



MANAJEMEN BISNIS

(Part 2)

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Tasks and Skills at Different Levels of Management

Few people are trained to be good managers. Usually a person learns how to be a skilled accountant or sales representative or production-line worker, and then—because of her or his skill—is selected to be a manager.



1. **Technical skills** are the ability to perform tasks in a specific discipline (such as selling a product or developing software) or department (such as marketing or information systems).
 2. **Human relations skills** include communication and motivation; they enable managers to work through and with people. Communication can be especially difficult when managers and employees speak different languages. Skills associated with leadership—coaching, morale building, delegating, training and development, and supportiveness—are also human relations skills.
 3. **Conceptual skills** let the manager picture the organization as a whole and see the relationships among its various parts. They are needed in planning, organizing, controlling, systems development, problem
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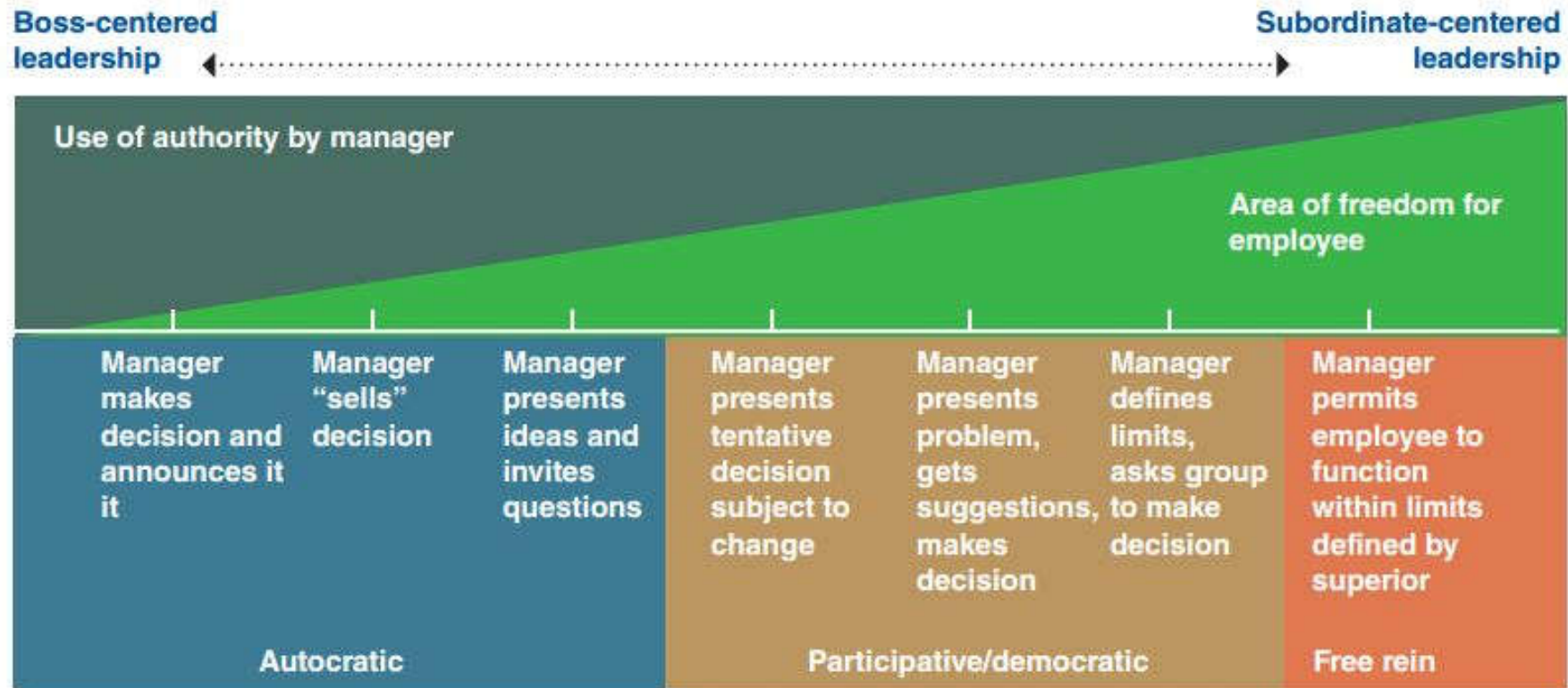


LEADING: PROVIDING CONTINUOUS VISION AND VALUES

- *Communicate a vision and rally others around that vision*
- *Establish corporate values*
- *Promote corporate ethics*
- *Embrace change*
- *Stress accountability and responsibility*



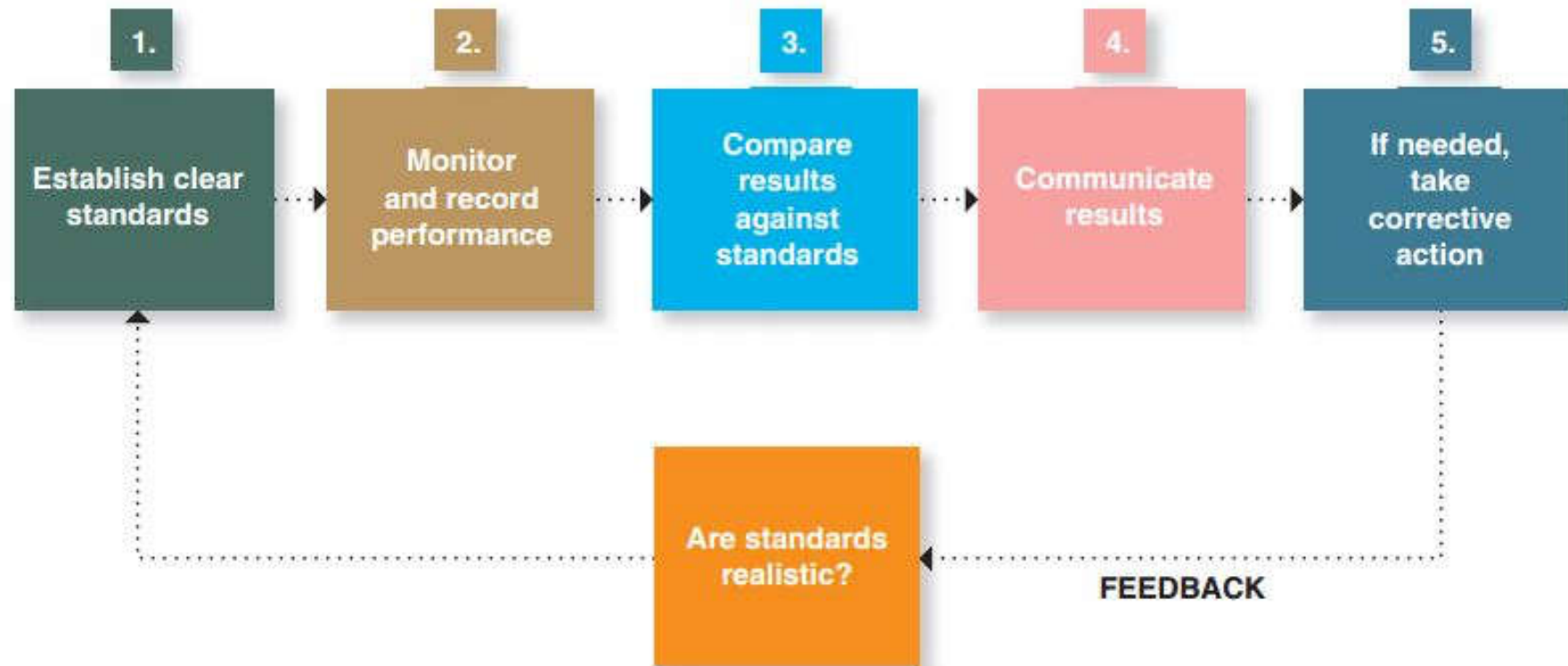
Leadership Styles





Fast-food restaurant employees often don't have the skill and experience to make empowerment work very well. Instead their managers generally have to supervise and direct them fairly closely. What do you think are some of the consequences for managers of not being able to empower their staff with decision-making authority?

CONTROLLING: MAKING SURE IT WORKS



<https://www.soltius.co.id/news/swa-enterprise-information-management-solusi-mengelola-informasi-perusahaan-di-era-industri-4-0>

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Thank You