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## **Managers' Knowledge about basic Management Concepts in Telecommunication Industry**

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## Managers' Knowledge about basic Management Concepts in Telecommunication Industry

### Abstract

The study was conducted to see the managerial skills and knowledge of all first line managers working in cellular companies like Mobilink, Telenor and Warid etc. The purpose of this study is to highlight the significance of the requirement of basic and essential managerial skills like conceptual, human & technical for a manager especially in this high and intense competition between different mobile operators. A complementary survey was conducted from 5 main offices of all cellular companies in Sukkur city. A five point likert scale was used as a measurement tool. SPSS statistical software was used for data analysis. Results showed that about 85% managers working as 1<sup>st</sup> line manager do have good knowledge of Management role and skills. Data was collected via questionnaires and direct interviews.

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### Introduction

#### Management Concepts – The Four Functions of Management

Any organization, whether new or old, whether small or big need to run smoothly and achieve the goals and objectives which it has set forth. For this they had developed and implemented their own management concepts. There are basically four management concepts that allow any organization to handle the tactical, planned and set decisions. The four basic functions of the management are just to have a controlled plan over the preventive measure. The four functions of management are:

#### The base function is to: Plan

It is the foundation area of management. It is the base upon which the all the areas of management should be built. Planning requires administration to assess; where the company is presently set, and where it would be in the upcoming. From there an appropriate course of action is determined and implemented to attain the company's goals and objectives Planning is unending course of action. There may be sudden strategies where companies have to face. Sometimes they are uncontrollable.

#### The subsequent function is to: Organize

The second function of the management is getting prepared, getting organized. Management must organize all its resources well before in hand to put into practice the course of action to decide that has been planned in the base function. Through this process, management will now

determine the inside directorial configuration; establish and maintain relationships, and also assign required resources.

#### The third function is to: Direct

Directing is the third function of the management. Working under this function helps the management to control and supervise the actions of the staff. This helps them to assist the staff in achieving the company's goals and also accomplishing their personal or career goals which can be powered by motivation, communication, department dynamics, and department leadership.

#### The final function is to: Control

Control, the last of four functions of management, includes establishing performance standards which are of course based on the company's objectives. It also involves evaluating and reporting of actual job performance. When these points are studied by the management then it is necessary to compare both the things. This study on comparison of both decides further corrective and preventive actions.

#### Telecom Industry

It is nothing short of remarkable how mobile communication has transformed from a luxury to basic necessity in just a short span of time. Whether it is fixed line telephonic system or the wireless cellular mobile system, the telecom industry of Pakistan has grown by leaps and bounds in the last two decades. Remember, there was a time when people used to celebrate and distribute sweets in the town

when fixed line telephones were installed in their homes. Cell phones initially were no less than a status symbol as people boasted off this unique communication equipment which they could carry around wherever they went.

The growth of telecom industry never took place on a steady upward line. In fact, the telecom industry of Pakistan was trudging along for most of the initial years seemingly caught up in mid-twentieth century. It was only in the last decade that the telecom sector really took off owing to many factors which will be discussed later and once the flight of telecom started, it made a huge impact on the socio-economic settings of Pakistan History. The purpose of this research is that how management concepts and theories are practically implemented and how 1<sup>st</sup> line managers are working with the knowledge of management, skills to manage their human resource, managing of their time and effort to achieve the goals set by their organizations. During the research, data of all 1<sup>st</sup> line managers were collected through some internal resources and a scheduled meeting was held all to complete the research which was in the form of questionnaire and interviews as already mentioned. They were asked to fill the questionnaire consist of 20 questions along with a brief interview to get the observation data and other relevant information related to the research topic.

During the research, it was clearly observed that these organizations are working very hard to equip their line managers with all the required skills to run the business operations smoothly. Like most of them possessed a sound communication skills, behavioral skills, and they seems like

very much motivated with their employer and used to adopt the same motivational approach to get the work done from their subordinates.

### Data Collection Methodology

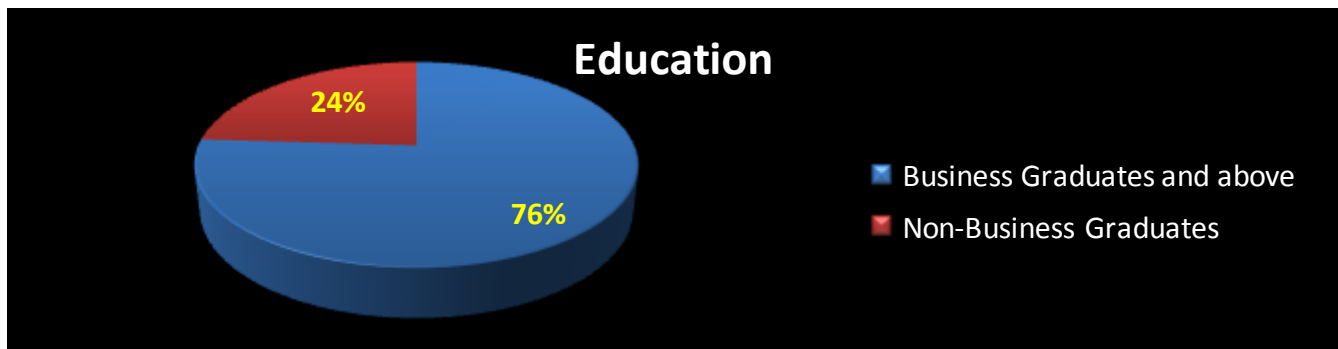
As already mentioned in the abstract of this report that the survey was conducted on five point likert scale and data has been input to SPSS statically tool to get the data analysis.

### Findings of the research

1. Education Level of Managers
2. Knowledge about basic functions of management
3. Knowledge about managerial roles and skills
4. Leadership styles
5. Motivation

### Education Level of Managers

It was found that most of the managers were having graduation degree in business, some of them having MBA but some have done BS and BA as well. Overall results have shown that hiring criteria for the managers in these organizations is very much specific that they mostly preferred business graduates. This is very essential for managers as well, since during the job they are given so many trainings and presentations so that if they do have the sound education background then it may help them to learn these things quite easily and to implement them too.

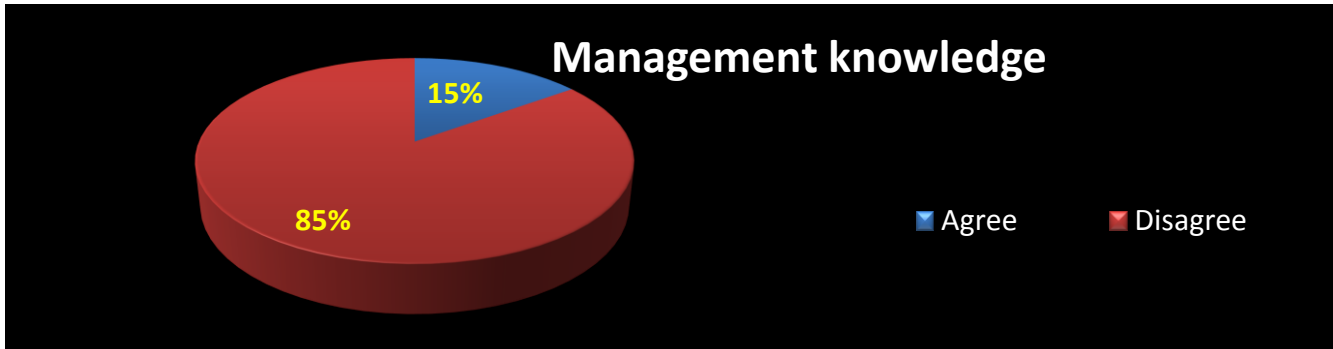


### Knowledge about basic functions of management

A majority of managers were having great knowledge about the basic functions of management, as they were asked questions like;

Q. Setting goals and plans is the only objective of top management and responsibility of 1<sup>st</sup> line managers is only direct their subordinates to do so?

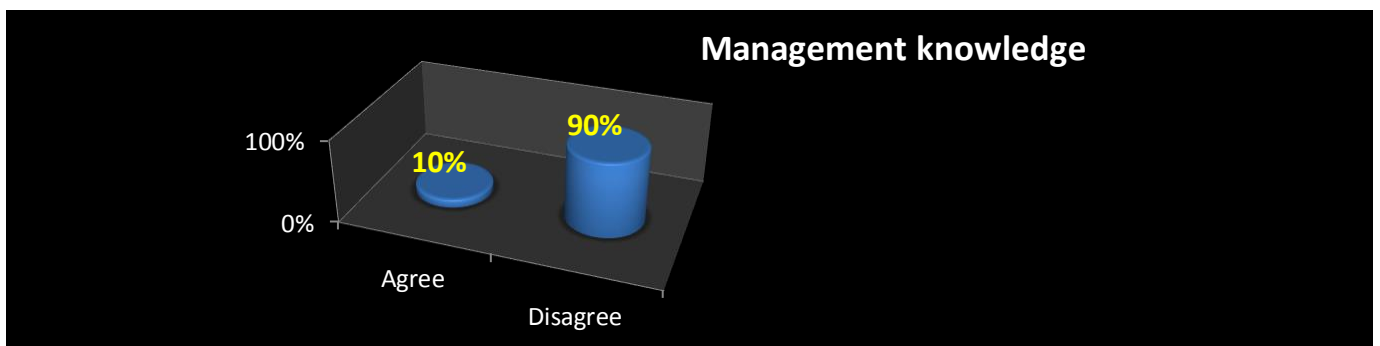
In answer to this question only 15% managers were agree with this statement and rest of them have discouraged this approach.



This clearly identifies that those managers are keenly involved in setting their short-term goals and plans to achieve day to day tasks and to cope up with uncertainty in the environment.

According to 90% of the managers were disagreed with this question and they said that it's all about handling human resources including other factors in the environment which may affect the workers performance.

Another example to justify the above statement is when they were asked that "A manager's only task is manage human resources and not the other non-human resources?"



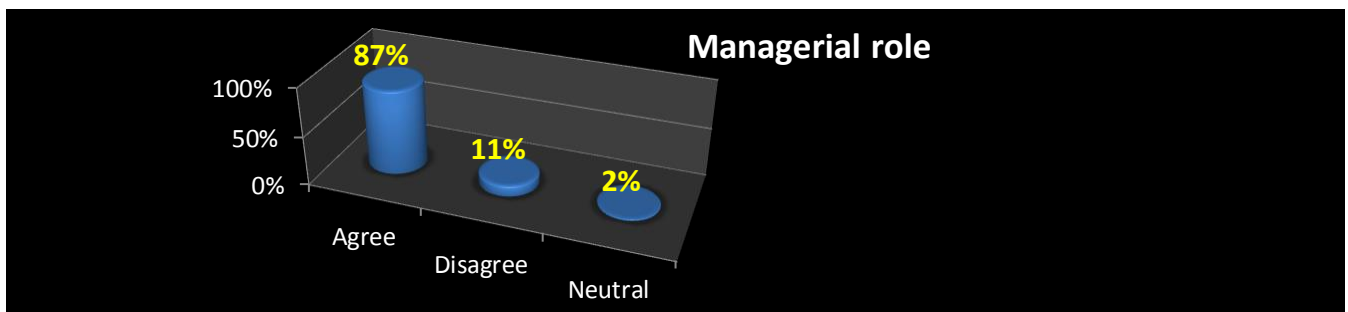
**Knowledge about managerial roles and skills**

Most of the managers were very much good at their communication and interpersonal skills, their behavior towards us was also very impressive and appreciable, they were clearly understanding our questions and giving very positive and detailed answers.

manager, he/she should have more technical and interpersonal skills rather than conceptual?"

87% of the managers were agreed with this question which is giving the idea that how much they know that what kind of skills are required to them as a first level manager.

For example, we have asked them that "Being a first line

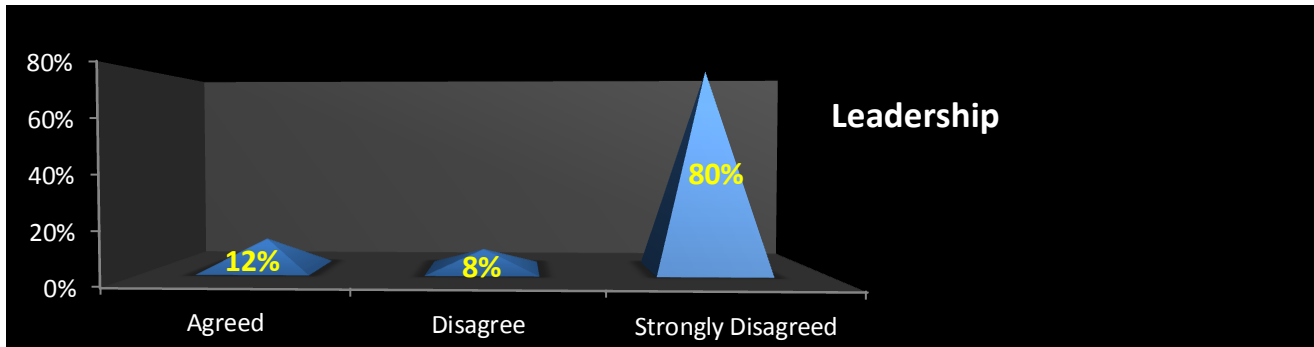


**Leadership Styles**

About 78% of the managers were found democratic in their behavior, tend to share the information with their subordinates, conduct meetings and asked them to give suggestion in order to improve the process or performance. Few of the managers were found as autocratic and use punitive feedback and approach towards their subordinates. But overall, it seems that a friendly atmosphere is maintained in the offices.

We have asked a question that most of the employees work when they are threatened so the manager should be autocratic and non lenient in his approach?

80% of the managers were strongly disagreed with this question showing their positive attitude towards their teams.



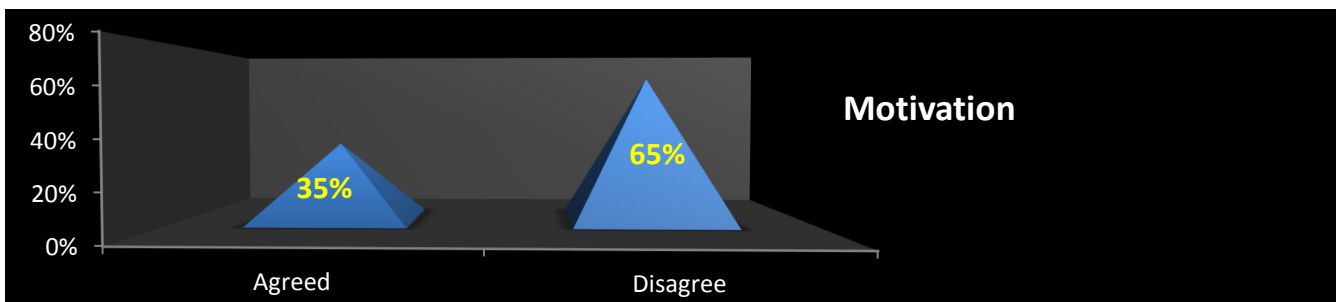
### Motivation

When managers have been asked about the motivating their employees, they were quite comfortable with the factors required for motivating their subordinates, like compensations, rewards, trainings and tokens of appreciations, since this is being enforced by their Human Resource department to ensure that all employees should get reward for what they do as directed by their line managers.

And if two employees are asking for a favor on the same time, so the one who is nearer to the manager because of good work should given preference?

The feedback for those questions was negative and they quite disagree with these statements.

Questions like employees should be treated according to their work performance and not on equality basis; hence the motivation for each subordinate is different from the other?



This shows that employees will never be satisfied if their manager is showing discrimination among them; they will be de-motivated towards work and as a result of this their performance will be effected.

The focus of this study is on a very specific issue of the managerial knowledge of 1<sup>st</sup> line managers working in different organizations of cellular industry, and to see how management concepts and knowledge is practically imparted in their work and to what extent managers are familiar with the concepts of management, their roles and skills required of leadership and motivation. This is very essential for the organizations to have such efficient

### Conclusion

resource that can manage work and their resources effectively. Since the results of the research are much according to the expectation levels of the researcher and the managers of those organizations do have the skills, education, training and grooming ability that can lead them towards the high level of success.

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