CHAPTER 2: SIGNIFICANCE OF MANAGERIAL ROLE.

2.01 Necessity of Management.

The productivity of one organisation is more than that of another and is often because of the more skillful handling of the resources made by the former when compared with the latter. This is where management makes its greatest contribution by being creative; by providing proper goals and guidance; by supplying the needed motivating force and by controlling through matching deviations from the planned path. This applies to both private sector and public sector undertakings, to profit-motivated business and non-profit undertakings. Good management is needed at both the micro and macro levels.

2.02 Management and its importance.

For management to be a true profession, a further dimension is added besides mere optimum use of resources. This is the dimension of social responsibility. Success or achievement must be viewed in terms of contributions rather than rewards received. Contribution to the employees by providing for fair remuneration and continuing opportunity for development; contribution to the consumers by offering higher quality goods at lower
prices and contribution to the community by helping in village improvement schemes and other activities benefitting the community at large should be the aim. A professional manager realises these responsibilities.

In one sense, it can be said that there are three types of managers - those who watch things happen, those who do not know what happened, and those who make things happen. This last type of manager is willing to look at tomorrow, using his own sort of crystal ball, to visualise the problems and opportunities he is likely to encounter in the future so that he may provide for the problems and capitalise on the opportunities. He believes in planning. He also desires to organise the resources available to him in terms of men, material and money so that he may mobilise them towards the attainment of predetermined objectives to serve maximum productivity in their use. He desires to adopt the most effective leadership style, incorporate appropriate incentives and remove or reduce disincentives operating in a given situation, being armed with the findings advanced by the behavioural scientists. He thus tries to provide optimum motivation to his subordinates by attempting to integrate the organisational goals with those of the personal goals of his subordinates. Finally he keeps a hand on the reins by constantly evaluating and
providing a control mechanism so that the significant variations from the targeted performance are immediately brought to his notice for the necessary correction.

The above gives in short the role of a 'manager' as it explains the mode of an ideal or effective manager. However, if it is asked as to who is a 'manager' in an organisation, the shortest answer to this question would be a manager is 'one who manages'. The word 'manager' is used only with one meaning. However, the word 'Management' is used by different people with varying meanings. The noun 'management' is used as a collective noun to refer to all those who help Line Managers by performing a staff function. The word 'managers' is also used to refer to a particular activity such as 'scientific management' or to distinguish a special class of people as 'management'.

E.g. the statement that "the management of company decided to take a firm stand against the workers' demand for higher wages".

Peter Drucker answers the question "What is management and what does it do?" by saying that "It is a multi-purpose organ that manages a business and manages managers and manages worker and work". John F. Mee has defined management as "the art of securing maximum results with a minimum of efforts so as to secure maximum prosperity and happiness".
for both employer and employee and give the public the best possible service". Prof. A. Dasgupta, a leading management educationist, has defined management as "the creation and contrast of technological and human environment of an organisation in which human skill and expertise of individuals and groups find full scope for their effective use in order to accomplish the objectives for which an enterprise has been set up. It is involved in the relationships of individual, group, the organisation and the environment". Thus the word 'management' is applied in different ways to different aspect of business administration. Management in fact, can be looked upon as a process by which managers formulate, direct and operate the organisation with co-ordinative human efforts to attain predetermined objectives. It is a process concerned with planning, executing and controlling the activities of an enterprise. Behaviour of managers must be goal oriented which results in a succession of activities and events by which the organisation's work proceeds. Management is concerned with evolving workable plans which are then put into action resulting in certain consequences which have to be observed and evaluated and constantly compared with the objectives prescribed in the plan. This cyclical process can be described as the management process. It is basically concerned with inter-relationship of people at work although
it has its base, non-human elements such as machinery, technology and physical property.

2.04 **Management as a process.**

Thinking of management as a process indicates that it is concerned more with directing performance rather than with doing or working directly on products or services, that is, performing non-managerial work activity. The non-managerial work activity must be delegated to non-managers. This should not mean that every manager performs only managerial activities. In actual practice, the manager performs the types of work, namely the 'DOING' aspect of non-managerial work and the 'MANAGING' part of his duties. For example, many managers perform the work of interviewing candidates which is a non-managerial activity. However, from DOING to MANAGING often presents an enormous gap. A worker promoted to a supervisory position of the first management level, quickly realises that instead of doing the work himself directly, he is now required to get the work done by others. He is thus involved in human relationships for which he is accountable and his performance is no longer measured in terms of his own personal output but is evaluated now on the basis of the results that he produces through his subordinates. The physical activity of doing is considerably replaced by the conceptual and
social process of managing. This means adjustment to the new role. As soon as a person occupies a position where he becomes accountable for the work of others, he has entered the 'management' field. Incidentally, it can be said that some of these managers attain the status of a professional manager which is mainly a question of his knowledge, skills and attitude.

2.05 **Effectiveness of a Manager.**

The effectiveness of the manager whether he be an owner or a non-owner depends upon the use by such person of a certain extent of knowledge and skill. Whilst technical skill may be useful as a background to the manager's ability, as a person ascends the management hierarchy, there is a greater need for managerial skills. For example, Henri Fayol observed that the most important ability on the part of the worker is technical ability and as one goes up the scaler chain, the relative importance of managerial ability increases and that of technical ability decreases. He emphasized that the most important ability on the part of the manager is managerial ability and that the higher the level of authority the more dominant becomes this ability.
2.06 **Functioning of a Manager.**

In the ultimate analysis, a manager's basic and personal philosophy constitutes the foundation upon which he will base his executive work. His mental attitude and his thinking will be conditioned by what he himself believes as fundamental and basic. A manager cannot manage in a vacuum. He must believe and stand for something. Thus there is a need in a manager for fundamental belief and values. In fact, the manager's personal philosophy of management provides him with the framework within which he even begins his thinking. His further thinking will again be directed along the path of his predetermined philosophy. For example, a manager who is convinced of the use of his scientific methods in arriving at decisions will find this as a part of his philosophy of management. To him all management thinking must be in the form of a scientific approach. He will not tolerate guesswork and for him decisions will have to be based on facts. Some managers believe in rugged individualism and have considerable self-reliance. The recent trend, however, has been to give greater emphasis to the group and to consider the group in all managerial decisions and actions. These diversities in management philosophies are interesting. However, each manager should analyze his own management
philosophy. This will help him understand himself better and assist others. Besides, such an analysis of his own philosophy will indicate whether there is room for improvement which exists in all human beings. Finally, it will enable him to determine the course of action most conducive to effective management.

2.07 **Coordination in Management.**

The essence of managerial process is planning, innovation, co-ordination, administration and control. If there is a key word to describe management, it is probably 'co-ordination'.

Co-ordination includes some decision making, establishing broad objectives, initiating and approving changes in key personnel, approving decisions on various matters in terms of approver's interpretation of broad objectives, approving decisions on specific matters to avoid conflicts with other decisions.

2.08 **Management in Government Department.**

Management in this broad sense is not confined to private enterprise. It is also essential for the successful operation of a Government Department or agency, a public enterprise, a trade union, a non-profit organisation or a college or university.
In other words, management is organisational leadership, and one of its central tasks is effective co-ordination and utilisation of available human and non-human resources to achieve the objectives of the organisation. These objectives may be for example to maximise profit or increase the firm's share of the market in business enterprises, to improve efficiency or expand the scope of services provided by a governmental department or undertaking; to get more members or to bargain more effectively for members in a Labour Union; or to improve the quality of institution, expand facilities and enrollment, and undertake new research in a college or university.

2.09 **Essence of Good Management.**

The traditional concept of management by centralised controls and rules is in sharp contrast to other work-group experiences reported by skilled managers. Furthermore, recent behavioural service research does not support the traditional view. A contrasting concept of management is based on the fact that the most effective way to get results in any organisation is to work with people rather than through them. The quality of relationship within the organisation is what Mary Parker Follett, an early
perceptive writer on management called 'co-action as contrasted with coercion'.

The essence of good management is getting effective results not only in the short run, but also in the long run through building and maintaining a productive human organisation. This simple truth emphasises the overriding importance of the personnel functions in management. The personnel concept of management, which permeates every organisation, has a profound effect on how this function is organised and carried out at all levels of management from the top down.

These facts demonstrate the importance of a system approach which recognises and uses the inter-relationships between managerial concepts, organisation structure and personnel policies.

2.10 Performance appraisals in the Organisation.

As mentioned earlier, the topic of "performance appraisal" has been chosen for this thesis. This topic has gained a tremendous importance in the modern times as it is directly connected with 'survival and growth' of an employee in an organisation.

While some firms have hesitated to adopt a formal system of appraising management performance, the fact is that performance is appraised whether there is a system or not. In every organisation,
some managers do a good job of evaluating the performance of their subordinates and discussing the evaluations with them as a means of helping them to improve their work and chances of promotion. Frequently, however, the lack of uniformity among divisions and departments is obvious and more systematic way of appraising management performance throughout the company is, therefore, necessary. The objectives are to help each manager to improve his present performance and to identify the individuals who show the greatest potentials for higher managerial positions.

Performance appraisal of course is not confined to management position. It is used by many firms/organisations in evaluating the performance of employees below the management level. But unless there is some method of appraising the work of managers at all levels, including part-time supervisors, it is unlikely that an employee performance appraisal system will work well. As in most aspects of personal relations, management sets the example.

Performance appraisal systems vary considerably and there has been a controversy over the most effective approach to stimulating improved managerial performance. This controversy reflects the underlying philosophy or concept of management. Under management
by centralised direction and control, appraisals are worked out by superior managers, sometimes in consultation with other supervisors at the same or higher level and communicated to subordinate managers. There is little opportunity for two way discussion of the manager's performance, he is told how he stands and what he must do to progress further.

In contrast, under management by showed objectives and self-control, the superior encourages his subordinate manager to evaluate his own past performance with him, to establish new objectives for the coming year or another calendar period and to evaluate his subsequent performance against those mutually established objectives. However, only a few companies have yet approached this latter type of appraisal.

In what follows further, 'Performance Appraisal' is dealt with a detailed manner, and in the chapter which follows, objectives of performance appraisal are dealt with.