

Roles and Characteristics of Managers

1- Some Definitions of Management

'Management is the process of optimizing human, material and financial contributions for the achievement of organizational goals'. (Pearce and Robinson, 1989, quoted in Hannagan, 1998, p.4)

A modern view of management, expressed by Sir Roland Smith, is that 'Management should be based on innovation, marketing and risk'. (Quoted In Hannagan 1998, p.5)

Management is 'the process of assembling and using resources -human, financial and material, and information - in a goal-directed manner to accomplish tasks in an organization. (Black and Porter, 2000 p.19)

Managers are responsible for 'the process of planning, organizing, leading and controlling the efforts of organization members and of using all organizational resources to achieve stated organizational goals'. (Macon, Albert and Khedouile, 1985, quoted In Hannagan, 1998, p.4)

2- Roles of Managers

a- PLANNING:

Identifying needs - setting objectives - deciding strategy - Identifying change - taking on new staff.

b- ORGANIZING:

Putting systems in place - managing resources - time management.

c- LEADING:

Communicating with staff - team-building – supervision – motivation - empowering staff to take decisions.

d- CONTROLLING:

Comparing results with targets - monitoring quality standards.

3- Characteristics of Managers

emotionally strong	mental skills	good communicator
flexible		technically skilled
creative	socially skilled	leadership
sensitive to others		knowledgeable