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## Manager'S Main Functional Roles

One of the manager's main functional role in a company or organization is to create goals for the organization or department. In the course of my career there was a familiar saying that "Management is doing things right, leadership is doing the right things." It was Peter Drucker who said it first. Often, the manager has to be the leader and the manager. This means they have to choose the right goals to achieve and create the right plan of action to reach their goals. Then they have to carry out the plan correctly, mostly delegating specific tasks to subordinate team members. Therefore planning is a large part of the managers functional role. Controlling, leading and organizing are also part of the Managers functional role. (Daft, 2013, p. 208)

### Expectations of Role

The expectation of managers is they will fulfill the overall purpose of their department in a timely and accurate manner, utilizing all resources responsibly, and delegating tasks to the right people.

I have chosen Walgreens as my example company.

### According to the Business wire:

On March 19, 2013, AmerisourceBergen announced that it had entered into a strategic, long-term relationship with Walgreens and Alliance Boots, which includes: a ten-year comprehensive primary pharmaceutical distribution contract with Walgreens; access to generic drugs and related pharmaceutical products through the Walgreens Boots Alliance Development joint venture; and opportunities to accelerate the Company's efforts to grow its specialty and manufacturer services businesses domestically and internationally. (para 1)

I believe this partnership between AmerisourceBergen and Walgreens will create new opportunities and challenges for Managers of both companies. One example of a challenge that a manager could have with this joint venture is staffing issues. For example, what if current employees Walgreen's decide working for AmerisourceBergen is a better choice for them after working with them directly. Then the manager of a department have staffing challenges.

### Evaluation of How Manager Fulfills Role

To evaluate how a manager fulfills their role, I would review their Mission statement, their strategic goals, and their strategic plans to meet those goals. Next I would look at their tactical goals which describe the purpose and goals of subunits of the department or organization, and the tactical plans to meet those goals. To further evaluate I would need to look at their operational goals, which are the measurable tasks, and the operational plans to meet those goals. While reviewing all these goals and plans, I would try to decide how specific and measurable they are. The more specific and measurable, the better, especially in terms of quality, quantity, and period of time. A detailed strategy map would be a useful visual tool to assist in the evaluation. (Daft, 2013, p. 216-217)

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## **Planning Challenges Manager Might Face**

Managers should strive to be mostly proactive, and less reactive in their planning and decision making. Managers that only make reactive decisions to the issues of the day cannot effectively plan, making it much more difficult to keep their eye on the work that leads towards a final goal. Proactive decision making is much more effective toward goal reaching, however, reality dictates that some reactive decisions will have to be made along the way as life and projects unfold. Experience helps managers become more proactive and less reactive decision makers, because if they have done it all before, they are more likely to be able to foresee potential issues and make proactive decisions to solve the issue before they have no choice but to react to it.

## **Comparison of Planning Challenges to those of 25 Years Ago**

I believe technology such as Customer relationship management software, internet, and even Microsoft office products have been one of the biggest changes for managers over the last 25 years. Twenty five years ago, managers used big black markers on large poster size paper to create presentations and communicate plans. Now they can do it all on their computer.

## **Conclusion**

Managing in general takes good planning, decision making, communication, and people skills, as well as industry knowledge. Managing will require adapting to new technologies and business practices over time. Being a manager will require taking on new challenges all the time while measuring progress as you go.