

OpenED course

Module 5 P1: Introduction to the contemporary enterprise & managerial functions.

Activity 2: Managerial functions

Titsa Kioussi

Case Study 1: Indifference

The management of an organization could be failure attributed to insufficient effort occurring of:

The plan which is the road map for what work is going to be done, or

The recourses which allocated by the management in order to implement the plan, or

The results which occurred after the completion of this plan.

Management isn't just getting from point A to point B. It is getting there by choosing the best possible path, by using the best resources the correct time. The human resource is one of these. An efficient management must be able:

- a) to *organize* the personnel in that way that the targets will be reachable,
- b) to *lead* the personnel.

From the above is clear that the human recourses, is one of the key factors for goals achievement. So, the targets must be clear to the personnel in order to be able to try for it. Additionally, it looks that the plan isn't clear to all the recourses, in order to become more efficient. An effective management should be able to support employees' efforts in order for them (employees) to become fully productive members of the company.

It is mentioned that the time of the visit was at the peak of the production time. So, if I was at the factory's manager place, after the visit of the factory owner, I would call the specific machines' operator at my office individually mentioning him and making clear to him that I respect the fact that he needed a coffe break, but the machine is not possible to be out of operation during the peak of production. I would make him clear his responsibilities, but without trying to stress him.



Case Study 2: A gap hard to fill



The actions and the steps that Iro (the personnel manager) has to follow for the recruitment of a new Sales Manager are the following:

||➡ To perform an accurate job analysis. Actually she must take the job description of the previous sales manager. The executed tasks by him have to be reviewed or updated based on the current targets. Of course, the final job analysis has to be approved by the line manager (in our case by the General Manager).

||➡ To prepare a list with:

- a) the required qualifications for the position of Sales Manager (background, skills, knowledge, experience),
- b) the nature of the position (Department, to whom will be reported, who will manage),
- c) the summary of the positions' tasks,
- d) the contents of the position (duties and responsibilities),
- e) the span of control,
- f) the working conditions (e.g. travelling, extra packages, private insurance, etc).

||➡ To prepare an announcement for this position and to publish it (at newspapers, Internet, professional publications, job centers). The same time she could proceed proactively with a recruit research, initially creating a list with candidates (probably including some managers from competitors) and then by contacting them.

||➡ To collect all the CVs of the candidates.

||➡ To evaluate the CVs and to organize interview meetings (preselection). This is a very important step. The interviews will discover the candidate who meets the requirements and fits best the corporate culture.

||➡ To select the final candidate, of course after the approval and the acceptance of the General Manager.

