



OUR HERITAGE

ISSN: 0474-903- Vol-67, Special Issue-9

“GRCF Dubai International Conference On Sustainability And Innovation In Higher Education, Engineering Technology, Science, Management And Humanities” Organised by

Global Research Conference Forum, Pune, India

November 23rd and 24th, 2019



Do You Have The Skills To Manage Your Enterprise?

P. K. Joy

Research Scholar

Himalayan University,

Faculty of Business Administration, Itanagar, AP

E-mail: pkjoyauthor1940@gmail.com

Dr.PrakashDivakaran

Research Supervisor

Department of Management

Himalayan University,

Itanagar, AP

E-mail: prakashtek@gmail.com

Besides apathy, the largest cause of performance failures in public as well as in private sector enterprises is the top managers' deficiency in managerial skills. Through continual performance analysis and evaluation, authorities must understand the presence of this deficiency without loss of time and take urgent action for its removal, to change the performance culture. To be able to do this effectively, the authorities themselves must acquire and possess the skills.

Skill is a product of four cognitive components as shown by Figure 1.

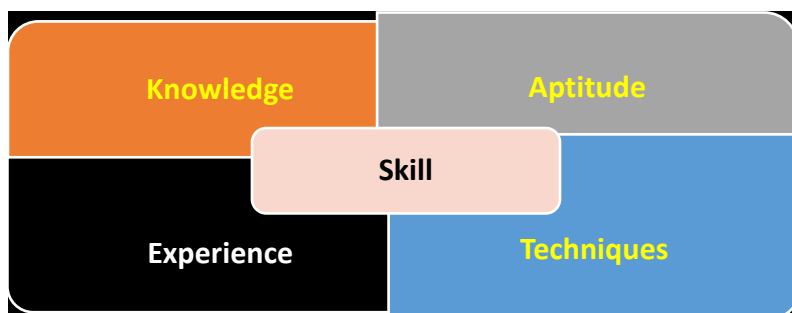


Figure 1: Components of skill (Acronym 'KATE')

Knowledge is gained through studies and other knowledge-increasing programs.

Aptitude is innate or God-given talents.



OUR HERITAGE

ISSN: 0474-903- Vol-67, Special Issue-9

“GRCF Dubai International Conference On Sustainability And Innovation In Higher Education, Engineering Technology, Science, Management And Humanities” Organised by
Global Research Conference Forum, Pune, India
November 23rd and 24th, 2019



Techniques are methods or ‘how to do’ ways learned in a variety of ways.

Experience is gained through participatory involvement and hands-on practice.

While bookish knowledge is one of its components, skill is not the whole of the bookish knowledge of the principles and practice of various functions or trades or vocations. For example, managerial skills are not entirely the knowledge of principles and practices of management acquired in class rooms. Skill is the ability to do or get done things efficiently in related fields, like engineering design, procurement, production, marketing, logistics, finance, accounting, human resources management, office administration, environmental relations, and so on. Skill is jointly operated by heart, mind and body, thus:

- Heart feels
- Mind perceives/conceives, analyses and directs
- Body carries out

The two major sets of skills

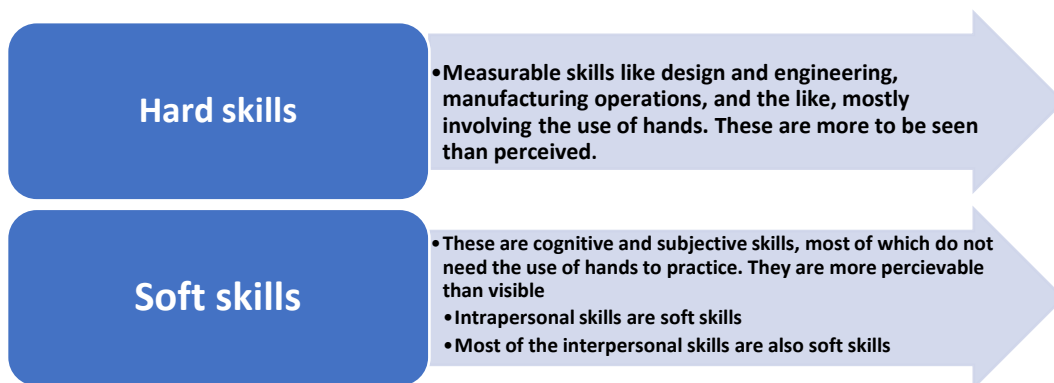


Figure 2: The two sets of skills

Figure 2 graphically defines the two skill sets. A successful officeholder must possess both these skill sets.

The two types of skills

Figure 3 shows the two types of skills and their positive and negative contributions to your career and performance results.

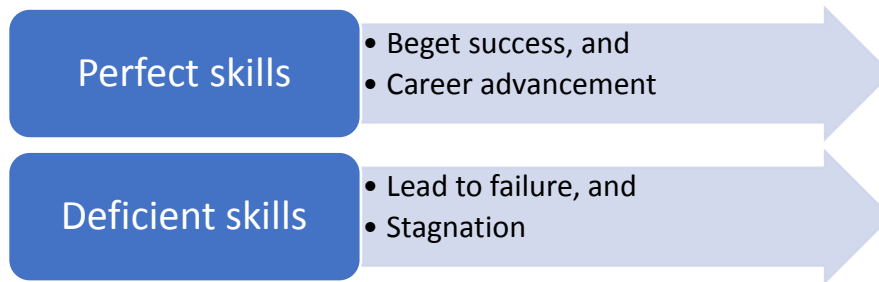


Figure 3: The two types of skills

For your performance success you would need the perfect skills that are devoid of imperfections or deficiencies. In order to possess perfect skills, you must ensure that you are in full possession of the four relevant components of the particular skill and are able to put them to good use for accomplishing your task. Deficient skill is a product of imperfect or insufficient components. During our field research we have come across many instances of your slippages and failures caused by deficient skills.

For your performance success at all levels of the hierarchy, you would need to practice the appropriate skills. So, in the following paragraphs we will discuss more on advanced aspects of skills.

Skills vis-a-vis organizational hierarchy/ level

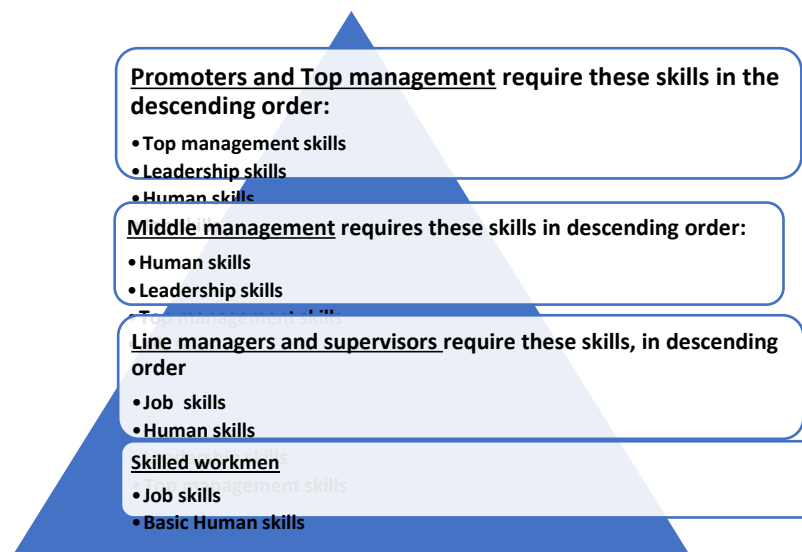


Figure 4: Hierarchy/ level-related possession and application of skills



OUR HERITAGE

ISSN: 0474-903- Vol-67, Special Issue-9

“GRCF Dubai International Conference On Sustainability And Innovation In Higher Education, Engineering Technology, Science, Management And Humanities” Organised by

Global Research Conference Forum, Pune, India

November 23rd and 24th, 2019



In relation to hierarchy, skills can be divided into four classes, as follows.

Job Skills

Your know-how for physically producing and delivering goods and/or generating and rendering services, or otherwise handling the hardware part of a venture or business, are your job skills or technical skills. These are products of technical education, skill development initiatives, hands-on training, and research and development programmes.

Human Skills

Your work place skills are rightly called human skills. They guide your interaction with people above, below and at horizontal levels in matters concerning execution of work, which interaction will smoothen relations, ward off hindrances and improve performance.

Human skills could be divided into two parts, namely:

- (1) *intra-personal* or the way you manage yourself in the sight of others.
- (2) *interpersonal* or between two or more persons at the workplace; and



Figure 5: The two halves of soft human skills

Intra-personal skills

Intra-personal skills enable you to manage some of your affairs as a loner, without the involvement of others. With this sub-set of skills, you may be able to perform some of your individual responsibilities with no connection with others. Acts like thinking, brooding, meditating, introspecting, visualizing, admiring, hating, expression of concern, private life planning, and the like, are intra-personal. Some of these are relevant even at workplace.

Inter-personal skills

This is one half of the soft human skills or emotional intelligence that is used at workplace, the other half being intra-personal skills.

The two have their distinct functions, but intrapersonal skills precede and can influence the other half. *Inter-personal skills* are the workplace skills that guide you in your inter-actions with other people at all levels in matters concerning your job. This inter-action should make it possible for you to establish and maintain the following which are important impellers of good performance:



OUR HERITAGE

ISSN: 0474-903- Vol-67, Special Issue-9

“GRCF Dubai International Conference On Sustainability And Innovation In Higher Education, Engineering Technology, Science, Management And Humanities” Organised by

Global Research Conference Forum, Pune, India

November 23rd and 24th, 2019



- Cordial relations necessary for smooth workflow
- Easy two-way communications
- Negotiations, persuasions and influencing
- Avoiding and resolving conflicts
- Team decision-making, warding off delays and disagreements.

Communication skills

Communication skills comprise your talents and expertise to speak, write or otherwise convey your instructions, advices, reports, feedforwards and feedbacks upwards, downwards and laterally. Here come also the interactions and communications with customers, consultants, suppliers, contractors and service providers. These are partly knowledge-based and partly value-based. Communication skills and language ability go together.

Good communication skills are necessary to deliver good performance. To be good at it you must do the following.

- Learn them and practice the rules and formats of communication.
- Be good at oral, written, and digital communications.
- Never be careless or casual in communications. Ensure quality.
- Do not immediately despatch the letters and reports written while in anger. Relook at them the next morning.
- Learn the language with grammar and composition.
- Learn the mechanics of writing with the help of a ‘style’ manual or handbook of writing, like the *MLA Handbook* or *Chicago handbook*.
- Make reading one of the daily activities.
- Practice writing by simply copying and throwing away well-written published work. In that context, never be under the impression that everything you find in print is correct. Only highly reputed newspapers and publishing companies employ competent editors to edit and publish materials without mistakes.
- Learn to speak extempore or even with prepared notes. Persons who get up and speak or ask good questions only come to the limelight.

Leadership Skills

Leadership skills are the managerial skills necessary and used for leading others in their performance in an area under your control. At line manager level and above, there are very few activities that one can accomplish without the assistance and involvement of peers and subordinates. Particularly at the middle management level, performance success depends largely on team performance. There, you, as the team leader, have to possess and practice the appropriate skills to guide the people, support the people, and lead them towards the achievement of your team goal. Your leadership skills should be able to elicit their willful full contribution.

A shortlist of leadership skills is given below.

Key leadership skills

- Your ability to build a team and carry it forward with continuous strengthening of its effectiveness.
- Your ability to communicate to your peers and subordinates the vision and aims of your organization, your team’s share in the pursuit for realizing that vision and achieving that aim.



OUR HERITAGE

ISSN: 0474-903- Vol-67, Special Issue-9

“GRCF Dubai International Conference On Sustainability And Innovation In Higher Education, Engineering Technology, Science, Management And Humanities” Organised by

Global Research Conference Forum, Pune, India

November 23rd and 24th, 2019



- Passion for your organization's performance success and proving your role in it.
- Your ability to make team decisions with everybody's consent so that all will work together for successful implementation of the decisions.
- Your positive character writ large in your conduct which your team members will wish to emulate, and give you respect.
- Your ability to make the team members trust in you in matters of care for them and share in the gains, without taking all credits for yourself.

Top Management Skills

Top Management skills are the ability that leads you to managerial effectiveness in making the right decisions and leading a team of people and controlling other diverse resources towards achieving the goals of your organization, be it a state, an enterprise or an entity of public use. In the context of performance, rather than the sole bookish knowledge of management principles, we are particularly concerned with the art of getting things done in a wide range of related and dove-tailed functions usually comprising market study, products planning, engineering design and product design, procurement, supply chain, production and quality control, financial control, marketing and customer development, resources management, accounting and taxation, general administration, and so on. These functions cut across all levels of the management hierarchy, with a structured level-based division of functional responsibilities.

Top managerial skills can be broadly divided among three interrelated and complementary, interchangeably used, sets of skills, as depicted by Figure 6.

You may find many authors dealing with job skill (or technical skills) also under this caption. We have chosen to deal with it separately. There is however no hard and fast rule against this choice.

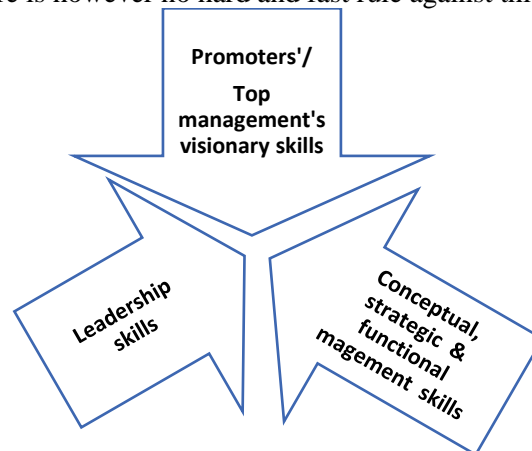


Figure 6: The interrelated parts of promoters' & top management's skills

Visionary skills

Visionary skills, also known as Promoters' / Top management's skills are the ability to perceive the future society's need for your organization, so that it shall have a meaningful survival successfully meeting one or more needs of the society in which it operates. The society will shun every establishment that serves no purpose in the relevant time.

Conceptual, strategic and functional management skills

These skills give you the capability to manage and control your organization as a whole with all its aims, strategies and the necessary functions and resources. For the sake of easy understanding of the concept, here is a diagram in Figure 7. Main functions and the functional skills requirement of conceptual management are shown in it. In a multi-level management structure, the levels of skills requirement and priority will change in level with the tier of the hierarchy, as appearing in Figure 4. The top management is expected to, and normally shall, possess and use the highest level of conceptual, strategic and functional management skills of utmost perfection. However, all levels of managers are concerned with the conceptual skills inasmuch as, every one's performance has some element of conceptual and functional skills, with their measure and maturity varying with the individual's level in the hierarchy. Every officeholder must be aware of the impact of his performance success or failure on the overall success or failure of the whole organization's total performance. Thus, the skills expected of you are level-related and growing upwards as you rise in the managerial cadre.



Figure 7: Conceptual, strategic and functional skill sets of management

Managerial Skill 1: Planning

Planning in business organization is the activity of setting a goal for your organization or targets for its departments and charting the course of actions to actualize the same.

Planning process: Planning process is diagrammatically outlined in Figure 8.

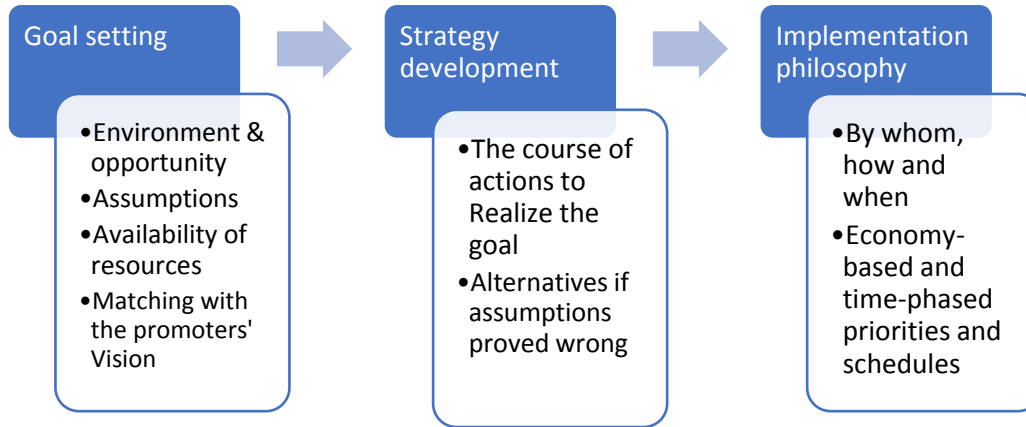


Figure 8: Management planning process

Multiple level planning: Depending on the size and hierarchy of the organization, it is often necessary to do planning in a level-based manner, allocating structured responsibilities to different groups and individuals. Usually, an organization makes a three-level planning, as depicted in Figure 9.

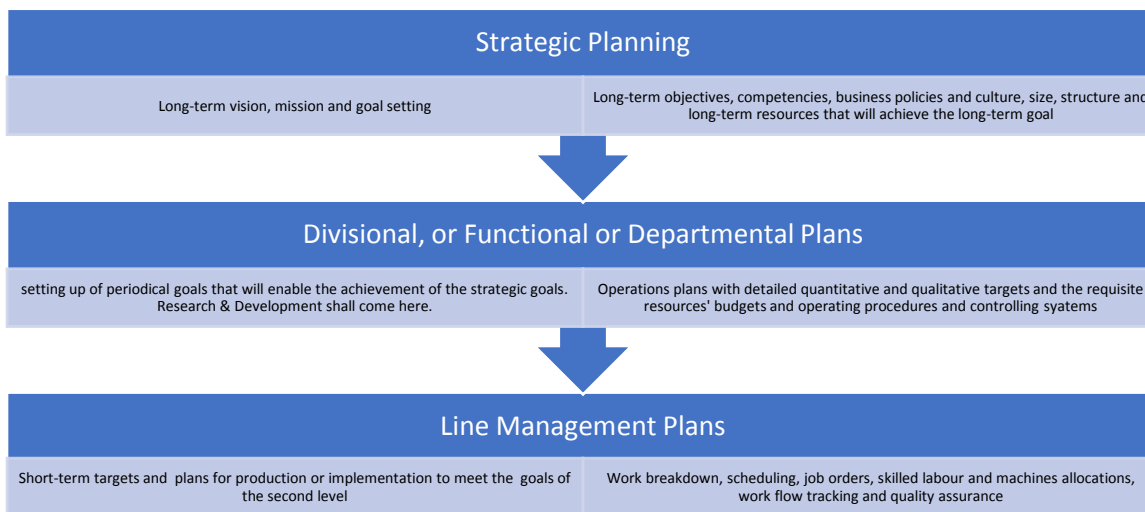


Figure 9: A three-level planning model

Strategic Management Planning (SMP): SMP comprises the promoters' or top management's long-term vision-based plan for the development, growth and success of your organization in the prevailing and foreseeable future local and global environment, fulfilling its mission and doing good to all the stakeholders concerned. Organization's vision, mission, goals and operating philosophy and corporate values or culture are decided at this level. Standard Operating Procedures as well as Code of Best



OUR HERITAGE

ISSN: 0474-903- Vol-67, Special Issue-9

“GRCF Dubai International Conference On Sustainability And Innovation In Higher Education, Engineering Technology, Science, Management And Humanities” Organised by

Global Research Conference Forum, Pune, India

November 23rd and 24th, 2019



Practices are usually made and approved at this level. Long-term funding, capital purchases, product development, market share and installed-capacity determination, and top-level manning are functions of this level. It may cover also programs for continuous strengthening of core competencies in the industry or trade or service that the organization is engaged in. Program for reputation building, major social contributions and environmental protection are usually handled at this level.

Middle Management Plans (MMPs): MMPs are the divisional or departmental plans that shall enable the achievement of the SMP.

The second level plans are mostly function-based. They may comprise design and engineering, creation of production facilities, funding, procurement, resources planning and controlling, production, cost control, customer development, marketing and sales, accounting and taxation, services, and so on. All these shall sub-serve the first level strategic plan. Research and Development shall also come under this.

Line Management Plans (LMPs): LMPs or operations plans are prescribed time-phased short-term plans primarily concerned with production of goods and/or generation of services to fulfill the obligations arising from MMPs.

LMPs make detailed quantitative and qualitative targets and the requisite resources' budgets and operating methods and control systems. LMPs' routine functions consists of studying products design and drawings as well as product specifications, production technique; work breakdown, scheduling, job orders, raw materials and consumables selection and collection, planning and allocation of tools and skilled technicians, including instructions for rotation among assembly lines or work stations to avoid idling, production and work flow tracking, quality assurance, wastage control and scrap recovery, delivery of finished goods, and accounting for inputs and outputs. There may be more activities that are specific to particular organisations.

Managerial Skill 2: Organizing

Organizing is the activity of dividing the total tasks needed for achievement of the organizational goal into manageable packages or functions or parts, defining them and allotting them to different teams and individuals placed in hierarchical and functional framework, and providing them with the necessary authority, resources and operating instructions.

Resources mobilization and allocation will come under this.

Managerial Skill 3: Manning

Manning is the function of estimating the number of men of different skill sets or other qualifications and experience required for doing the jobs to achieve the goal, recruiting, training and placing them, and continually evaluating their performance. This function involves also compliance with statutory and regulatory matters concerned with employment, evaluating the performance of individuals and teams, guiding them and taking care of them in all the related human aspects.

In most well managed organizations, the officeholders who exhibit excellent overall performance skills be put on a fast-track of succession plan and raised quickly to top positions where they will enrich the organization.

Managerial Skill 4: Funding



OUR HERITAGE

ISSN: 0474-903- Vol-67, Special Issue-9

“GRCF Dubai International Conference On Sustainability And Innovation In Higher Education, Engineering Technology, Science, Management And Humanities” Organised by

Global Research Conference Forum, Pune, India

November 23rd and 24th, 2019



Funding is a vital aspect of management. You who are members of the top and middle management teams must take care of this with timely application of the necessary skill and expertise. There should be adequate long-term fund for all assets purchases and short-term funds for current operations' working capital. Sources and flow of these must be ensured so that at no point in time would your performance comes to a standstill. At the same time, unwanted excess funding and over-investment will lead to loss by way of reduced return on investment, opportunity cost and interest on excess fund brought in. Excess funding will also retard the speed of invoicing and collection.

Managerial Skill 5: Directing

Directing consists of operating procedures, internal standards, code of practices, standing orders, instructions and guidelines on internal administration, and the built-in supervising machinery, all aimed at easy achievement of the goal

Managerial Skill 6: Coordinating

Coordination is the function of unification and channelizing of all the related activities towards achievement of the goal. Upward, downward, and lateral communications, interdepartmental and all company conferences and liaison, aimed at removal of obstacles and dovetailing of different teams' activities to derive the synergy is an important function of coordination.

Managerial Skill 7: Reporting

Reporting covers the compilation and presentation to the appropriate levels of management the information needed for decision making. Typically, this function will cover the operations of various units, divisions, departments, branches, and functional groups. The information shall comprise comparison of performance with reference to targets and budgets, variances that affect the key areas of the organisation including capacity utilisation, production facilities' working condition, maintenance due and carried out, quantities of products or services turned out, labour productivity, sales, sale returns, customer development, revenue earned and collected, bills receivable outstanding, profit earned, raw materials stock position, shortages as well as non-moving of stock, threats and problems if any being faced or in the offing internally or externally and the actions planned to forestall or deal with them. The items to be covered in management reports and the reporting frequency shall depend on the type and nuances of the organisation reported on. It is usual to make structured reports for the use of management at different levels.

If you imbibe and assiduously practice these skills, you will succeed in managing your enterprise very well.

No part of this article should be copied or reproduced without the authors' written permission.