

## Designing Pattern of Managerial Development for Payame Noor University Managers

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**Abstract:** One of the ways to diagnosis of management is the diagnosis of rapprochements that management has been described based on that. In generally it's used the rapprochements such as function of management; roles of management, skills of management of define. Such as management function, management skills, management roles and management activities. For the purpose of compilation of management development program needs to take into account all of the angles and sides which management to be defined based on that non attention to a dimension caused development program faced with defects and diffusions. In this article designing pattern of managerial development by applying the models "MADM".

**Key words:** Management function • Management skills • Management roles • Management activities  
• Pattern of managerial development • AHP

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### INTRODUCTION

The word "universalization" has got (ten) a special attractiveness since middle of 1980. The idioms like "Internationalization" and supranationalization" have been replaced with this idiom, in the international literature. What fortune will the concepts (like) universal village, international business organization and competition on competitive priority basis make for societies? It is possible not to be to explain future, correctly. But one can make a situation for itself in future. The developed countries will, certainly, have a better situation. Societies that have faculty to be majesty, that can be slave, will gain the slave situation. In such an international village, countries can't rely on their internal organizations, only. If, in a country, organizations and properties of productivity of wealth and competitive priority will become more, this county will be more effective. So that identifying factors, that affect the economic improvement and development and investing (capital) on them, both can make an appropriate help for finding the sufficient situation, in the universal (or international) village. It is possible to categorize the sources of providing wealth in five general categories like land, capital sources (money), capital plants (instruments for providing), human sources and management. It is appropriate to note two basic points. First, management is the most important source among these five sources, be

cause it bears the duty (or tack) of conducting and managing and utilized (or improved) using of the other sources. And the effectiveness and productivity of the other sources is directly dependent on the managerial function. Second, the functional situation of these sources and in the other word compounding these sources will be performed in a system called "organization".

Every organization begins its existence according to a special end (under the title of mission and entity philosophy). The orientation of these sources is in the direction of achieving the specified ends, of the existence philosophy. The ends of each organization are considered as its existence philosophy. There is need to have a teamwork toward achieving the ends. Technicality of the teamwork has provided the structural management. Effectiveness and sufficiency, as two impotent ends, in every organization, are policies that managers hold. On the other hand, limitations of the sources and the peripheral changes in the different internal and external fields show the importance of management, better than before [1]. The most important organizational policy for continuance and success of organization is to use "management" in the organization, by producer. What we are we are looking for in this research is designing a holistic pattern for developing management toward using this organizational source by producer. It is necessary to identify variables that management is being defined on

them, for designing pattern of managerial development. It is possible to analysis managers on the basis of their functions, skills, activities, roles and even their personal traits.

## Review Literature

**Managerial Functions:** “Managerial functions” is a collection of actions that managers do. Managers who do these duties better, will be more successful. A useful way for managerial development is understanding what managers do and noticing their works as a procedure or a collection of activities for providing services or lots (goods). In the procedural point of view, management is known as procedure of applying organizational sources for reaching organizational ends by functions of planning and Decision Making, organizing, leading and control. The other models of definition of management are based on functions, such as “fives” fourteen principles and “Gulik and urwick’s managerial functions” [2] (table1).

**Managerial Activities:** “Managers activities” is a collection of actions which managers must do, for performing their functions. It is possible to imply (name) the models “Managerial Activities of F.luthans” and “Queen and cow’s Managerial Activities”, in this respect [3].

**Personal Characteristics and Traits of Managers:** Some scientists of management have applied the personal characteristics and traits of managers for describing management, which it is possible to name the models like “Kontz and O. Donnel” and etc, for example [4].

**Managerial Skills:** The skills of managers are a collection of abilities and talents that managers should have for doing their duties. If managers have more skills, they will be more successful in performing their affairs (Table 2) [5].

**Managerial Abilities:** Individuals vary in ability. Abilities, in general, consist of education, experiences, physical and mental abilities. We can name some models like “Kotz”, in this respect (Table 3) [6].

**Managerial Roles:** “Managerial Roles” is a collection of the expectations of compartment of managers for performing duties. If managers become more effective for playing the expected roles, they will be more successful. We can, for example, refer to the models of managerial roles of “g.yuki” and “H. Mintzberg”, in Table 4.

**Model of Management Development:** As we defined earlier productivity includes proportion of output to input, the input of social systems includes raw material, equipments

Table 1: common pattern of managerial functions. page3

Fayol-14-part principals	Fayol- functions	L.Gulik	Chaster Barneard	common pattern
initiative	Planning	Planning	-	Planning
division of work centralization scalar chain order	Organization	Organization	-	Organization
authority and responsibility unity of command	Leading	Commanding Decision Making Directing	-	Directing
Unity of direction esprit de corps (union is strength).	Coordinating	Coordinating	establish and maintain an effective communication system	Coordinating
subordination of individual interests to general interests remuneration of personnel equity stability of tenure of personnel	-	Staffing	motivate those personnel hire and retain effective personnel	Humanresource
Discipline	Control	Reporting Budgeting	-	Control

Table 2: common pattern of managerial skills. page3

Gerard M Blair category on Management skills	Robert S. Kaplan category on Management skills	Katz category on Skills of management	Richard Daft category on Management skills	common pattern
Becoming a Great Manager	Decision making Conflict management Crisis Management	Conceptual skills	-	Conceptual skills
Teams and Groups Quality in the Team. Delegation. Managing People. Oral Communication	Communications Skills Team building and working with groups	human skills	Intrapersonal skills Interpersonal skills Learning skills Personal characteristics Entry skills	human skills
Presentation Skills Time Management Project Planning . Writing Skills (expanded here).	-	technical skills	Administrative skills	Administrativeskills

Table 3: common pattern of managerial abilities. page3

common pattern	Managerial activates of F.Luthans	Managerial activates of Quinn and co
Intercommunication Of Organizations	Communication	Co-ordination Delegation
Intercommunication Of out Organizations	Networking	Security services Marketing
Executives and Administration	Traditional Management	Appraisal
		Problem formulation
		Problem solving
		Decision-making
		Management control
		Objective setting
Human Resource Management	Human Resource Management	Motivation
creativity and innovation	-	creativity and innovation

Table 4: common pattern of managerial roles. page4

Managerial roles (H. Mintzberg)	Dimensions of Managerial Behavior (G. Yukl)	common pattern
	Attention to discipline	
	Role clarification	
	Encouragement	
	Approval	
	Consideration	
	Communication facilitation	
	Planning	
	Coordination	
	Work facilitation	
	Stressing effectiveness	
Disseminator	Collection and dissemination of information	
Spokesperson	Representation	
Entrepreneur	Solving problems	
	Managing conflicts	
	Participation in decision making	
	Authority delegation	
	Reward power	
Negotiator	Representation	

and machinery, money and investment, land information, human resources and management. Among all of the said resources role and position of management resource is very important since this resource has the duty of leading other sources. If the other sources are in the best position but they are not used desirably no doubt we will not have productivity and wasting the resources and lack of productivity will lead the organizations to ruin. On the other hand management is anon – limited resource and there is no limits since there have been qualified managers who reached positive results without facilities. So codifying a managing development plan can have an effective role in improving productivity.

To codify a pattern of management development we can enjoy element defining management. Therefore, the pattern of management development should include all the angles based on which we define management.

To reach to the management development pattern we may not put all of the variables in each element in a model. Here we have a case study about management development pattern in middle managers of Payame Noor University. We should detect the influential variables on productivity and use them in the model (Figur 1).

**Statistical Revision of the Effective Ness of Management Items to Manager's Function:** After measuring the functional assessment of scores of mean managers who are selected in this examination some questionnaire has been prepared due to measuring the importance and influence of management items to manager's functional accessional assessment, which were submitted to the managers who were accepted in this exam.

On the basis of the prepared questionnaire, four theories were formed and on the basis of each main theory, it has performed some sub theories. The theories which have been designed are as followed:

#### Research Hypothesis

**Main theory (1):** Effective utilization of management's functions results the improvement of the function of week.

#### Sub Theory:

- The effective utilization of programming results the improvement of the function of work.

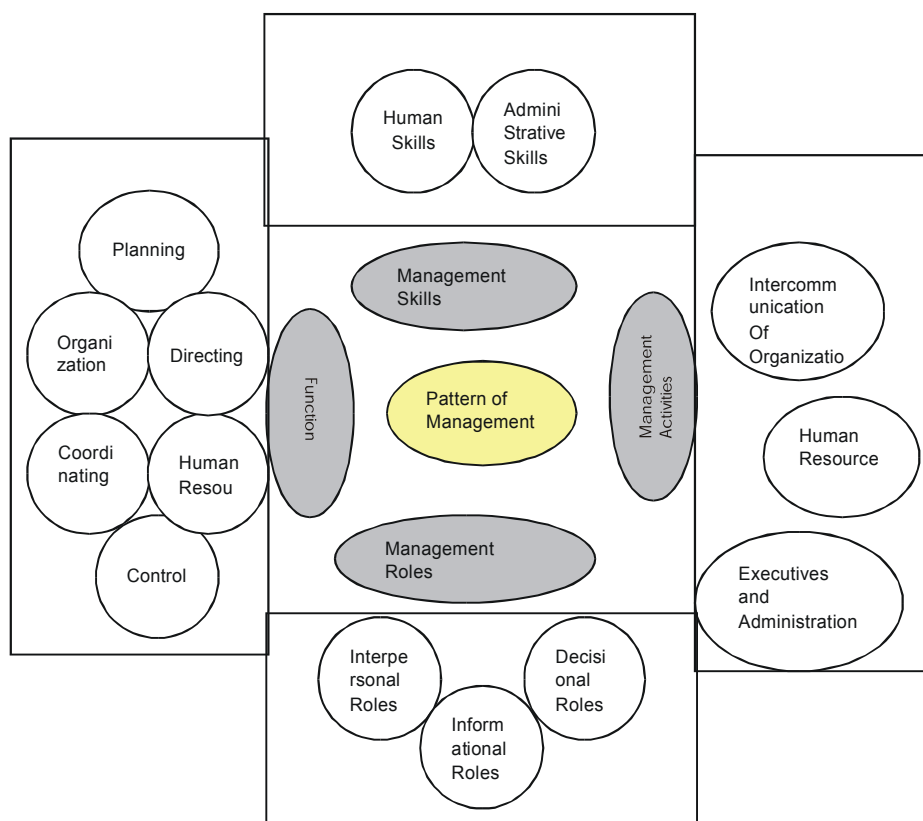


Fig. 1: Pattern of Management Development in Payame Noor University

- The effective utilization of organization results the improvement of the function of work.
- The effective utilization of guidance and guiding results the improvement of the function of work.
- The effective utilization of coordination results the improvement of the function of work.
- The effective utilization of the functions humanities source results the improvement of the function of work.
- The effective utilization of controlling results the improvement of the function of work.

**Main Theory (2):** Effective utilization of management's skills results the improvement of the function of work.

**Sub Theory:**

- The effective utilization of conceptual skills results the improvement of the function of work.
- The effective utilization of human skills results the improvement of the function of work.
- The effective utilization of administrative skills results the improvement of the function of work.

**Main Theory (3):** Effective utilization of management's roles results the improvement of the function of work.

**Sub Theory:**

- The effective utilization of interpersonal roles results the improvement of the function of work.
- The effective utilization of information roles results the improvement of the function of work.
- The effective utilization of decisional roles results the improvement of the function of work.

**Main theory (4):** The effective utilization of management activities results the improvement of the function of work.

**Sub Theory:**

- The effective utilization of interconnection results the improvement of the function of work.
- The effective utilization of the external connection results the improvement of the function of work.
- The effective utilization of administrative and expectative of work results the improvement of the function of it.

- The effective utilization of management of humanity source results the improvement of the function of work.
- The effective utilization of creation and innovation results the improvement of the function of work.

## MATERIALS AND METHODS

In categorizing researches this study can be considered as descriptive survey study base on the way of gathering data, because in this research, we did not make any changes in the variables and studied the current situation and also this research is an applied research based on categorizing of researches with consideration of their aim.

In this type of researches; theories, ideas and techniques that are set in fundamental researches are used to develop applied knowledge in a specific field and to solve real problems in the field. In these researches, we gathered information about literatures and reviewed necessary documents, by using library method and to identify managerial skills development by using questionnaire in field method.

In this pall the scored of the questionnaires compares with the scores of the managers who have high scores had the high score in the maintained duty or not. If only manager have gotten a high score in the concerned item and also a high score in function, it would, it would have shown what item would have effective in the manager function and with investment on that item, it would.

The possibility of management development and improvement in the function of organization of organization.

The result of this examination we could be effect to the determination of the managing development programming.

For revising the effectiveness of the mangling development item on the function it is decided to use a variation faction analysis in the examination because average of lo is revised).

The default of exam ho the average, score of all managers who are pondering on managing development with each other. Is equal. it mean that all have low managers who have high function and also ones who have low function, both of them would got the same scare. If the default statically examination confide ho, that mentioned variation has no effect on individual function and model.

If in the default statistical exam, the theory of h, confirm. It will describe that variation has effective.

## Data Analyzing

**Main Theory (1):** Effective utilization of management's functions results the improvement of the function of week (Table 5).

As can be seen from the above table figure relating to virtual level test is (Sig=0.001) and since this number is smaller than  $\alpha=0.05$ . Therefore the assumption of that  $H_0$  has indication of nonexistence of effectiveness of management's functions in work on effectiveness is rejected. The corresponding theory of  $H_1$  which indicates effective usage of management's functions in work will result to improvement of effectiveness that is confirmative. As a result this variable must remain in the list of variables management development. Because it is effective on managers performance.

And other variable accept except three variables: Conceptual skills, outside of organization's activity and innovation activity must be eliminated from the list of management development variables. Because they are not effective on manager's performance.

## Categorizing Compilers of Management Development:

After making assumed statistical test on management development variables, those variables whose effectiveness on operational management have been approved is chosen and through a questionnaire to four of the executive managers of the organization that have evaluated the operationally of their sub-managers, it's been demanded to make distinction upon their basic importance. The systematic distinction has been on the basis of analytical methodology procedures and the questioned persons with the confirmation of comparison of pairs of analytical variables methodology procedures with one another are achieved.

The outcome of comparison in pairs confirmed with methodology AHP, the outcome of the results are as follows (Table 6-7).

## Measure of Evaluating Overall Management Development:

With regards to the evaluated points which the four main publications that have achieved and the sum of points achieved from those, the overall management model can be submitted as follows (Table 8).

Table 5: Data analyzing for management's functions. page7

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3883.949	4	970.987	27.827	.001
Within Groups	174.467	5	34.893		
Total	4058.416	9			

Table 6: Categorizing variable with AHP. page8

Variable's Name	Mean Weigh
Management's Functions	0.361
Management's Skills	0.131
Management's Roles	0.336
Management's Activities	0.171

Table 7: calculate contingency rate. page6

WSV	CY	Y	CI	RI	CR
2.777282	4.587399	4.254622	0.063656	0.9	0.070728
0.357818	4.175364				
0.902309	4.195256				
0.380908	4.06047				

Table 8: Categorizing sub variable with AHP. page6

Functions		Skills		Activities		Roles	
Index	Weigh	Index	Weigh	Index	Weigh	Index	Weigh
Planning	0.408	Human Skills	0.65	Inter organizational Communication	0.12	Interpersonal roles	0.13
Organization	0.136	Administrative Skills	0.35	Executive and distraction	0.59	Informational roles	0.32
Directing	0.082			Human Resource Management	0.29	Decisional roles	0.55
Coordinating	0.068						
Human Resource	0.102						
Control	0.204						

Table 9: calculate points of variable.page7

Factor of Managerial development	weight	Percent of sum	Points
Organization	0.136	0.049	49
Directing	0.082	0.030	30
Coordinating	0.068	0.025	25
Human Resources	0.102	0.037	37
Control	0.204	0.074	74
Human Skills	0.65	0.085	85
Administrative Skills	0.35	0.046	46
Interpersonal Roles	0.13	0.044	44
Informational Roles	0.32	0.108	108
Decisional Roles	0.55	0.185	185
Intercommunication of Organization	0.12	0.021	21
Executives and Administrative	0.59	0.101	101
Human Resource Management	0.29	0.050	50
sum	-	1	1000

Table 10: calculate points of sub variable. page7

Communication Role (44)			
Points	Variable	Points	Variable
5	Effective listening	5	Art of Expression
2	Fast Reading	3	Communication
5	Reporting	4	Telephone Speech
2	Expression of Feelings	5	Art of Conversation
3	Power of Reaction	2	Control of Feelings
3	Acceptance of Consulting	2	Acceptance of assistance
1	Usage of Poem	2	Loss of Body
21	Total	23	Total

Sum of Total: 44

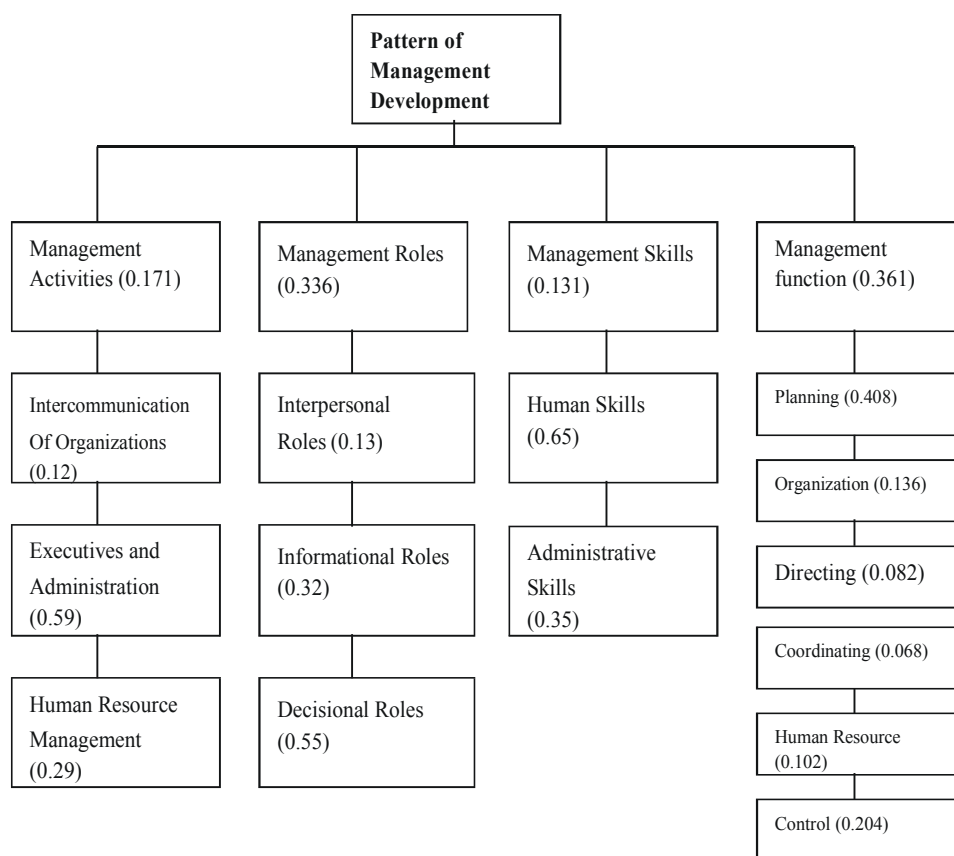


Fig. 2: Weighting Pattern of Management Development

Operational definitions of the variables and determination of the measure of the evaluation will help a lot in completion of the questionnaire, as an example, the performance definition of communication role is: The measure of the valuation in mind for this variable in the questionnaire is defined as 44 points out of 1000 (Table 9).

In this order performance definition of each variable and determination of points regarding to the possible comprehensive compilation of the overall management development on the basis of compilation of either of them can be provided (Figure 2).

## DISCUSS AND CONCLUSION

According to all considerations, the following results have been obtained after testing the supposition. For the purpose compilation of management development program upon medial stage Payame Nour central organization should survey the status of middle staff in university in order to take decision to the effectiveness of one dimension of rapprochement over manager's performance. There is different method for assessment of managers function such as methods as Rabert Belic and

Jin Motan corporate excellent diagnosis, Kaplan balanced survey card and Ferguson strategic lost reduce and performance improvement model, European foundation quality management model, damping quality award and quality national award Malcolm model, as pointed out is third section.

All variables except three of them influence the performances undertaken by managers. These three variables consist of conceptual skills, outside of the organization activity and innovation interactions.

The middle managers in the university believed that they needed no commanding control over the whole matters in the university to succeed to run the subordinates in all areas the external environment and perimeter changes have little effects on their performance and an overlook at it from the higher authorities is not necessary. Even it may be possible to create difficulties and put a manager in a plight of marginal problems.

The middle managers as in 1 above also hold that a success in an area of work needs little a communication would be established with the outside environment and it takes more the shape of data processing. The inter-organizational performances and those of sub-groups gave considerable degrees of effect an success of otherwise. Therefore, this variable has no effect on the performances of managers.

The tested middle managers believed that they had a defined schedule and have to carefully perform a series of routines that have been, formulated at a specified time.

These activities were not affected by external factors. Only the input of computer technology has transmuted the forms of this function. For that nelson, they may not manipulate in the operations for they have been performing based on directives so, they attach no importance to creativity and innovation.

- Once the final model has need extracted by using mathematical techniques such as AHP one, action was taken to give weight to variables. The managers contended that the functions and roles have the maximum impressions on performances.
- Management development protocol is provided based on the scores taken by managers at each dimension. A lower score of a dimension indicates that the training process should be based on that dimension and higher weight indicates that the weight of training program must be based on that dimension.

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