

# Crucial importance of holding an MBA, a pre-requisite for the position of Manager within a School Enterprise: An overview of core skills, competencies, key academic qualifications a Manager should possess in modern times for a conducive ,productive work environment,delegation, motivatingstaffs for a positive climate , strategic, Human Resource and Project management : A Case Study around the region of Curepipe and Petite Riviere

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**ABSTRACT:** In modern times , to be able to handle the position of Manager, certain crucial qualifications are required, namely holding a recognized, valid MBA. It is not given to everyone to manage an organisation, a company or a School enterprise. The manager has to have the requisite skills and academic qualifications for this post. Among the challenges of a Manager are namely, ensuring that the working environment is conducive, and productive and motivate the staff to enjoy working at the institution, otherwise the school climate will suffer. Strategic management , human resource management and project management are key attributes any manager should be able to handle within the exercise of his duty. Managing is the ability to influence the group in terms of achieving goals <sup>10</sup>. By definition, it involves followers, and people who tend to pursue those who offer ways to meet their own needs and ideas. There are different approaches and styles to management and specific methods and theories of motivation related to it. The most popular management theories are: the theory of traits, behavioural theories, contingency (contingency models) and the modern theory of traits – charismatic leadership.

**KEYWORDS:** manager, MBA, enterprise, conducive, productive, strategic management, human resource management , project management

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## I. INTRODUCTION

### Who is a manager ?

A manager is someone who coordinates and oversees the work of other people so that organizational goals can be accomplished. The manager leads the organization through his leadership and qualities. Managers may also have additional work duties not related to coordinating the work of others. Managers can be classified by their level in the organization, particularly in traditionally structured organizations—those shaped like a pyramid<sup>1</sup>.

1) First-line managers (often called supervisors) are located on the lowest level of management.

2) Middle managers include all levels of management between the first-line level and the top level of the organization.

3) Top managers include managers at or near the top of the organization who are responsible for making organization-wide decisions and establishing plans and goals that affect the entire organization. The changing nature of organizations and work often requires employees in formerly nonmanagerial jobs to perform managerial activities. Non managerial jobs are those where one works directly on a job and had no one reporting to him. Follet <sup>2</sup> defined management as, “The art of getting things done through people”. Management involves coordinating and overseeing the work activities of others so that their activities are completed efficiently and effectively. 1) Coordinating and overseeing the work of others is what distinguishes a managerial position from a nonmanagerial one. 2) Efficiency is getting the most output from the least amount of inputs in order to minimize resource costs. Efficiency is often referred to as “doing things right”. Effectiveness is completing activities so that organizational goals are attained and is often described as “doing the right things”. No two managers’ jobs are exactly alike. All managers perform certain function, enact certain roles and display a set of skills in their jobs.

## II. LITERATURE REVIEW

### **Delegation in Management**

From a managerial point of view, delegation<sup>3</sup> means sharing projects with your team members by giving them the opportunity to finalize these projects effectively with minimal intervention. It is also one of the best known methods of efficient time management, being also an effective tool for employee motivation and development. Delegation is therefore the process that gives employees at all levels the authority to make decisions as well as the responsibility for the results. The most important aspect of the delegation is that it is an important motivating factor because it is associated with giving confidence from the manager.

**Management Functions:** According to the functions approach managers perform certain activities to efficiently and effectively coordinate the work of others. They can be classified as 1) Planning involves defining goals, establishing strategies for achieving those goals, and developing plans to integrate and coordinate activities. 2) Organizing involves arranging and structuring work to accomplish the organization's goals. 3) Leading involves working with and through people to accomplish organizational goals. 4) Controlling involves monitoring, comparing, and correcting work performance. Since these four management functions are integrated into the activities of managers throughout the workday, they should be viewed as an ongoing process and they need not be done in the above sequence.

**Management Roles<sup>1</sup>:** In the late 1960s, Henry Mintzberg conducted a precise study of managers at work. He concluded that managers perform 10 different roles, which are highly interrelated. Management roles refer to specific categories of managerial behavior. Overall there are ten specific roles performed by managers which are included in the following three categories.

- 1) Interpersonal roles include figurehead, leadership, and liaison activities.
- 2) Informational roles include monitoring, disseminating, and spokesperson activities.
- 3) Decisional roles include entrepreneur, disturbance handler, resource allocator, and negotiator. Although the functions approach represents the most useful way to describe the manager's job, Mintzberg's roles give additional insight into managers' work. Some of the ten roles do not fall clearly into one of the four functions, since all managers do some work that is not purely managerial.

**Management Skills<sup>1</sup>:** Managers need certain skills to perform the challenging duties and activities associated with being a manager. Robert L. Katz found through his research in the early 1970s that managers need three essential skills

- 1) Technical skills are job-specific knowledge and techniques needed to proficiently perform specific tasks.
- 2) Human skills are the ability to work well with other people individually and in a group.
- 3) Conceptual skills are the ability to think and to conceptualize about abstract and complex situations. These skills reflect a broad cross-section of the important managerial activities that are elements of the four management functions. Significant changes in the internal and external environments have a measurable impact on management. Security threats, corporate ethics scandals, global economic and political uncertainties, and technological advancements have had a great impact on the manager's job. Two significant changes facing today's managers are importance of customers to the manager's job and Importance of innovation to the manager's job. Organizations need managers. An organization is a deliberate arrangement of people to accomplish some specific purpose. Organizations share three common characteristics: (1) Each has a distinct purpose (2) Each is composed of people (3) Each develops some deliberate structure so members can do their work. Although these three characteristics are important in defining what an organization is, the concept of an organization is changing. The characteristic of new organizations of today include: flexible work arrangements, employee work teams, open communication systems, and supplier alliances. Organizations are becoming more open, flexible, and responsive to changes. Organizations are changing because the world around them has changed and is continuing to change. These societal, economic, global, and technological changes have created an environment in which successful organizations must embrace new ways of getting their work done. The importance of studying management in today's dynamic global environment can be explained by looking at the universality of management, the reality of work, and the rewards and challenges of being a manager.

**Human skills:** Human skills relate to those skills which facilitate better coordination among the different people in the organization. Human skills influence the managers' ability to work well with people. Since all managerial activity is people related activity, they must develop their skills to lead, motivate and communicate effectively with their group / organization. Such skills are demonstrated while interacting with subordinates, peers, stakeholders, customers, clients etc. and are important for all the levels of an organization.

**Design skills:** It is the ability of the manager to find out solutions to the problems of an organization from time to time. Managers use these skills when they consider the overall objectives and strategy of the organization. Their activities relating to the different units and their role with external members of the organization. The manager should be able to envisage the problem and should be sufficiently resourceful to solve them in an amicable manner. Without such skills, it becomes difficult for managers to put all the units in a single direction towards the accomplishment of the objectives. The design skills are not limited to the troubleshooting function

but assume much more importance and includes all those activities which remove the grievances of the employees. The design skills are used with increasing frequency as a manager goes up the career ladder and assume greater responsibility in the organization.

**Conceptual Skills :** The manager should have the ability to view the organization as an integrated system, with its various sub-systems, connected to each other. An organization has a number of verticals which perform a variety of functions. The manager must be able to understand and relate his function with the other functions that are carried out in the organization using his conceptual skills. The thinking process that is inherent in the conceptual skill contributes to the managerial function of decision making. Management thinkers regard this skill as a critical skill for the top management, who strategize, formulate goals and objectives for the entire organization and also the middle management, who get things done and contribute to the achievement of the goals of the organization.

### III. FINDINGS

Koontz et al.<sup>8</sup> identified the following five activities as “major management functions” • Planning: Predetermining a course of action for accomplishing organizational objectives • Organizing: Arranging the relationships among work units for accomplishment of objectives and the granting of responsibility and authority to obtain those objectives • Staffing: Selecting and training people for positions in the organization • Directing: Creating an atmosphere that will assist and motivate people to achieve desired end results (sometimes referred to as “leading”) • Controlling: Establishing, measuring, and evaluating performance of activities toward planned objectives.

#### **What is a conducive work environment ?**

Managers need to be qualified to be able to command a conducive work environment. A conducive, “Positive” work environment can be defined as those workplace where there is trust, cooperation, safety, risk-taking support, accountability, and equity. It is a workplace where there is shared purpose, values, and trust.

**Trust :** “Trust definitionally, is the willingness to rely on someone in a situation where you are vulnerable so it’s, in a sense, the absence of fear”<sup>4</sup> When you are not scared, you feel like you can speak up. A positive work environment is a place where everyone is heard. Safety and equity are two important components of a positive work environment. In her interview with Dr. Michele Williams, Lydia Weiss<sup>4</sup> talks about how psychological safety allows people to take risks and people can speak up which is part of a strategy for building trust. Dr. Williams talks about how inequitable treatment – e.g. penalizing women for engaging in flex schedules – can add a gendered aspect that creates a barrier to trust. Work Life Office assists employees and units can build trust through : Team building activities, 1:1 Consultations for employees and supervisors, Psychological Safety presentation, Building Your Best Colleague presentation, Boundaries and Safety at Work presentation.

**Cooperation :** Cooperation is the act of people working together toward the same goal(s). Working together toward a goal, like collaborating on a project, requires a lot of communication. There is a big difference between the quantity and quality of communication in the workplace. It is important that you and your team members have a shared purpose. If you do not share the same purpose and values, then you might be talking about two different things, pursuing two different goals, and that leads to problems when communicating with team members. Agarwal<sup>5</sup> describes some cooperative elements of a positive work environment: Establish clear values for the organization, Create an inclusive work environment, Create clear goals and rewards for team members, Foster collaboration and communication. WorkLife Office assists employees and units can build cooperation through : Presentations and workshops to help you build better teams and colleagues in many ways, at many different levels.

**Positive Behaviors in the Workplace :** Burke<sup>6</sup> outlines some ways you can start to build a positive work environment such as Model positive and respectful behavior in interactions – Be accountable, don’t play the blame game. Instead, take responsibility and risk being vulnerable, to encourage others to be honest and responsible. Encourage an environment where it’s okay to make mistakes and move forward. Show your gratitude and appreciation – Send a thank you note or say it during a meeting. Celebrate wins – Look for ways to celebrate whether it’s an employee birthday or recognizing a milestone or achieving a goal. Honoring wins and milestones improves morale by encouraging the person and showing team members that important events are noticed and praised. Of course, those actions should be genuine and authentic. Those individual qualities should be within you. But, if you are still looking for ways to act out positivity, Geue (2018) outlines steps such as Listen – Be open and encouraging to hearing other’s opinions, ideas and solutions without judgment. This encourages team members to speak up and feel heard and valued. Communicate often – Keep employees in the loop with frequent updates. This helps keep people connected and feeling part of the larger team. Provide regular feedback including constructive feedback and not just at performance review time. Employees want to know how they are doing along the way. Create clear goals – By creating goals and how each person is responsible for achieving them, it motivates and inspires an air of striving for betterment in the workplace. Foster

collaboration and diversity – Teams are at their best when they are able to make the best use of their strengths and welcome different perspectives, ideas and opinions of their team members to extract the best solution or result. Working in a positive work environment is great. There is a quote from Zig Zigler that says, “Positive thinking will let you do everything better than negative thinking will.” That can be applied to the workplace:

**Manager's Strategic management<sup>7</sup>**: Strategic management focuses on firms and the different strategies that they use to become and remain successful. Firms develop strategies, or longer range goals, to achieve success in the competitive marketplace. In the dynamic environment in which firms exist, firms may alter their strategies as conditions change. Successful organizations have found that a strategic management process helps them achieve their goals within a dynamic and competitive environment. Strategic management is a comprehensive process designed for firms to best use their resources and capabilities to provide superior firm performance. Analysis of the external, competitive, and internal environments help shape the strategies that a firm pursues to be successful. Strategies are broad goals that, as accomplished, help the organization move forward toward its vision. **PESTEL analysis<sup>7</sup>** is one important tool that executives can rely on to organize factors within the general environment and to identify how these factors influence industries and the firms within them. PESTEL is an acronym, meaning it is an abbreviation formed from the initial letters of other words. PESTEL reflects the names of the six segments of the general environment: (1) political, (2) economic, (3) socio-cultural, (4) technological, (5) environmental, and (6) legal. The strategic management approach entails more than just following a set of guidelines. It's a way of looking at business from a philosophical standpoint. Upper management must first plan strategically, then put that strategy into action. When everyone in the company understands the strategy, the strategic management process works best. The five stages of the process are goal-setting, analysis, strategy formation, strategy implementation and strategy monitoring.

**Manager's Human resource management**: HRM is a multidisciplinary organizational function that draws theories and ideas from various fields such as management, psychology, sociology and economics. There is no best way to manage people and no manager has formulated how people can be managed effectively, because people are complex beings with complex needs. Effective HRM depends very much on the causes and conditions that an organizational setting would provide. Any Organization has three basic components, People, Purpose, and Structure. Human resources management (HRM) is a management function concerned with hiring, motivating and maintaining people in an organization. It focuses on people in organizations. Human resource management is designing management systems to ensure that human talent is used effectively and efficiently to accomplish organizational goals. The goals of HRM have been identified<sup>9</sup> as namely; • Support the organisation in achieving its objectives by developing and implementing HR strategies that are integrated with business strategy • Contribute to the development of a high-performance culture • Ensure that the organisation has the talented, skilled and engaged people it needs • Create a positive employment relationship between management and employees and a climate of mutual trust • Encourage the application of an ethical approach to people management.

**Project manager's roles**: Project Manager's roles are<sup>11</sup>: managing, organizing, recruitment, planning, controlling and coordinating. Alongside understanding these roles, project managers also need to have certain skills (competences)<sup>13</sup> such as: technical skills (defining methods, processes and procedures), skills for working with people (e.g. teamwork and motivating ability), skills for fast and good decision making, etc. Necessary project management competences are detailed in worldwide recognized standard for project management<sup>12</sup>, which is the basic reference book for project management,

#### IV. CONCLUSION

As conclusion it can be said that a Manager, of any institutions, school, company, business need to be equipped with a range of skills and competencies to handle this position. Holding an MBA is not a guarantee for a Managerial position but it is a pre-requisite for any manager to have an MBA for a manager position.

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