



VIRTUAL & AUGMENTED REALITY TOOLKIT TO ENGAGE ELDERLY BRAIN
WITH

INTER-GENERATIONAL UNDERSTANDING

ERASMUS+ PROJECT

Intellectual Output 3

An Empowering Guide to Exploiting AR/VR with Seniors

Chapter 2

Managerial Skills: Management Planning, Organizing, Supervising, Directing, Networking

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CHAPTER 2 – MANAGERIAL SKILLS: MANAGEMENT PLANNING, ORGANIZING, SUPERVISING, DIRECTING, NETWORKING

2.1. The Manager and Management (Process/Functions)

Definition:

A manager is an individual that supervises both activities and people within a given organization. In other terms, it is the person in charge of overseeing things that to get done.

The concept or figure of a manager is mostly related to business environments. Nonetheless, the managing function can be extended to different spheres by applying the underlying concept. A manager is someone that has the responsibility of getting things done. He normally manages both people and resources (physical resources or economic resources, among others). He has to plan, organize, execute and control all the activities he has been delegated with by using all available resources to do it effectively. Managers normally have enough authority to require and dispose resources as needed. (<https://www.myaccountingcourse.com/accounting-dictionary/manager>)

Managerial Functions:

A manager has to perform functions like planning, organizing, staffing, directing and controlling. All these functions are essential for running an organization smoothly and achieving enterprise objectives. Planning is required for setting goals and establishing strategies for coordinating activities. Organization helps in determining what tasks are to be done, how to do them, how to group the tasks and where decisions are to be made. Staffing function is essential for employing various types of persons and performing various activities like training, development, appraisal, compensation, welfare etc.

The directing function requires giving instructions and motivating sub-ordinates to accomplish their goals. A manager has to perform the controlling function for monitoring activities to ensure that they are being accomplished as planned and correcting any significant deviations. (<https://www.yourarticlelibrary.com/management/manager/role-of-manager-in-an-organization/53144>)

We consider that the manager (Zorlențan, T., Burduș, E., Căprărescu, G., 1998) is represented by the person who exercises the management functions by the virtue of the objectives, tasks, competences and responsibilities specific to the position he occupies.

The manager performs certain functions specific to management as a process, and as a result, he leads people, has subordinates and makes decisions which, applied, also influence the activity of other people, and his own activity. In order to carry out such work processes, managers must be prepared for this purpose.

<https://administrare.info/management/11738-definirea-%C5%9Fi-rolurile-managerilor-aptitudinile-abilita%C5%A3ile-manageriale>

2.2. Managerial skills and roles

To be successful, managers must have certain skills (Țuțurea, M., 1999).

Professional skills (specialized knowledge)

Managers must have the necessary knowledge in their professions (engineers, physicists, accountants). They acquire this knowledge through formal means. This knowledge is especially necessary for managers at the lower management level.

Interpersonal skills

This involves that the manager has the ability to communicate and get along with groups or individuals. Pleasant managers are more successful than those with poor interpersonal skills. Those who humiliate their subordinates are less successful.

Conceptual skills

They depend on the abstraction capacity of managers. They must understand the cause-effect relationships in the organization and think strategically.

Skills for analysis and diagnosis

It represents the manager's ability to identify the closest response to a situation. He must define the problem, discover the possible causes and solve it.

For top managers, specialized knowledge is less important, because they spend little time in this sense, they focus on major problems with a broad perspective of the organization, therefore, it is required that they have conceptual skills and special analysis and diagnosis skills.



Managerial skills are acquired through formal education and experience. (<https://administrare.info/management/11738-definirea-%C5%9Fi-rolurile-managerilor-aptitudinile-abilita%C5%A3ile-manageriale>)

Managers require skills and they are involved in different roles (regardless of their specialization or hierarchy level). Henry Mintzberg (1973) defines the operating effort of managers in each role. The behaviours of those managers are crucial components for their success. The ten roles of a manager are inspired by personal and situational considerations:

A. Interpersonal roles:

- *figurehead* (representing his organization in social activities and events);
- *leader* (related to people's motivation and inspiration). As a leader, a manager must coach, support, and guide his/her subordinates;
- *liaison* (to build contacts with all stakeholders).

B. Informational roles:

- *monitor*: managers should ask for information inside and outside the workplace;
- *disseminator*: managers must convey important information especially to their employees;
- *spokesperson*: (to transmit information outside the workplace).

C. Decision-making roles:

- *entrepreneur*: managers should encourage change and creativity by leading the implementation of new ideas;
- *disturbance-handler*: managers are responsible for avoiding any disruptions that can prevent achieving the needed outcomes;
- *resource-allocator*: managers need to assign and administer a variety of financial, technological, and human resources activities;
- *negotiator*: a manager is responsible to carry out important negotiations within his department and organization.

Managers who do not know how to play these roles, who do not display behaviors appropriate to their roles, have difficulties in their work. For example, a leader who does



not know how to guide his colleagues, who does not know how to transmit information, who is not an initiator of group actions, who does not know how to resolve conflicts will have insurmountable barriers in his activity, and the leadership will be ineffective (<https://www.meirc.com/articles/the-managers-roles-as-defined-by-henry-mintzberg>).

2.3. Management in VAR Projects

Operational managers are in charge of day-to-day activities such as a production-line supervisor; on the other hand, tactical managers deal with whole departments such as a marketing manager or a plant manager; and finally, strategic managers are those with the responsibility of guiding the organization to achieve expected results, for example a Chief Executive Officer.

Example

Big Watches Co. is a company that sells and repairs used or old watches. The company was founded by Mr. Howard, and his son Edward handles the day-to-day operations while Mr. Howard repairs the watches that arrive to the store. The company also has 4 employees supervised by Edward and it has a \$20,000 a month expense budget. Who would be the manager in this case?

We previously defined a manager as someone that supervises both activities and people within a given organization. In this case, Edward will be the one who fits this concept since he handles day-to-day operations, deals with staff and also, administers the store's budget. (<https://www.myaccountingcourse.com/accounting-dictionary/manager>)

2.4. Conclusions

A successful manager knows when to play every role separately or a combination of roles to achieve success. The manager's profession can be defined as playing several roles or planned sets of actions linked to his position. However, with time, a manager's role evolved, and it needs a new set of skills to empower employees to achieve their goals as well as the organizational goals. Managers need to focus on goals, relations, and participation. To do so, a manager needs to play more the leadership role to inspire people and share with them the necessary information to work together as a team, cooperate, and learn from each other.

Managers are always comfortable in their organizational setting. However, they can always benefit themselves as well as their employees from adopting positive change, training, and development. The roles of managers as defined by Mintzberg are considered essential guidelines for good managers, though, adding new skills and competencies can always uplift a manager to a higher level of exploration and people understanding that helps in improving the overall performance of the organization.

2.5. References

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