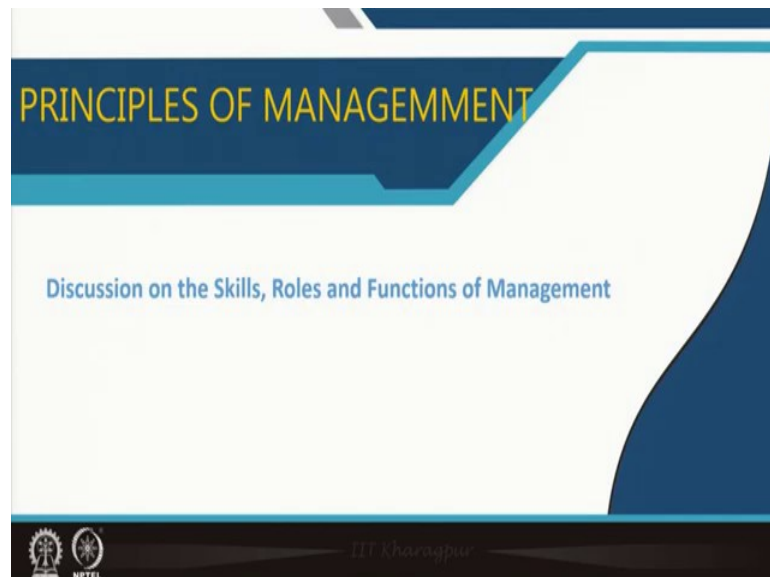


Principles of Management
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Module - 01
Lecture - 02
Skills, Roles and Functions of Management

Welcome to the lecture 2 on Principles of Management. Today's lecture we are going to discuss about Skills, Roles and Functions of Management.

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The last lecture we talked about the definition, scope of management. Today we are going to talk about the skills, of management roles and functions of management ok.

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Skills of Management

Skills are defined widely as overt responses and controlled stimulation. It can be categorized as either generic or technical, or entry-level or advanced. There are four general types of skills:

1. **Technical:** It relates to concepts, methods, and tools specific to an organization.
2. **Supervisory:** It enables one to effectively supervise others.
3. **Interpersonal:** It enables people to communicate and interact effectively.
4. **General business:** It helps in business and support infrastructure.

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So, we will start with the skills first. Skills are generally defined as an overt responses and controlled stimulations; it can be known categorized as either generic or technical or entry level or advanced. Generally, if you look at the skills; skills are you know generally classified into four types. One is technical skill it relates to the concept, methods and tools specific to an organization or even to a specific to a particular role.

For example, I am a you know programmer in an organization in an IT company, then my technical skill related to how good I am with the programming languages. How good I am can write coding in the programs? So, that is talking about a technical skill, then supervisory skill it enables one to effectively supervise others. We are going to see in detail in the following slides that the second third skill is interpersonal skill.

Interpersonal it generally enables people to communicate and interact effectively, you know in any organization if you look at interpersonal skills is very important. Either you are at any level in the organization interpersonal skill is going to help you grow in your organization.

Then general business skills; you know it talks about no learning about general business, acumen you know not only limiting to your organization you also learn about, what is the current situation in the business environment, how the general business environment behaves and other related to the business industry or business domain you work with. We will see in detail right.

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Skills of Management

Technical Skills of Management

Technical skills are related to knowledge and capabilities to perform field specific specialized tasks in order to coordinate work, resolve problems, communicate effectively and to understand the big picture in view of the front-line work that are performed.

In brief it includes-

- Communication skill: Both verbal and non verbal communication
- Coordination skill: Both intra and inter organisational coordination
- Problem solving skill: Skill to address the conflicts/disputes in organisation
- Front-line work understanding skill: Skill s about matters relating to front line work of the organisation
- Specialised task performing skill: Area specific and subject specific skill

The slide features a background with a gear and a network diagram. A video inset on the right shows a man in a pink shirt. Logos for IIT Kharagpur and NPTEL are at the bottom.

Technical skills; so, technical skills are always related to the knowledge and capabilities to perform field specific specialized tasks, in order to coordinate work, resolve problems, communicate effectively and to understand big picture in view of frontline work that are to be performed.

As I said you know technical skill will always related to the knowledge and capability to perform in a better way. So, that know you are able to have an effective outcome. You know it brief you know in brief if you look at now what are the things are you know comes under the technical skill.

If you look at communication skill if that is becoming primarily important all type of skills, but you know in the technical skill you also need to have the communication skill both verbal and nonverbal communication, how good you are able to communicate certain techniques to your subordinate, certain techniques to your peers or even to your superior.

Now, coordination skill; how are both intra or inter organizational coordination you know, intra is within your organization how we are going to coordinate between teams between projects, between functional areas then internal organization coordination. For example, some work you need to work you know between two different organizations. How good we are in coordinating between the organization?

Then problem solving skill, now skill to address certain conflicts or dispute in the organizations. Then frontline work understanding skill you know skill about relating to how the work has been done, and specialised task performing skill you know for example, area specific and subject specific skill.

The example I have gave you like an a programmer you need to be really expert in the coding and programming, and if you talk about role at stairs are talk about somebody who works in an automobile industry who works in a shop floor who he or she has to be really good at the you know managing you know handling the missions, you know tech advanced technological missions.

So, that is what becomes a specific you know job related skills that all comes into the technical skills of a manager.

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Skills of Management

Supervisory Skills

As a manager, there is a need of maintaining good relationship between employees and employer that contributes to productivity, motivation and morale among employees. Managing employee relationship requires some special skills to a manager.

Such as-

- Conflict resolution skill: Solving employees conflict/disputes
- Relationship building skills: Relation between employees and employer
- Motivating skill: Skill to motivate employees for better output
- Negotiating skill: Negotiation with employees, management and employer
- Change management skill: Skills to cope up with given/changing situation

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Then supervisory skills; supervisory skills as I said no you need to supervise a lot of people in any workplace any organization you work for, if you are working as a manager. As a manager there is always a need to maintaining a good relationship between the employees and employer, that contributes to a better productivity and it will maintain a you know it will enhance the motivation of your subordinates or your team members. And it always you know create good morale among your employees.

So, managing employee relationship requires special skills, you know because it is very important. In any organization you need to develop that skill to manage your employee. So, that now they feel motivated they are feeling they feel better that know I am able to communicate with my manager, my manager is able to understand what I am trying to say.

So, you know some of these specific things I will talk about it now like conflict resolution skills, you know solving employees' conflict or disputes. Let us say you know employees are unhappy about certain decision of the organization. Let us say you know employees are unhappy about between inter department conflicts. So, as a manager you are able to resolve those conflicts.

And building relationships skills that is also an important you know you need to help your employees to build a good relationship, you know rapport building and making sure that you know your team cohesiveness and team bonding is improving. So, that know your team productivity is increasing.

Because in a team you always see you know more than 5 people used to work in a project or in a team. Then you need to say ensure that you know all 5 are able to complement each other. So, that the efficiency or the productivity increases.

Then motivation skill you know when you are supposed to supervise somebody, you need to develop your skill of motivating others you know. Because unless otherwise you cannot motivate some of your subordinates or your employees then you know it will become very difficult.

Because sometimes you know there are organization where the monotonous job is been done, you know the same repetitive job is done. So, sometimes the employee feels low they are not motivated as a supervisor, it is your role to keep your employees or subordinates you know motivated.

So, that you know they there is an energy with them. So, that you know they are be very active at work place that will actually reflected in your output. Then negotiation skill you know negotiation with employees, management and employee. Now, if you are a manager you are actually you know become a contact point between the top management

and the employees you know any employee, whatever they wanted to pass on to the management it always flows through the manager.

So, manager has to be an important contact point to facilitate and maintain a better relationship between the top management and the employees. So, employees' grievances are the needs are always flowing through a manager. Manager has to communicate to the top management and top management has to you know communicate through a manager. So, the negotiation skill is very important.

Whatever my employee demands you cannot you know you will not be able to satisfy the demands, because top management will refute some of the demands. So, as a manager you need to have a better negotiation skill in order to manage both employees as well as the top management.

Let us you know you negotiate for the employees to get certain benefits to employees. And you should also negotiate with your employees. So, that you know certain demands which are being not considered by the management is also you know, my employees also take it in as a reasonable sense that yes management, in is not able to consider our request the reason for this is you know understandable you know it is. So, as a manager you need to play that role and negotiating between the employees and the management.

Then change management skill you know you need to cope up with the you know changing situations. For example, you know a lot of changes are happening even if you take the recent COVID 19 situations with a lot of changes happened as a supervisor or as a manager in an organization, you are having to cope up with the changes you know. You need to coordinate your team despite the challenges post with you. With this is an important skill apart from you know technical skills supervisor skill is important.

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Skills of Management

Interpersonal Skills

Interpersonal skills are the behaviours and tactics a manager uses to interact with others effectively. In the organisational settings interpersonal skills refer to a manager's ability to work well with other employees and employer which ranges from communication and listening to attitude and development.

Interpersonal skills of manager are

- Skill of managing relationship
- Listening skills: Listening to employees and employer
- Communication skills: Both verbal and non verbal skills
- Decision making skills: Deciding on the best suitable alternative issues
- Learning skill: Skills to learn from best practices by employees and others

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Then we are going to see interpersonal skill, if you look at there you always see that there is an overlap between the supervisory skill and interpersonal skill. The reason being the moment I say supervisory skill is also talking about, you know since you are going to supervise certain number of people, you need to develop that interpersonal skills.

So, wherein the interpersonal skill also talking about how we are going to manage the relationship between people right. So, interpersonal skills are the behaviours and tactics and manager use to interact with others effectively, you know that is an important thing you know, how we are able to influence others through your skill interpersonal skill no its kind of you know. Persuading skill you know persuading your decisions to be you know influencing the other employees.

So, interpersonal skill is very important for a manager, you know skill of managing relationship you know listening skill, in an interpersonal skill listening is an important part. Where as in a supervisory we need not talk about the listening that is the difference between the supervisory skill. Though we are talked about you need to manage your subordinates or maintaining the relationship, but here the listening skill is important and interpersonal skill.

Because you need to spend time to listen to your employees and employers or sometimes, you need to listen to your top management you need to listen to your

employee. Now, employees always come to you and say these are one thing we need or sometimes, they also talk about some of the agreements sometimes, they also talk about some you know scope for improvement. So, you should have a better listening skill. So, that know the relationship between your employees and the manager is you know by well maintained.

And communication skill of course, when you are talking about an interpersonal skill. Communication skill becomes an you know indispensable skill; you know both verbal and nonverbal skills is important now you need to understand.

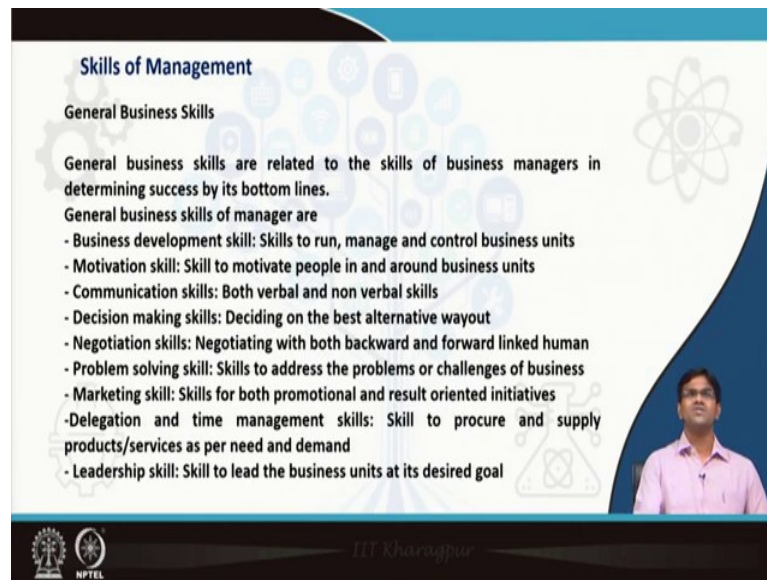
Now, if you look at you know you are working in a multinational organization where people come from a different region, and they start to come and work and then you need to understand the cultural differences as well. You know nonverbal cues are different from you know places to places it vary to you know countries to country. For example, if I not may be yes here may not be yes in Europe in some of the European countries. So, you know that communication skill also become an essential skill to understand right.

So, decision making skills; know in an interpersonal skill you know decision making skill is a part of the interpersonal skill, they because you know you need to help your employees to find the alternate decisions. You know you need to help your employees or subordinates to identifying a better alternate decision, you know any issues or a conflict arising.

And learning skills you know you need to learn certain skills you know that will actually you know become a best practice by employees, and others you know skills to learn from the best practices by employees and others.

You know in any organization you always see that or even your subordinates, has certain best practices you know it can be you know can be replicated in other departments or different other functional areas. Where it will actually be going to benefit the organization. And moving from the interpersonal skills we will go see the general business skill.

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Skills of Management

General Business Skills

General business skills are related to the skills of business managers in determining success by its bottom lines.

General business skills of manager are

- Business development skill: Skills to run, manage and control business units
- Motivation skill: Skill to motivate people in and around business units
- Communication skills: Both verbal and non verbal skills
- Decision making skills: Deciding on the best alternative way out
- Negotiation skills: Negotiating with both backward and forward linked human
- Problem solving skill: Skills to address the problems or challenges of business
- Marketing skill: Skills for both promotional and result oriented initiatives
- Delegation and time management skills: Skill to procure and supply products/services as per need and demand
- Leadership skill: Skill to lead the business units at its desired goal

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Now, general business skills are related to the skills of the business managers in determining the success in the bottom lines, you know in general. If you talk about you know business development skill skills to run manage and control the business unit.

Right you if you are able to if you are given a leadership position to manage the one business unit. You need to have the skill to run and manage, you know whatever the issues coming out to the productivity issues or the efficiency or even in terms of fund management. You know number of employee management or the planning the employee requirement there are many things and motivation skill, it is also a part of your general business skills.

Then you know we already discussed about the communication skill, decision making skill. And then if a very important thing come here the problem-solving skill, you know you need to develop and a skill that you know how we are going to solve these certain problems or challenges in the business. Let us say you know you are trying out your let us say you know you are developing a new product, where you know you are a working in a team you know in an R and D. Where you are finding out you know certain now prototypes are failing and you are not able to make it.

But you know you need to understand ok. What are where the challenges? Why we are not able to be successful? So, you need to learn that out of you know solving the certain

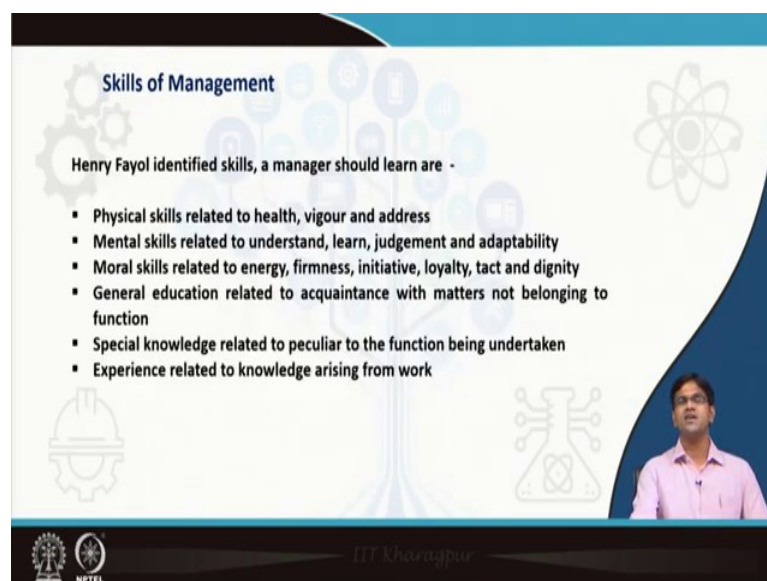
problems sometimes, you will always see that you know problems arise between people also in the team. So, you need to learn how to solve those problems.

Then marketing skill and say you know if you become a you know lead of a particular business unit; you also should have a marketing skill. You know both for promotional result-oriented initiatives. Then delegation and time management skill which is very important skill for a manager because you know you have to manage the time well.

Because, you cannot exceed the time you know it's all now every project and everything is a time bound one, you know time management skill is important. And then delegation as a manager how you are going to learn the art of delegating certain responsibilities to the subordinate. Because the moment you delegate certain responsibilities in the meaning that you are also actually helping them to, you know skill them up or you are also helping them to you know make them as a leader also.

You know it is also responsible for the manager that you make sure that you know you are actually up bringing some of the leaders who can become potentially become a manager in some subsequent time. And leadership skills you know skill to lead the business unit, and you know at its desired goal a leadership skill is also a part of the general business skills.

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Skills of Management

Henry Fayol identified skills, a manager should learn are -

- Physical skills related to health, vigour and address
- Mental skills related to understand, learn, judgement and adaptability
- Moral skills related to energy, firmness, initiative, loyalty, tact and dignity
- General education related to acquaintance with matters not belonging to function
- Special knowledge related to peculiar to the function being undertaken
- Experience related to knowledge arising from work

The slide features a blue and white color scheme with decorative icons of gears, a tree, and a chemical structure. A small inset video shows a man in a pink shirt speaking. Logos for IIT Kharynpur and NPTEL are visible at the bottom.

So, we have seen the you know on a major category of 4 skills, we will also go ahead and see other skills being discussed by the Henri Fayol. Henri Fayol is one of the you know 4 players in the principles of management. He has contributed to us extensively for the field of management.

Henri Fayol has identified certain skills; a manager should learn are those skills are physical skills which are related to health vigour and other aspects of it. Mental skill which are specifically related to understand, learn, you know judgment and adaptability. And moral skill which are related to energy, loyalty, tact and integrity. And general education related to acquaintances with matters not belonging to only to a functional.

So, it meaning that you know it is not restricted only to your functional area you also need to have a general knowledge about the other aspects of the business as well. So, that you know you have a comprehensive knowledge to manage your business. And special knowledge related to you know your specific function, you know though it is important that you develop a general knowledge, but it is also important that you know you have to learn to a very specific skills, you know specific needs of your job rules.

Then the experience related to knowledge arising from the work. So, which is these are the other related skills where you know (Refer Time: 14:36) defile has discussed about these skills of the managers ok.

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Roles of Management

Mintzberg developed a list of roles of Manager that he grouped into three categories: interpersonal roles, informational roles, and decisional roles.

Interpersonal roles include- Figurehead, leader, liaison

Informational roles include- Negotiator, resource allocator, disturbance handler and entrepreneur

Decisional roles include- Spokes person, disseminator and monitor

The slide features a blue and white color scheme with various icons like gears, a lightbulb, and a tree. A small inset video shows a man in a pink shirt speaking. The bottom of the slide includes the NPTEL logo and the text 'IIT Khargapur'.

So, we are going to see a role of management now we have talked about these skills, you know majorly four technical skills, you know technical skills, supervisory skill, interpersonal skills and general business skill.

Now, we are going to look at the roles of management. Henry Mintzberg had developed a list of roles for manager that you know he grouped into 3 categories, largely 3 categories. One is interpersonal roles informational role and decisional role. In professional interpersonal role is nothing, but you know since as I you know we talked about the interpersonal skill also. It is also very relevant to this role here; you know in any organization as a manager you need to work with people and manage the people behaviour in an organization.

So, interpersonal role becomes an important one. An interpersonal role you know any manager will play at three different roles, one is a figurehead, leader and liaison we will see in the subsequent slides, then the informational roles you know. Any in any organization as a manager you need to collect monitor information provide information to your team. So, that know your productivity or organization is able to be competitive.

So, in the you know informational roles you also play a role of a negotiator, you also play a role of a resource allocator. You become a disturbance handler meaning the conflict handling person and the entrepreneur as well. And the decisional roles as I said you know management; they are always related with the decision making.

So, and a manager also play a certain key role like a as a spokesperson, you will play a role as a disseminator you who provide lot of information. Disseminate information who also monitor the you know progress of the organizations.

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Roles of Management

Interpersonal Roles of Manager

Figurehead: Relates to ceremonial, legal and social responsibility centric for the motivation of employees in the organisations

Leader: Relates the manager inherently have subordinates over whom they have influence as leader to make work done

Liaison faire: Involves connecting employees to what they need. Managers make liaison through contact with people outside of their areas of responsibilities inside and outside of organisation

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So, we will see in detail now ok. Interpersonal roles as I said figurehead we start with the figurehead, manager as a figurehead. What is the figurehead means? Now, it represents the organization to perform ceremonial duties.

For example, let us take you know board meeting, where you know as a CEO of the company will be you know presiding over the board meetings and sometimes, you know he will be proceeding over certain major functions in the organization you become a figurehead.

Now, you represent the organization right. So, it relates to the ceremonial duties you play. As a manager for example, you are a manager and a team, you will play a role that you know you will represent your team in some of the discussion meetings or let us say you know top level discussion meetings, where you will just represent your team. As a manager we will sit there that is a figurehead, as a figurehead you will play that and you know leader.

So, you know it relates to inherently you know subordinates under you, then you need to influence your you know followers or influence your team members you know you need to play a role of a leader ok. So, that we are able to influence your members in the team, then you also should play a role of a liaison and you know maintaining the horizontal chain of communication.

So, meaning that you know since you know you need to connect employees and you know as a manager. You need to contact with the people outside of the areas of your responsibility, inside and outside the organizations. So, that now you are able to do a liaison. So, that you are able to maintain the horizontal chain of communication.

These are the interpersonal roles now you play as a figurehead and then leader and then liaison. Now, liaison faire it's a nothing, but now you do liaison. So, that you know the horizontal chain of command is maintained well maintained ok.

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The slide is titled "Roles of Management" and focuses on "Informational Roles of Manager". It lists four roles with their descriptions:

- Negotiator:** Involves taking part in, and direct, important negotiations with the team within department or organisation in assigning duties
- Resource allocator:** Involves with implementing decision, using information to advocate for the manager's goal for organisation
- Disturbance handler:** Involves mitigate disputes within organisation when a team reaches at unexpected blockage/workout situation
- Entrepreneur:** It involves manager to create and control change within organisation.

The slide also features a small video inset of a man in a pink shirt speaking, and logos for IIT Khargapur and NPTEL at the bottom.

Then the informational role. So, in the informational role as a manager you will play a role of a negotiator. So, you will you know involve taking part in direct and important negotiations with the team within the department or within the organisation in assigning duties.

You know you play a role of a negotiator then you will play a role of a resource allocator you know. It involves in implementing decisions using information to advocate for the managers goal for the organization, you know you need to play a role of resource allocator you will decide ok. How much has the resource to be allocated for this particular project or the particular team, you will play a role as a resource allocator.

Then the disturbance handler. Disturbance handler is nothing, but now relate with the conflict management, you know involves mitigating disputes within the organization.

When a team reaches an unexpected blockage or you know where workout situation is very bad where the teams are not in good terms, where there is a conflict between teams or within the teams. So, you should become a person who resolves the conflict you know disturbance handler.

Then entrepreneur you play a role of an entrepreneur right. Now, in involves manager to create and control change within the organisation. Now as an entrepreneur you play a role in creating, bringing of new business bringing a new project you know play a role of you know creating a new set of things within the organization ok.

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The slide is titled "Roles of Management" and focuses on "Decisional Roles of Manager". It lists three roles: "Spokes person" (getting information out to the public), "Disseminator" (transmitting information to colleagues and outside), and "Monitor" (gathering information from inside and outside). The slide includes a presenter's video feed in the bottom right corner and logos for IIT Madras and NPTEL at the bottom.

Moving from the informational role we will go to the decision rules of a manager. Now, you will play a role of a spokesperson, you know involves roles in getting information about the organization. How to the public or controlling the flow of information you know?

Let us say you know as a spokesperson you actually carry your organization and you say what are the information has to be provided to the outside. Let us say now as a manager you might be able to provide certain information about your team to the top-level management, let us say you know if you are a manager you are a spokesperson to the outside.

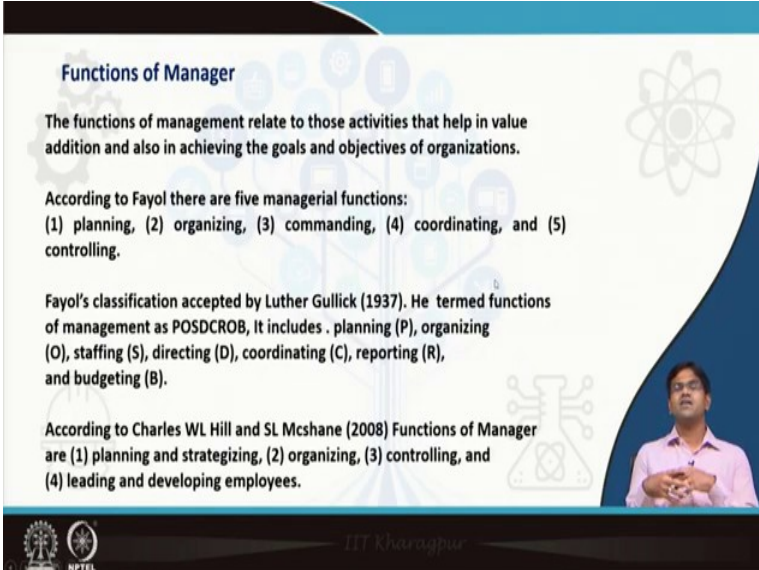
Let us say you know you are going to talk about your organization to the outside world. You will be actually you know providing certain information about your organization to the outside world, then you play a role of a spokesperson these are the decisional roles. Then you play a role of a disseminator.

You know it's kind of a transmitting potential information about our own organization. And its goals to colleagues and teams and people outside. It you know you disseminate information you disseminate information, within your organization to your team or your subordinates sometimes you also disseminate certain information to people outside your organization.

Then you also play a role as a monitor. Monitor is very important role it is like you know where you collect information from inside as well as the outside the organization. And convey this to the employees or your peers are the colleagues to keep the pace of the work done by them.

You know you need to monitor now how the work is been done, where we are progressing, what are the things are there what is happening where are we moving or we moving in a right track or not. So, monitoring you know you will become a you know player of monitoring the progress of the project or progress of their organization. So, these are the decisional roles of a manager ok.

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Functions of Manager

The functions of management relate to those activities that help in value addition and also in achieving the goals and objectives of organizations.

According to Fayol there are five managerial functions:
(1) planning, (2) organizing, (3) commanding, (4) coordinating, and (5) controlling.

Fayol's classification accepted by Luther Gullick (1937). He termed functions of management as POSDCROB, It includes . planning (P), organizing (O), staffing (S), directing (D), coordinating (C), reporting (R), and budgeting (B).

According to Charles WL Hill and SL Mcshane (2008) Functions of Manager are (1) planning and strategizing, (2) organizing, (3) controlling, and (4) leading and developing employees.

The slide features a blue and white color scheme with a background of faint icons. A small inset image in the bottom right corner shows a man in a pink shirt speaking. The bottom of the slide contains logos for IIT Kharagpur and NPTEL.

We will go out and see the functions of a manager. You know this is very important area where we will spend time and going forward. So, the functions of management relate to those activities that help in value addition also in achieving the goals and objectives of the organization ok. You know Henri Fayol has given five managerial functions. Planning, organizing, commanding, coordinating and controlling.

You know along with you know Henri Fayol there are other people also contributed towards the functions of a manager ok. Now, Professor Luther is also accepted the classifications done by the Henri Fayol, but he provided you know some other perspective.

And he also added some more other functions also it includes you know planning, organizing, staffing, directing coordinating reporting and budgeting. Whereas, if you look at you know Henri Fayol you only talked about planning, organizing, commanding, coordinating and controlling.

Whereas if you look at you know Luther Gulick, he talked about you know reporting budgeting also ok. Moving forward from the you know Luther and if we also seen the functions of manager by you know Charles and you know machine. They are talking about planning and strategizing, organizing, controlling, leading and developing employees.

If you look at there is an overlap on the you know, categories done by the different people, but we are going to see you know in detail now.

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The slide is titled "Functions of Manager" and is divided into two main sections: "Planning" and "Organizing". The "Planning" section states that planning is a fundamental function of management and that all other functions are greatly influenced by it. The "Organizing" section describes the process of deciding who will perform tasks, where decisions will be made, who reports to whom, and how different parts of the organization will coordinate their activities. The slide features a blue and white color scheme with a background of gears and a tree-like structure. A small inset video of a man in a pink shirt is visible in the bottom right corner. Logos for IIT Kharagpur and NPTEL are at the bottom.

Functions of Manager

Planning

Planning is a fundamental function of management and all other functions of management are greatly influenced by the planning process. The importance of planning is amply manifested by the increasing interest evinced in planning in business, government, and other organizations.

Organizing

The process of deciding who within an organization will perform what tasks, where decisions will be made, who reports to whom, and how different parts of the organization will coordinate their activities to pursue a common goal.

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We will start with planning ok. What is planning? Planning is nothing, but you know how things are going to be done, who is going to do. It is kind of a you know deciding on things you know it is about you know who will do what kind of an activity, how we are going to do. It is a very fundamental activity in any management discipline in any organizations.

Now, planning is the first activity in any organizations. You know for example, if you want to decide on a product or if you want to decide on a project, if you want to decide on anything you say it always starts with a planning. You know planning will cover the whole perspective you know planning in terms of you know.

Who is going to handle? Whom will do what and in terms of how much of resources we are going to use, how much of budget we are going to allot and you know what is a time duration you are going to take to complete the project or the planning involves in all different perspectives?

So, planning that is about the planning, then organizing you know organize is nothing, but it's a process of deciding who within the organization will perform what task, where decision will be made who reports to whom. And how different parts of the organization will coordinate their activities to pursue a common goal.

So, this falls in the organizing ok, then moving from organizing we are going to talk about controlling.

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The slide is titled "Functions of Manager" and features a background with a stylized tree of icons representing various management concepts. The text on the slide is as follows:

Controlling
The process of monitoring performance against goals, intervening when goals are not met, and taking corrective action.

Staffing
Organization as a function of management helps the executive to establish positions and lay down their functional relations to each other through the function of staffing at different positions in the organization structure

At the bottom of the slide, there is a small inset video of a man in a pink shirt speaking. The NPTEL logo and the text "IIT Kharagpur" are visible at the bottom of the slide.

The process of monitoring performance against goals. Now, intervening when goals are not met and taking corrective actions you know controlling, as I said know we need to always see are we you know we have decided in the planning ok. We have decided set some goals or our targets, then controlling talks about are we making progress towards achieving the goals ok. If we are progressing towards that particular achieving that particular goal it is fine.

If at all not then where are we you know violating or where are we deviating then controlling is actually talking about ok. If there is a violation or there is a deviation towards achieving the goal, then you need to make a corrective action. So, that you know we are actually progressing towards achieving the goals.

Then comes staffing, you know staffing is one of the important functions of a management. Now, it talks about you know identifying people you know placing them on the job, you know determining how many numbers of employees are required. And you know what positions they are to be placed; these all comes in these staffing and it also talks about training compensation you know managing their performance it's all falls in the you know category of staffing ok.

(Refer Slide Time: 25:00)

The slide is titled "Functions of Manager" and focuses on the "Directing" function. It includes a definition of directing, a list of three essential activities, and logos for IIT Kharagpur and NPTEL at the bottom.

Functions of Manager

Directing

The function of directing helps the manager to get the employees to accomplish their tasks. This function involves making the employees integrate their individual efforts with the interests and objectives of the enterprise.

Three essential activities under directing are:

1. Issuing of orders and instructions
2. Guiding and counselling the subordinates in their work with a view to improving their performance
3. Supervising the work of subordinates to ensure that it conforms to the plans

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We will also talk about a directing a function of directing helps the manager to get the employees to accomplish their task. This function involves and making the employees integrate their individual efforts, with the interest and objective of the enterprises.

Three essential activities under the directing or you know issuing of orders and instruction you know. As directing we are talking about now, we are able to direct you know making orders you know providing instructions. And, it is also guiding and counselling subordinates in their work with a view to improving, their performance. And supervising the work of subordinate to ensure that it conforms to the plans.

Now, directing is are there very important function. Now, it talks about you know kind of a control you show on them you are directing them with the orders instructions you know guiding them. So, that you know they are able to make a better progress and improve their performance, and supervising the workup subordinate to ensure that now it compounds to the plans right.

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The slide is titled "Functions of Manager" and features a background with a stylized tree of numbers and icons. It contains two main sections: "Coordination" and "Reporting". The "Coordination" section describes it as harmonizing work relations and efforts at all levels for a common purpose. The "Reporting" section describes it as providing information to various levels of management to help with performance and corrective measures. A small inset video shows a man in a pink shirt speaking. The slide also includes the NPTEL logo and the name "Dr. Khuram" at the bottom.

Functions of Manager

Coordination

Coordination deals with harmonizing work relations and efforts at all levels for some common purpose. It may be described as the process of unifying individual efforts for the purpose of accomplishing group goals.

Reporting

Reporting is an important function of management providing information to various levels of management so as to help better performing, judging the effectiveness of staff's responsibilities and becoming a base to take corrective measures in organisation settings.

Dr. Khuram

And coordination; coordination always deals with harmonizing work relation; you know efforts at all levels of the you know for some common purpose you know. In organization we always have multiple departments multiple functional areas to work, or parallelly to achieve the common goals. The coordination talks about how we are going to you know coordinate between these teams, between the projects or between the functional areas. So, that now we are smoothly you know able to achieve the common goal.

Then reporting; reporting is talks about you know, it is also an important function of a management, it provides you know information to various levels of managements. So, as to help better performing judging the effectiveness of the staff responsibilities and becoming a base to take corrective measures in an organization.

So, unless otherwise there is no reporting, if we will not be able to understand you know who is doing what and what level has been achieved where are we progressing. So, that is why a reporting is also an important you know functions of a management.

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Functions of Manager

Budgeting

Budgeting is the function of designing implementing and operating financial resources. It is a plan showing how an organisation intends to acquire and use resources to attain the objectives set by the organisation. It is an important forecasting process to help manage and effective utilisation of financial resources.

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The slide features a background with a stylized tree of icons representing various business and technology concepts. A presenter is visible in a small video window on the right side of the slide.

Budgeting, budgeting is a very important because you know it talks about you know how we effectively are able to forecast how much of funds been required, how much of funds been allotted. Now, what is the financial conditions of the organizations.

How much of financial resources we are going to you know deploy in the particular project. It also talks about you know understanding what is the operating financial resources and what is the total finance requirements are. So, budgeting is very important you know in terms of you know in a as a manager budgeting is very important.

Because you are going to talk about for a project what is the financial resources, and it also talks about you know how much of financial resources are available within the organization. So, budgeting is also an important function of a manager.

(Refer Slide Time: 27:33)

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CONCLUSION

In this lecture session, the skills, roles and functions of management have been discussed. After attending the discussion, learners will be able to have knowledge about various skills, roles and functions of management and may be interested enough to implement in the practicing lives

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These are the references and so, to the today's lecture we were able to learn about the skills and roles and functions of the management. You know after attending the discussion you would have been able to learn about the various skills, starting and the roles you know roles. We talked about interpersonal informational roles and decision-making roles, we have discussed all the various roles and skills of the managers and we will meet you in the next lecture.

Thank you.