

Management Managerial functions

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Title of course

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Management – Managerial Functions

Production is one of the major components of a business. It is classified as “the transformation of raw materials into goods and services that are sold to other businesses or to the consumer (1997 Grolier Multimedia Encyclopedia).” Under this category is the term ‘management’ or “the process of working with and through others to achieve organizational objectives in a changing environment (Kreitner, 2004).”

Managers handle an internal environment that is commonly called an ‘organization’. Here they perform actions that are significant to the success of the organizations. These are called ‘managerial functions’ relating to the “desired outcomes of managerial action (Kreitner, 2004).” There are eight managerial functions and these are: *planning, decision making, organizing, staffing, communicating, motivating, leading, and controlling*. All of these are vital since each of these ‘interact with one another’... *as they are used at different times and at different stages of the product life cycle of the organization*. But according to Burton Kaliski: “One cannot tell which functions are most important and how much time must be allocated to each. All functions are important parts of a manager’s job, but the significance attached to each one may vary... (Kaliski, 660)”

Let us discuss four of these eight managerial functions as they relate to our organization, the Mortgage Assistance Corporation; our supervisor, Mr. Dale Hensel; and the writer’s position as senior accountant of this Mortgage – Real Estate company.

First of all... *planning*. This involves “devising a systematic process for attaining the goals of the organization; it prepares the organization for the future.” For organizations to perform their jobs superbly, an important errand called ‘job analysis’ is vital for the “specification of the jobs that must be accomplished, and the skills and the knowledge that go with it.” The managers have to organize it and design it into such that translates *task, human, and technological factors* into a design or a strategic plan. This is necessary because there are organizational, social, and personal requirements that steer or direct managers and employees alike while performing their jobs. These, according to Thomas N. Duening and John Ivancevich, have something to do with the range, depth, and the relationships of the tasks (2003).

Mr. Dale Hensel’s responsibility is to select, direct, develop, and evaluate the employees. It is also important that he come to logical decisions regarding principal matters that could alter the effect or the processing of the production. What’s more, compensations, incentives, and employee stock option plans should be used significantly as they provide for the workers’ psychological needs, indicate their value to the organization, encourage independent labor as well as team spirit, and attract and retain top-notch talents. These, together with added benefits such as *The Equal Pay Act, Comparable Worth*, and the *Benefits and Services*, are very useful in increasing motivation and improved knowledge of the workers. And when it comes to sensitive issues of rights and civil liberties, managers should also be capable of maintaining their employees’ well-being... *so that job performance is optimized... job design leads to job enrichment... and a well-meaningful job design would endow with a more uplifting quality work life.*

I, for one, have been a part of the enactment of our CEO's job analysis. As I do my duty as senior accountant, I am assisting the organization in reaching for the objectives that was systematically planned and designed by Mr. Dale Hensel, our CEO.

Secondly, we go to 'staffing'. This word refers to "searching, providing, and maintaining employees to achieve organizational goals." To manage business requires important skills that each of the management systems should adapt and apply. Each of the five management systems (first-line management, middle management, top management, functional management, management level and management functions) should possess the right managerial skills because each of them is essential for performance and functioning. But our company is only a small company. We have a first-line management, and are composed of thirty employees all in all. I, as a senior accountant, take charge of the recording and coding of the name, amount, and dead line of the transactions according to the CEO's structure. I take charge of the AR and AP accountants, making sure that all of the received money transactions are recorded accurately and efficiently.

Thirdly, 'communicating' refers to "the transmission of mutual understanding through the use of symbols (Duening, 2003)." Our organization, all in all, works in harmony during interpersonal and verbal communication. Psychological factors such as perception, personality, and interpersonal style are very significant and could be intercepted even through nonverbal style of communication. Negative factors such as 'rumors' or 'communication barriers' are common incidents, but they could be eliminated

nevertheless, by developing effective listening skills and empathy, by following up on their communications, by regulating information flow, by using feedback, and by simplifying the language used (Duening, 2003). All these would lead to a clear flow of communication that would result to job satisfaction and rewards.

Through communication, Mr. Dale Hensel interacts with us, his employees, through formal and informal groups. These groups are naturally formed to satisfy our organizational, economic, and sociopsychological needs. He is a good communicator but in a one-way approach... he has no difficulty expressing his thoughts and ideas vividly. Upward communication within his environment tend to fluctuate because of his dominant characteristic, though. As an effect, the four barriers of communication intensify, brought about by the power or the authority that his trait establishes. We listen to him often and do what he tells us to do... but we do not feel at ease expressing him our wishes or our concerns.

Through communication and interaction, I become more aware of each one's leader, status, norms, cohesiveness, politics, and diversity. The different types of groups that are formed in our company through the use of communication are the task group, command group, friendship group, and the interest group. Each of these satisfies a common need that somehow motivates the group for the sake of *job satisfaction* and *self-satisfaction*. As of now, I am proud to say that I am a part of four groups, each belonging to the four types of groups that are normally formed within an organization... and I am happy that 'communication barriers' rarely take place when we communicate to one another, whether verbally or nonverbally.

Lastly, we go to motivating. This refers to the process of “devising and controlling all those inner striving conditions described as needs, drives, desires, motives, etc. (Duening, 2003).” Maslow proposed a hierarchy of five needs that each person would particularly look for: physiological needs, safety needs, social needs, needs for esteem, and for self-actualization. McClelland, on the other hand, proposed that there are only three important needs that each person intends to have: achievement, affiliation, and power. But Herzberg believes that “a high level of motivational factors would result to higher levels of motivation and job satisfaction.” He identified these motivational factors to be the following: achievement, recognition, advancement, the work itself, personal growth, and responsibility. There are a number of theories regarding motivation like Vroom’s *Expectancy Theory* that indicates that “individuals engage in deciding what type of behavior is likely to result in his being able to achieve desired goals,” or Skioner’s *Reinforcement Theory* that uses *positive* or *negative* forces in motivating individuals.

Motivation is very important to managers like Mr. Dale Hensel because it is a very big factor that drives employees into ‘accomplishing significant work goals.’ A strong motivation would mean a strong output in the performance and the production of the company; and a strong motivation would require a strong crop of ‘rewards’... for rewards fill out the employees’ needs, *whether intrinsically or extrinsically*. As an effect, our CEO motivates us through rewards like for example, what he calls the ‘Reward Program’ wherein an employee’s work performance is given recompense like bonus or some other additional benefits *if* observed to have an exemplary performance. I personally like these rewards. I notice that I become more optimistic, goal-oriented, and efficient with my work in my aim to receive rewards from the CEO.

All of these four functions: *planning, staffing, communicating, and motivating...* are constantly changing especially with the fast swirl of technology nowadays. In recent times, managers face numerous challenges with regards, most especially, to the information technology, globalization, and intellectual capital of the business. Planning nowadays is based on the core issue of what we call 'international competition'. According to Thoms N. Duening and John M. Ivancevich (2003), even businesses that aren't marketing internationally are faced with the same problem of competing with other international companies. These are the multinational enterprises that enter the global markets through the low commitment, medium commitment, and high commitment modes of entering. Because of this, staffing has to be more effective so as to produce a more beneficial output in the production of the company. For this to take place, managers have to initiate it through, basically, the use of effective and efficient communication. As they interact verbally and nonverbally with their employees, a 'spiritually stronger atmosphere' would crop up... and both the employees and the employer would be motivated to give their best for the sake of job satisfaction and self-satisfaction. The organization would then be able to compete locally *and internationally*.

Managerial functions are very vital to the managers. If performed well, it could lead to a very rewarding production that could serve as the cornerstone of the organization's growth and development. Our CEO, Mr. Dale Hensel, has performed his skills well and good despite the challenges brought about by the changing era. If this remains excellently sustained in the coming decades, our company may one day compile five thousand employees... *instead of the initial five employees*.

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