

Skills and Knowledge That a Manager Should Have to Be More Competent Within today's Environment

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Abstract: – In recent years, several scholars have discussed the characteristics of an excellent or successful manager within this age of fast and challenging environment of business and management. It is argued that knowledge and skills are becoming more crucial in deciding the success factors of a manager. In fact, knowledge and skills are what that sets apart between an average manager and a competent manager. Consequently, an organization success hangs mainly on the identification and selection of the utmost efficient manager. The significance of analyzing critical qualities of a manager could determine the impact of the company accomplishment. Famous discussions by scholars and business leaders today is mainly about, “How can a company brace themselves to successfully compete in the super competitive, complex, international environment of the 21st Century?” The answer to this is by having a well-developed, knowledgeable management team at the helm, or in other words, experienced, well prepared executives with the right skills and knowledge. This paper aims to explore the knowledge and skills of a competent manager through literature review.

Key words: *Manager, Skills, Knowledge, Business Management*

INTRODUCTION

In this age of fast and challenging environment of business and management, knowledge and skills are becoming more crucial in becoming the deciding factor in the long-term success of a manager. In fact, knowledge and skills are what that sets apart between an average manager and a competent manager. Several scholars have discussed the characteristics of an excellent or successful manager. The term project manager is the person who is at the head of this project process, and has an important role of overseeing the project and project team, and ultimately ensuring the project ends in success [1]. A manager is someone who performs interpersonal, informational, and decisional roles in their jobs. As stated Aretoulis [2], managers are in a large degree responsible for selecting the team members of the projects. Consequently, an

organization success hangs mainly on the identification and selection of the utmost efficient manager. So, what makes an excellent manager? Various studies have been conducted and discussed to explore the characteristics and traits of an excellent and successful manager.

One of the ultimate questions asked by scholars and business leaders today is, “How can a company brace themselves to successfully compete in the super competitive, complex, international environment of the 21st Century?” The answer to this is by having a well-developed, knowledgeable management team at the helm, or in other words, experienced, well prepared executives with the right skills and knowledge. This paper explores the knowledge and skills of a competent manager through literature review.

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So What Characteristics and Skills That a Manager Must Have to Be More Competent and over Edge in Today's World?

The significance of analyzing critical qualities of a competent manager and determining their positive impact can benefit managers in any trade and thus promote company success. The main components of managerial competency as stated by Krikstaponyte and Valentine [3], are: strategic thinking and scenario-building; analysis, problem solving and decision making; planning and organizing; change management; managing small organizational groups; managing large organizational groups; team leadership; information management; innovation and creation; mediation and negotiation; mentoring and coaching; facilitation and group moderation; presentation and public speaking, interviewing. By implementing these qualities, stakeholders such as investors, clients, are more likely to experience the good effect of a successful project. Moreover, company can also progress more smoothly and effectively, producing positive results in a lesser amount of time. This is beneficial to the stakeholders, and also all members involved which are the organization, the manager, executive staff, and team members.

On the other hand, Analoui [4] classifies managerial skills and knowledge which were perceived as the most significant into four groups:

- Managing people and their needs;
- managing effective communication;
- cultivating one's overall effectiveness;
- Management of the financial characteristics of the job.

Another study by Gebelein [5], meanwhile proposed a framework with five groupings of managerial skills, which, they argue, are essential for a manager to be successful. These are:

- I. Administrative skills
- II. Leadership skills
- III. Communication skills
- IV. Interpersonal skills
- V. Leadership skills
- VI. Motivation skills.

I. Administrative skills

A major managerial duty is organization of the detached, specific parts of the organization. Strategical intelligent is vital for effective planning, organizing and problem solving. To achieve effective synchronization, managers need to realize how the numerous parts of the organization relate to each other and in what way deviations in one part of the system affect the other parts. Undoubtedly, it would be worth mentioning that a basic theory for the successful strategically thinking is their intuition. In today's challenging environment, the ideal administrative approach should be fast in nature of execution and implemented with foreseeable positive outcome.

II. Leadership skills

The significance of analyzing critical qualities of leadership and determining their positive impact can benefit managers in any trade and thus promote the company success. A number of these leadership styles include: team building, establishing clear relations and roles between project members, openness, self-confidence, organization, and clearly defining project successes, re-evaluating when required. These leadership styles and traits were studied and analyzed to determine the degree of contribution to the construction, implementation, and closure of the project. By implementing these qualities, the stakeholders such as investors, clients, or patients are more likely to experience the good effect of a successful project. Projects can also progress more smoothly and effectively, producing positive results in a lesser amount of time. This is beneficial to the stakeholders, and also all members involved which are the organization, the project manager, executive staff, team members, and outsourced facilities. A popular way to identify these characteristics is by profiling the personalities of successful managers. Profiling provides the idiosyncratic combination of behavioral, temperamental, emotional and mental attributes of a leader, this is to derive a person's particular leadership style. Müller and Turner [6], identify the leadership competency profiles of successful project managers in projects of different type. By focusing on the leadership profiles of successful managers only, they identified differences in the strength and presence of leadership competencies of managers in different types of projects. The results support the hypothesis that a

manager leadership competency profiles would affect their achievement.

III. Communication skills

Good communication skills are necessity, defined perhaps as the capacity to put a case in writing. It is from such thinking that the acceptance of academic qualifications as evidence of potential arises. Yet there are numerous managerial roles where it would be a positive handicap to have more than average intellectual powers.

Darling and Cunningham [7] stated that marketing judgment interrelated to understanding the process of creating profits and fulfilling customer needs. In business sector, the main interpersonal communication skills relate to setting and meeting objectives in addition by means of financial incentives to motivate people, a key skill related to employing changes swiftly in making decisions in a timely way in responding to unique prospects.

IV. Interpersonal skills

A study by Mulqueen, Kahn and Kirkpatrick [8] found that there is a direct correlation between the interpersonal skills related to versatility and leveraging diversity to maintain an inclusive organizational culture. Additionally, they discover that people can have a variety of individual behavioral styles or backgrounds, however the key component to managerial effectiveness and organizational transformation is the level of versatility that an individual possesses. Much like the findings for emotional intelligence, this study offers an important perspective on individual effectiveness, attitude, and behavior. As such modern-day managers need to learn to be more versatile.

V. Motivation skills.

For a manager, one of the tasks is to promote productivity among workers, with the help of motivation. In order to encourage staff, managers must understand what motivates people, beyond the traditional notion that social workers “just want to help people. According to Ekaterini [9] motivation strengthens the manager competence to lead bravely, to develop open communication, and to act with integrity. Managers need to identify what motivates personnel,

nonetheless they must also understand how to lead in order to stimulate motivation accordingly there should an attempt to choose a theory that suits and be intentional in how they lead [10]. Thus, it is imperative for a competent manager in today’s working environment needs to be well verse in various motivational theories. Theories such as Maslow’s Hierarchy of Needs, Herzberg’s Two-Factor or Motivator- Hygiene theory and Equity or Social Comparison Theories of Motivation are several theories that would help the manager in motivating their workers. By utilizing these theories to their staffs, the manager could get the best out of them.

Combining Innovative and Creativity Elements with Managerial Skills as a Manager.

Apart from Gebelein [5] and Analoui [4] suggestions of successful managerial skills, several scholars have discussed the impact of combining managerial skills with innovative and creative behavior as a manager. These two elements, creativity and innovation are considered to be one of the major factors of long-term organizational performance in modern settings. Based on the considerations and literature mentioned earlier, the following suggestions can be drawn:

- The modern economy is also known as the knowledge-based economy, hence there is a need for the managers who will play new and more complex roles. By being creative manager could control difficult budgeting task successful as evidenced by Pettersen [11] that provide a detailed knowledge on how managers use creativity and dynamic adaptations budgets combined with management control.
- The effectiveness of the manager in carrying out tasks is determined by their apt competence in managing their staff thus being too inclusive or control centric might hinder their staff. Traditional concept in centralized leadership styles viewed leadership skills as qualities of the individual leader that

coordinate organizational activities. This approach however is not satisfactory for a knowledge-intensive organizations. As Von Krogh, Nonaka and Rechsteiner [12] suggested, a distributed or shared leadership which the

organization should be accompanied by leadership actions that are divided between organizational members to generate partnership amongst them. Essentially, in order to coordinate knowledge flows and integration in such organizations, leadership skills should be distributed among all organizational members

- Competence of the manager should be supported using updated information and latest management knowledge. A study by Kivipõld [13] reveals that organizations with higher strength of knowledge use in high-skill service industries have superior capability to organize knowledge as expressed in terms of organizational leadership capability, which then, allows them to perform innovatively better in terms of corporate social responsibility (CSR) towards stakeholders. It also noted that the importance of organizational leadership competence in the organization of knowledge to produce innovative behaviour in terms of CSR in a service organization. Furthermore, proper managerial knowledge and skills help the manager and staff progress making sure suitable improvement program and staff skills development can be carry out.

CONCLUSION

Today's managers are under a huge microscope and face a discouraging set of intricate business issues. With the current economic unpredictability, combined with the speed of social and technological change, the challenges facing managers are larger than ever. Moreover, the burden is heightened by the worldwide prominence of failed management in the press and through social media. As the greatest business opportunities and also the greatest challenges are getting global, the playing field demands the managers who can carry the company forward in the face of these brutal challenges.

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