with the style they must use as an input to the situation to create the effectiveness. Managerial
effectiveness area should meet four tests – output, measurable, important and authority. Obviously effectiveness areas must represent output not input. No less important, they must lead to associated objectives which are measurable. Another test is importance. Five to ten important things is usually enough. Stick to important things otherwise the list becomes unmanageable for planning purpose. Obviously, the output must be within your authority.

1.8 GUIDES FOR TESTING EFFECTIVENESS AREA

Once effectiveness areas are identified they should satisfy ten tests. These check on the adequacy of effectiveness areas individually, collectively, and with respect to the associated positions. Each effectiveness area should –

- Represent output not input
- Lead to associated objectives which are measurable
- Be an important part of position
- Be within actual limits of authority and responsibility
- Represent hundred percent of the outputs of position
- Not be so many as to avoid dealing with the essence of the job or so few as to make planning difficult
- Avoid over laps.
- Avoid under laps.
- Align vertically.
- Align horizontally.
1.9 **JOB DESCRIPTION IN TERMS OF MANAGERIAL EFFECTIVENESS**

The use of job effectiveness description is likely to improve managerial effectiveness; the use of other type is likely to inhibit it.

**Conventional job descriptions emphasize inputs:**

The source of much of the problem surrounding effectiveness is found in the way job descriptions are written. Lengthy job description or Crash Programs to write them or update them usually have little actual usefulness. Position description without objective standards of output associated with them can lead to the maintenance of managers in a business organization who are not contributing to the organization in any useful way.

**Job effectiveness descriptions emphasize outputs:**

Its purpose is to help a manager become effective. It does this by dealing with the position almost exclusively in output terms. It contains a list of the effectiveness areas of the position. Effectiveness areas are the general output requirements of the manager's position. Together with each of the effectiveness areas are one or more effectiveness standards; which are specific output requirements. Associated with each effectiveness standard, the
manager develops a specific objective usually annually, and he measures his degree of attainment of the objective by the established measurement method also contained in the job effectiveness description. Job effectiveness descriptions are prepared for each managerial position and also for each unit, which would include a manager and all of his subordinates.

1.10 DETERMINENT OF MANAGERIAL EFFECTIVENESS

What a manager achieve is more important than what he does. An effective manager has to all the time beware of the dead wood that gathers in the course of his daily chores, namely unnecessary correspondence, meetings and minor decisions or jobs which juniors could do. One has to develop the knack of picking out the key jobs and doing them well. The business acumen and entrepreneurial flair that one keeps on developing helps him to effectively do the jobs selectively. A manager must learn how to make short-term tactical decision without hindering long-term strategic consideration.

The ability to persuade other people to adopt one's ideas and secure willing participation is equally important. He must continuously develop and shape necessary plans for higher turnover, profit, expenditure control, Man-power, product
development and introduction of new methods. To operate as an effective business manager one must have:-

(a) Knowledge of scales of management and organization, this involves learning the art and techniques of various management functions, namely establishing objectives, synthesizing information, analysis of problem, selecting from alternatives, direction, mechanics of co-ordination, staffing, communication, motivation, control and measuring results.

(b) Ability to grasp strategic situations and problems power of expression, numeracy, drive, leadership and initiative, maturity of judgment, creativity, integrity, awareness of social responsibility, ability to act through stresses and emergencies makes a manager effective in his organization.

Managerial effectiveness can be increased through self imposed disciplines (for himself and subordinates) radiating confidence, control through inspiration, development of enthusiasm, loyalty and co-operation, being more positive than negative, avoiding creating favorites, learning to adjust flex, according to the exigencies of circumstances, preferring team work suitable for improving organization and operational efficiency and having ability to size up a situation, self development, this may be
through acquiring ever increasing knowledge, skill and experience
relating to the profession or business.

1.11 **LEADERSHIP FOR MANAGERIAL EFFECTIVENESS**

Leadership makes a difference – management alone
will not bring organizational success, organizations of all types are
discovering that something more is needed – leadership. If
managers are to succeed, they must cultivate leadership skills.
Among those skills are a commitment to quality and integrity, a
willingness to innovate, and a sensitivity to the concerns of other.
However the development of leadership skills is dependent upon
the employing institution’s giving the aspiring manager the freedom
and responsibility to be an innovative leader early in the managerial
career.

1.11.1 **LEADERSHIP DEFINED**

Leadership may be defined as both a process and a
property. As a process leadership is the use of non-coercive
influence to shape or direct the activities of a group towards group
goals. As a property leadership is the set of characteristics
attributed to those individuals who are perceived to use that
influence successfully. In other words leaders are those who have ability to influence the behaviour of others without the use of force.

1.11.2 TRAITS OF SUCCESSFUL LEADERS

In the early 1980's Kotler\textsuperscript{10} conducted in depth studies of successful general managers and found certain characteristics more helpful than others. Examples of these characteristics are as follows-

(a) **Needs/ Motives of Successful Leaders** :-

(i) Liked power
(ii) Liked achievement
(iii) Ambitious

(b) **Temperament of Successful leaders.**

(i) Emotionally stable and even
(ii) Optimistic

(c) **Cognitive Orientation of Successful Leaders**

(i) Above average intelligence (but not brilliant)
(ii) Moderately – Strong Analytically
(iv) Strong intuitively

(d) **Interpersonal Orientation of Successful Leaders**

(i) Personable- would act developing relationship with people
(ii) Unusual set of interest that allowed them to relate easily to a broad set of business specialists.

(e) **Knowledge of successful Leaders**

(i) Knowledge about their business
(ii) Knowledge about their organizations

(f) **Relationship of Successful Leaders**

(i) Had co-operative relationships with a very large no. of people in their organizations.
(ii) Had Co-operative relationships with many people in their industry

1.11.3 **LEADERSHIP BEHAVIOURS**

Leadership is an observable activity or process. Research (Misumi and Peterson, 1985) concluded that successful leadership was associated with three fundamental leadership behaviours, as follows–

I. **Task performance behaviours**: If leadership is to be successful, the leader must get the job done. Task performance behaviour refers to the things the leader does to ensure that the group reaches its objectives. The most common task performance factors were found to be (i) Fast Work Speed (ii) Good Quality (iii) High Accuracy (iv) High Quantity (v) Observation of Rules.
II. **Group Maintenance behaviours**:- Maintenance oriented behaviours are those taken by the leader to ensure the social stability of group, to develop and maintained harmonious work relationships, and to maximize the satisfaction of group members. This leadership dimension is known as concern for people. Group maintenance behaviours were directed towards group or member (i) Feelings (ii) Comfort (iii) Stress reduction (iv) Appreciation

III. **Participation in Decision making**:- The successful leader knows that employees want to take part in making decisions. That will have an impact on their work environment. However, the successful leaders also know that the amount of participation that is possible or desirable varies with the situation.

According to Tannenbaum and Schmidt (1973)\(^{11}\), the decision participation factor is influenced by subordinate characteristics. They found that a leader can allow greater participation when

1. Subordinate have a strong desire for independence and freedom of action.
2. Subordinates desire decision-making responsibility.
3. Subordinates relate to and identify with the organization roles.
4. Subordinates are sufficiently knowledgeable and experienced to deal with the problem efficiently and effectively.
5. Subordinates have prior experience with the previous manager that leads them to expect participative treatment.
1.11.4. ROLE OF MANAGER AS LEADER

Managers who possess the quality of guiding and directing the subordinates to perform their jobs efficiently can be called business leaders. A leader interprets the objective of the group and guides it towards the achievement of these objectives. According to Louis. A. Allen, "a leader is one who guides and directs other people" [12]. Thus managers at all levels have to perform the function of a leader. As a leader manager has not only to show the way, but also lead the group towards a predetermined goal. This can be explained by the diagram 1.1 as given below -
Leadership involves the way a manager behaves in his man to man relationship with his subordinates. In interacting with employees in the work environment the manager has to play four different leadership roles. These are: -

(1) **Educator**: Prima facie, a manager have to perform the role of educator by teaching employees not only jobs skills but also acceptable behavior and organizational values. The work habits, attitudes and
behavior of management leaders serves as a role model to the followers.

(2) **Counselor**:- In his second leadership role of counselor the manager has to listen, give advice, as also to prevent and solve problems faced by employees. In performing this role, managers have to fulfill two expectations of employees.

(i) Awareness of and concern for the individual employee.
(ii) Assistance in solving problems

(3) **Judge**:- The role involves (a) appraising or evaluating the performance of subordinates (b) Enforcing policies, Procedures and regulations (c) Setting disputes (d) Dispensing justice.

(4) **Spokes Person**:- In this role managers have to relay their suggestion, concerns and points of view to higher authorities. To do justice to this role a manger must be willing to represent the views of subordinates even when they disagree with it.
Motivation is a management task and it moves the organization most effectively to reach the enterprise goals. By continuous efforts management seeks to modify employees behaviour to bring Unison in the individual objectives, group objective and the enterprise objective in order to effectively achieve the enterprise goals. The process of motivation involves creation and substance of desire to work for certain goals among the people in the organization. Motivation is related with needs satisfaction. Maslow has classified human needs in to five categories, namely basic physiological needs, safety needs, social needs, esteem needs or ego needs and need for self-actualization and accomplishment. The needs of the employees that call for satisfaction may therefore have to be identified.

Highlighting of motivating factors for managers and supervisors, it is difficult to lay down universally applicable principles since there are wide organizational and individual differences. However through experience and empirical evidence, it has been established that certain managerial policies, practices, leadership styles, incentives, organizational climate, nature of work, relationship with colleagues, superiors and similar other situational
variables affect motivation, behaviour, performance and satisfaction of employees. The factors found to motivate executive are listed as follow:-

1. **Worthwhile accomplishments**: challenging and responsible job, to fulfill the need of worthwhile accomplishment.

2. **Decision making authority**: A flexible organization, open communication and a wide span provide the climate for exercising initiative and for taking decisions.

3. **Personal growth**: Opportunity for a personal growth, development and promotions

4. **Recognition and status**: Special emphasis on social status.

5. **Organizational Prestige**: Healthy competition.

6. Pay, allowances and benefits, job security.

7. **Positive leadership**: This means proper goals, identification and availing individual potentiality by spotting men who can shoulder greater responsibility.

8. Flat organizations with as few levels of authority as possible.
9. Clearly defines responsibilities and appropriate authority delegation, this encourages efficiency and reduces misunderstanding\textsuperscript{14}.

Thus the most important factor for performance and satisfaction of managers are, worthwhile accomplishment, work it self, recognition, opportunities for personal growth, autonomy, decision making authority followed by other factors such as pay and benefits, organizational prestige and job security apart from that, studies carried out on the subject also reveal that - a challenge in jobs, satisfaction in interpersonal relations management's support for decision, innovation and creative work, clear jobs definition, congenial working condition and commitment to goals also affect or influence managerial performance.

1.13 CONCLUSION

Managers and supervisors are measured by what they and their organization achieved. When management is effective, it produces result, which further company goals. Although all; management personal fulfill technical or analytical on occasion, their major function is to achieve results through managing their own action and those of others.
In order to meet these performance expectations, each manager and supervisor is expected to ensure that objective are set which further company goals, plans are prepared and implemented to meet each objective and actual performance is reviewed against each objective. Specifically this involves —

(a) Developing measurable, time bound objective, which are within the framework of company goals.

(b) Preparing and implementing an action plan for each objective which will lead to the objective being achieved.

(c) Reviewing actual performance against each objective using established measurement methods to ensure desired results.

Thus managerial effectiveness is very essential for the organization to run smoothly and efficiently. The stages given by different authors which; are involved for making the management effective should be properly executed to that good management is possible. The effectiveness of a manager is influenced by factors such as freedom to perform, resources availability, by proper assessment and guidance where needed without giving the impression of interference, through effective and specialized
training, assessing and appreciating performance and achievement by rewards and promotion.
REFERENCES


