

The Prime-Requisite Roles Of Managers In Modern Organizations

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Abstract

The Organizations are in the search of intellectual business ambassadors for different departments to promote the status of the organization through their strategic inquisitiveness to compete with the competitors and fascinate customers towards the products and services they offer. The traditional definition of management as an ability to get work done through other people seems to be a different than something based on today's technological miracles. In today's age, the concept of management as an ability to equip with machines that has flexibility of faster adoption and innovations of best fit nature for the KINGS (Customers) is much demanded. Such demand side concept has pressurized managers to formulate effective strategies for the development of modern corporations. This paper develops two basic models for manager's guidelines. The first model refers to micro level managerial capability while the last one covers all areas of all managers to cope up with today's threats specially marketing, management and IT in particular. This paper further explores the responsibilities and roles of modern managers specially Marketing Managers, HR Managers, IT Managers and Finance Managers. The paper also focuses on the comparative analysis of four managers with reference to modern organizational perspectives.

Moreover, this paper comprises on five major sections: First part is about the Introduction and general discussion on Management. Second is about the managerial roles and modern concepts of responsibilities, Third is regarding the development of modern models to provide the main concept of the research paper, Fourth is about the major drivers which managers need to be cautious in driving the companies to the right direction, Fifth part focuses on the research methodology, recommendations, conclusion and some relevant references & bibliography.

Key words: Management, Managerial roles and Modern Organizations

Introduction

Today millions of people around the world hold managerial positions. Some philosophers argue that management exists when some one pursues another, some believes that it is an ability to get work done through other peoples while others think that it is a distinct process, a set of ongoing and coordinated activities that managers engage in as they pursue the organizational goals and managers are those who actively participate and strive to promote the status of that organization and themselves. Managing workforce effectively is one of the prime tasks of today's HR managers and this is considered as one of the backbone of any organization. The human element has always been in an utmost importance. The traditional theory of firms postulates that only those firms which maximize corporate performance will survive and those that do not will be eliminated (Alchian A., 1950). Moreover, modern management augments our vision which is defined as the process of achieving organizational goals through management functions in much effective manner than competitors.

More over, today's managers of various organizations are some time very much befuddled due to the great challenges of different resources such as raw material, people, information, fast changing technology and money which are needed for all organizations to produce goods or services. The utmost goal of any organization is to prosper and earn enough money by applying better business models to attract customers and recognized motivational theories to lead employees to put their efforts for the ultimate objectives of the company. Money is one of the important factors for organizational value; it gives room to fulfill some other sub-values. While making strategies for moving companies to right direction is based on three useful sub goals, create customer value, differentiate our offering from those of competitors and extract some of the value created for shareholders (Benson, Shapiro, 1997). Today's managers are confronted with many problems and are busy in creation, imagination and development of thoughts to find methods to face all contemporary challenges specially, productivity, quality and globalization.

There is a great need to promote the status of the company which has become possible by proper management and high professionalism. Ipso facto, management is profession in the sense that management is a process by which one person convinces an other and profession is an activity by which one person convinces many people and defend his work, but the nature of both the managers and professionals are one way or other same. Whether the goal is to make money, to save time, or to serve citizen, a proper management, best art and high professionalism is prime requisite to achieve any organizational success. The role of managers is to focus on such factors to make their companies competitive in the competitive world. The role of HR managers is to identify talented workforce, the role of IT managers is to identify best technological systems, the

role of Finance managers is to find most profitable project and the role of marketing manager is to identify very effective marketing strategies to entice all to them. Company's success is based on the best HR, marketing, finance and IT strategies. Marketing strategists and Industrial organization economists emphasize that creation of superior customers value is a key element for the success of the companies (Milgrom and Roberts, 1995).

Manager is what he manages and what he manages is known as a Management. The common understanding of manager's definition is to look for better strategies to bring innovation and growth to the organization, maintaining the rapport with current employees and getting significant capacity in the eyes of the boss. Such understanding and concept got different shapes over the years. This study will focus on such issues, opportunities and concepts with specific focus and reference to the advancement of computer and IT age which brought various different management patterns by changing and innovating the role of the managers time to time.

The organizational process reengineering started from 1960 when the concepts of Material Resource Planning were in existence. Such concept was the coordination at simple level regarding engineering, HRM and inventory. Organizations seemed to be happy for the faster accounting methods and other finance related calculations after the introduction of microprocessor chip in 1970s. Such introduction and good capacity of data advancement had converted manual information systems to computer based information systems in 1980s. The year 1990s got miraculous advent of internet which brought excellent coordination and communication methods which flourished the world of business and electronic business to deal and do business by mobile means as everyone was exposed to such facility. As we know that manager's role is to work and promote activities favorable to the organization with in the given and defined domain.

Such roles can lead managers to take very effective initiative to understand the current and futuristic focus of business activities to reach utmost customer satisfaction. This campaign is the plan to keep managers updated with changing customer preferences and changing organizational trends all over the world specially followed by the faster moving information superhighway.

Manager's Roles in General

1. Active

He is active in formulating some good strategies to have a product differentiation and enhancing a competitor's edge for the purpose of taking organizations to the climax.

2. Communicator

He communicates to employees and boss about the progress of the company.

3. Coordinator

He coordinates for different strategies with boss and other employees.

4. Encourager

He encourages the employees on work and other efforts being utilized for the company

5. Leader

He influences the employees by his character, charismatic behavior and assigns them a task in a very effective manner.

6. Educator

He educates the employees for the futuristic ups and downs of the company's position

7. Researcher

He is researching some solution to the problems and identifying some good things for the betterment of company.

8. Administrator

He administers the current situation and administers the other processes of the organization in a very effective manner.

9. Trainer

He is trainer and trains employees on current work scenario to speed up the process.

10. Effective presenter

He has efficiency to present things properly in a very understanding way.

11. Decision-maker

He always needs to be good decision maker in order to timely advancement and success in various organizational aspects.

12. Conflict handler

He handles the conflicts very effectively and prognosticate on any certain and uncertain situations in the organizations

13. Arbitrator

He settles the disputes, if some time it occurs in the organization.

14. Mentor

He is mentoring all young and new employees in company and facilitates them with the required exposure of good work in the organization.

15. Participative

He participates in every forum which can lead organization to the required development.

16. Adjudicator

He can judge a competition for the betterment of the organization.

17. Investor

He sincerely invests company's money in the most profitable project

18. Genius

He needs to be genius in designing strategies.

19. Negotiator

He negotiates and deals with employees, customers and suppliers very positively

On the basis of the above vital managerial roles, we can move any organization towards the right direction. The problem with today's manager could be the strategic analysis of competition and for that managers assume above roles to carefully follow and apply in all situations. Manager is a source to make organizations very competitive by applying intelligent exposure especially with reference to globalization, society & ethics and technology. Following acronym of M.A.N.A.G.E.R is the analysis of responsibilities of a manager which he performs in different organizational domains.

Moderator

In this capacity, the manager must guide with moderated methods to proper workflow and help employees in achieving organizational goals. He apprises other employees with success and failure stories of the company's activities which give them a chance to participate, empower them and convince them to move on the right direction.

Active.

He must be active in designing strategies and have enough exposure to study competitor's strategies and adopt modern changes as needed. His active behavior leaves a salutary effect on other employees to work more. He shows his active behavior in coordination and enhances leadership skills to motivate other employees to work.

Neutral.

He maintains trust in employees and adopts laissez faire patterns to them. He has neutral vision in adjudicating employees performance and reward them accordingly. His neutral style promotes paternalistic behavior and motivates employees to work more.

Agile.

He is quick witted in understanding the changing patterns and smart initiator in innovation. His intelligentsia in developing strategies motivates other employees to work with full sincerity.

Genius.

He is genius in bringing accuracy in organizational methods. His positive behavior to employees can spawn geniuses in them. His geniuses benefits employees to learn desired strategies to promote the status of the organization.

Eager.

He must be eager in beating the competition. He is always hard working in taking company to climax. His eagerness sets faster plans to get success.

Responsible.

His responsibility includes compatible reward systems to employees, equal capacity behavior, motivating them for organizational commitment and care for organizational assets.

He moderates all activities to flourish the organization in different activities and also provide the solution to the organization by having proper and intelligent hiring and equipping organization with talented manpower. He knows how to set organizational structure by providing the promotion to the deserving people and convince them to put more efforts to achieve

organizational goals. Such thing will bring all the employees to one platform and educate them with the organizational plans to develop much trust. Such thing will also help in developing intellectual capital

Modern Managers should maintain the sanctity of the organization coordination and increases the chances of organizational loyalty to the larger scale. He must be very careful in allocating the work and reward systems in particular which are compatible with the organizational setups. An other great concern of managers should be their agility in promoting the cooperation among employees and bringing them on one platform to communicate and exchange ideas for company's promotion. He visits all employees and evaluate the progress of the work through designing strategies regarding career development plans after every moment to reach at the desired goals. He also innovates company's plans, promotion, program regarding the organizational goals, brings the solution and cooperation for the employees and the organization.

His untiring efforts should set an example of his loyalty to the organization which will have a salutary effect on other employees to put more efforts for the organization. His eagerness puts his organization into the world's successful position framework and design strategies which will bring better results. He shows utmost responsibility to maintain coordination among employees, facilitate employees with modern working methods and promote the activities of developing organizational goals. He should bring innovations to the organization by identifying some technological advancement and solves company's communication and sharing of data problems. He moderates the organizational current set up with the new and required one which promotes the organization communication, coordination and understands current business methods. He plays the role of moderator in updating technology which may serve the purpose of having world's connectivity. All the companies at all times look for three things; profitability, survival and expansion. In such perspective, companies invest in different departments as promotional activity, hire good people and heavy investment in technological value chains. Above all, the most important thing is only to satisfy a customer which is guarantee of achieving profitability and survival. The expansion comes underway when having lots of profits.

Following are the three things which are of prime requisite for organizations. The factors are explicating the importance of managerial responsibilities and careful steps to understand market, globalization, competition and development of strategies. This thing will innovate ways to move the corporations to the right track of progress.

The customer satisfaction is not an easy task as it is already pulled by other competitors. To achieve your share of such success, you need to focus on the main factors which are market analysis, competition and strategy. Through market analysis, you can come up with research and information collection, In competition; you need to identify your competitors and then operates as according to the constraints in control while strategy is something which you design to beat the competition.

Market Analysis	Competition	Strategy
Market potentiality	Competitive edge	Focus Future objectives
Economic position	Competitive edge (future)	Evaluating sources
Company's culture	Competitor's budget	Implementing strategies
Literacy level	Competitor's strategies.	Feedback

Above are the interesting areas of modern managers. Focusing on market analysis will result in understanding the potentiality of market existence, knowing some of the financial constraints, checking corporate culture and improving it by adopting modern trends will help to pace up with faster business environment. Market analysis also updates about the positive and negative situations. Evaluating literacy rate of the customers will also provide confidence to managers for designing some promotional strategies. In the competition phase, managers show their prime responsibility to bring organization to an international arena. The competition brings opportunity some time to you because it drives managers to improve lots of things. Focusing on the product differentiation can make you to formulate very effective strategies to prosper organization. On the basis of all above roles, the effective strategies can be developed. Focusing on competitive strategies, managers can develop their own strategic environment in better way. Such things are developed with the help of some available business models.

An other is HRMFIT manager's model in this research. HRMFIT stands for HR (Human Resources), M (Marketing), F (Finance) and IT (Information Technology). In every organization these few factors are always playing pivotal role in moving companies towards your desired goals. The four pillars of HRMFIT model are based on the strong foundation of Management for its updates, innovations in prevailing trends especially in HR, Marketing, Finance and IT domains. Following framework is an effort to identify some required features to understand competitive edge. The HRMFIT factors with reference to current situation should be important study for today's talented managers. Such framework analyses current situation to overcome some possible obstacles and complications to get across with some future focus factors. Modern managers can utilize the model for the strategic foundations.

HRMFIT (HR, Marketing, Finance and IT)			
HR	Marketing	Finance	IT
<u>Analyze current situation</u> 1. Intellectual Capital 2. Employees' efforts 3. Motivational level 4. Meeting objectives, Marketing Plans and Product focus		<u>Analyze current situation</u> 1. Projected revenues by months/years 2. Projected expenses by months/years 3. Projected cash flows by months 4. IT inspection, Coordination and Communication	
<u>Complications</u> Competition, Heavy budgets and Motivational level			
<u>Futuristic Focus</u> 1. HR-Training for managers including change management 2. Marketing-Competitive Strategies 3. Finance-Generating Funds and invest in profitable project. 4. IT-Removing obsolete Technologies and bring Frequent updates.			
SUCCESS			

The model focuses on the importance of analyzing current situations in HRMFIT activities. Many philosophers emphasized to understand companies' current situations and complications to be successful and also develop futuristic strategies. This model can help today's managers in focusing on the factors mentioned in analyzing situations, understanding complications and focusing on futuristic activities in particular. If any manager can adopt such things, then progress is always waiting for them.

HRMFIT model can be very effective guidelines for the modern managers in designing strategies, futuristic focus, competitive edge, management and marketing plans, increasing financial strengths & overcoming the constraints. The model is designed with the concept of modern managerial roles. The model is strategically divided into two segments. The first segment is the combination of HR & Marketing and the other one is the combination of Finance and IT. First segment is the opportunity to evaluate the current situation and also evaluating the company's status in the competitors' pool. Through managerial roles, company identifies the importance of intellectual capital. The HR people help in identifying the best manpower and rejuvenate employees' efforts to win the game of competition. The other roles of marketing managers are to develop marketing plans to check what company can achieve with input to get maximum output. Marketing plans towards product launch or re-modification is the simple strategy to penetrate into the market.

The second segment based on the Finance and IT are the real sources of organization positions. Generating funds, evaluating financial positions are based on the effective managerial roles of finance managers when they identify most profitable projects. On the other hand, IT managers' crucial roles are to maintain the communication flow, workflow and work processes with the faster activities. This leads companies to entice customers with the flexible IT systems. This also coordinates with other competitors, suppliers and customers in particular.

The HRMFIT factors are the crucial icons to evaluate organizations to avoid any uncertain situations. Managerial roles are the pivotal steps to make organization most profitable. After the analysis of current situation, there come some complications which need to be effectively read, watch and overcome with managerial roles mentioned in this paper. The managerial roles help to identify the competition in the market. The competition is much focused on Marketing and IT activities and heavy budgets will be tackled by Finance managers while motivational level is the task of HR managers.

All managers play a crucial role in understanding competition by focusing on competitive strategies in order to develop much better plans to beat the competition. HR people should take advantage of reward system and recognition tools to handle situation and motivate employees to put their efforts to achieve organizational goals. The finance managers play a role of evaluating finances and effectively allocate budgets to the demand of current situations and save money for future prospects. The other factor is the futuristic focus which is mentioned just to guide new managers to take advantage of the managerial roles, guidance and some important steps to take the companies to the pinnacle of the progress. If above model is followed in an effective manner, then, there is no doubt that success will build everlasting love affair with any organization.

Research methodology

The research described in this paper has several objectives: First, the research is designed to understand and explicate the concept of managerial roles in modern organizations. In order to obtain broad view of the topic, an exploratory study was

conducted which was based on the literature survey and some structured and unstructured interviews. Second, the research highlights the areas of local and international companies with special reference to developing countries.

Third part focuses on constructive interaction to develop an increasingly sophisticated understanding of the factors, which positively bring better effect on the company's success. Few limitations came across from the response of the business and IT companies in Pakistan but after repetitive visits to authorities and review of literature survey and exploration, made it possible to collect enough information to meet the objectives. The response from the top notch managers of national and multinational organizations was satisfactory and helped in the collection of relevant data

Conclusion

The research paper concludes that the four managers mentioned above are the most important and need to be focused on the activities as to gain product differentiation in their company's product and services. Companies are in great need to explore and innovate training methods for their managers to enhance commitment and increase competitive edge through their intelligentsia. The organization can be successful when they have proper and right managers to move the organization to the right track of profitability and survival. The HRMFIT model with reference to acronym activities is the real vision and a very positive clue towards success.

The paper also justifies that any organization following all above roles and strategic look on the HRMFIT model will bring better position than the competitors, they can learn good marketing strategies, smarter technological orientation towards marketing, knowing what your competitors are offering, and you offer more than them. The organizations can be better when better equipped with the roles identified in this paper. When the company focuses on competitors, then they can build up strategies which can prevent their competitors from being the market leader. Such focus will give you an edge and help you to take perpetual lead in serving the needs of the customers exclusively, and that is very much possible with the guidelines of the managerial roles of this paper.

Recommendations

- Modern managers suppose to have utmost inquisitiveness to cope up with the modern management, change management and technological trends. They must be fluent with the flexible and worth adopting emerging marketing patterns in order to achieve an edge in various areas.
- Managers must understand the changing preferences of the customers and also adopt the changing patterns of emerging technologies.
- Modern managers need to know how to cope up with the Marketing, Management, HR and IT strategies based on the most updated information layered processes.

References

Following are some of the references which have been helpful for relating the literature survey. Because of the limitations of the page spaces, many references are not mentioned. The paper is mainly based on the original and primary effort to identify factors relating to the topic.

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