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**Q1) How can you prepare yourself to become an effective manager in an increasingly uncertain and global business environment?**

**ANS:**The world as it is today is much different than it was when our parents' parents were in managerial positions. In fact, the way companies market products has changed more in the past five years than in the previous one-hundred combined! With such rapid, dramatic change in the business place, it is abundantly clear that managers must take necessary steps to be an effective manager in this current global business environment. Managers can adapt to changes by boundary-spanning roles, interorganizational partnerships, and mergers or joint ventures. According to the online text book for Activated Logic, "Understanding the marketing environment in which your organization competes and also understanding how the micro & macro-economic forces impact your organization is very important, as these factors present both opportunities and threats." As upcoming managers prepare themselves to be effective in the increasingly uncertain global business environment, it is evident that knowledge of the following is important: competitors,

customers and other elements of the environment. One key component, not to be overlooked, is the concept of team work (i.e. joint ventures, partnerships and mergers).

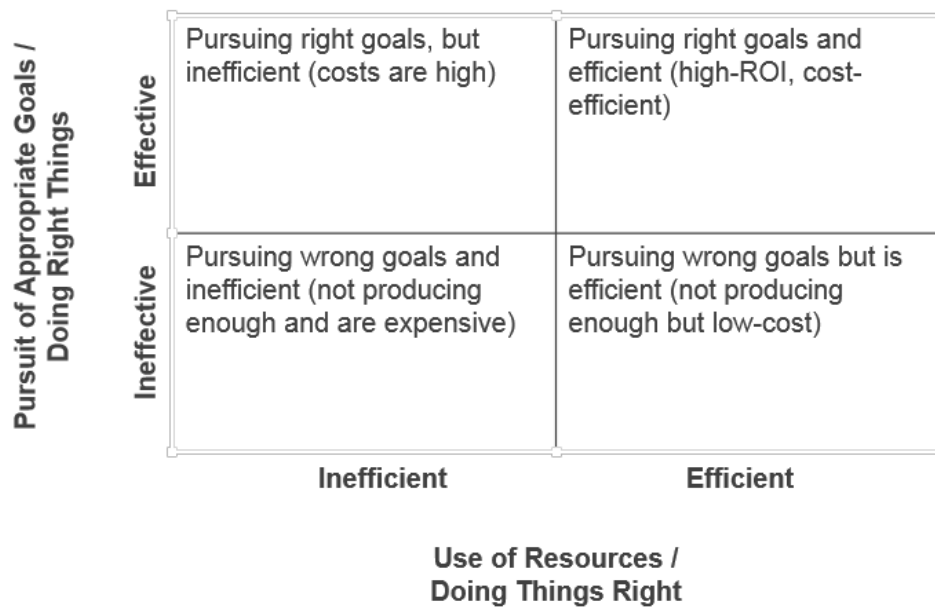
## **Q2: Explain the difference between efficiency and effectiveness and their importance for organizational performance.**

**Efficient** (*adj.*) – *Performing or functioning in the best possible manner with the least waste of time and effort.*

The difference between effectiveness and efficiency can be summed up shortly, sweetly and succinctly – Being effective is about doing the right things, while being efficient is about doing things right.

**[Learn How To Measure The Effectiveness And Efficiency Of Your Sales Team »](#)**

Another way to illustrate efficiency vs. effectiveness is with the 2×2 grid below. By referring to this chart, [CEOs and sales leaders can find an optimal balance between effectiveness and efficiency](#):



Companies usually seek to increase and improve the efficiency of their operations and sales processes. After all, when working with limited resources, they would prefer to maximize the use of each of these resources, from budget and technology to time and sales reps. However, by pursuing efficiency at all costs (irony intended), some of these companies are missing a valuable chance to take a step back and look at their overall effectiveness from a big picture perspective.

The Holy Grail for every company is to always pursue the top right box – pursuing the right goals and being efficient, by making use of technological advances, not wasting time, and having better alignment and collaboration of between employees. Many companies have their hearts in the right place – they know what goals they want to achieve, but are inefficient in achieving those goals. Other companies are tightly run ships, with all employees working together, humming along and all singularly focused on the task at hand...but what if the task at hand is the wrong goal?

## *An Example*

For a practical example, consider the differences between activity effectiveness and activity efficiency among your sales reps. Every sales team has daily, weekly, monthly and quarterly goals that, when achieved, are representative of the effectiveness of their roles. If your reps are tasked with making 70 calls each day, and they easily hit their numbers, they are effective at their jobs. Some might even go

above and beyond and make 80 or 90 calls each day. But what if those dials are producing few connects and even fewer deals?

## How are we performing versus activity goals?

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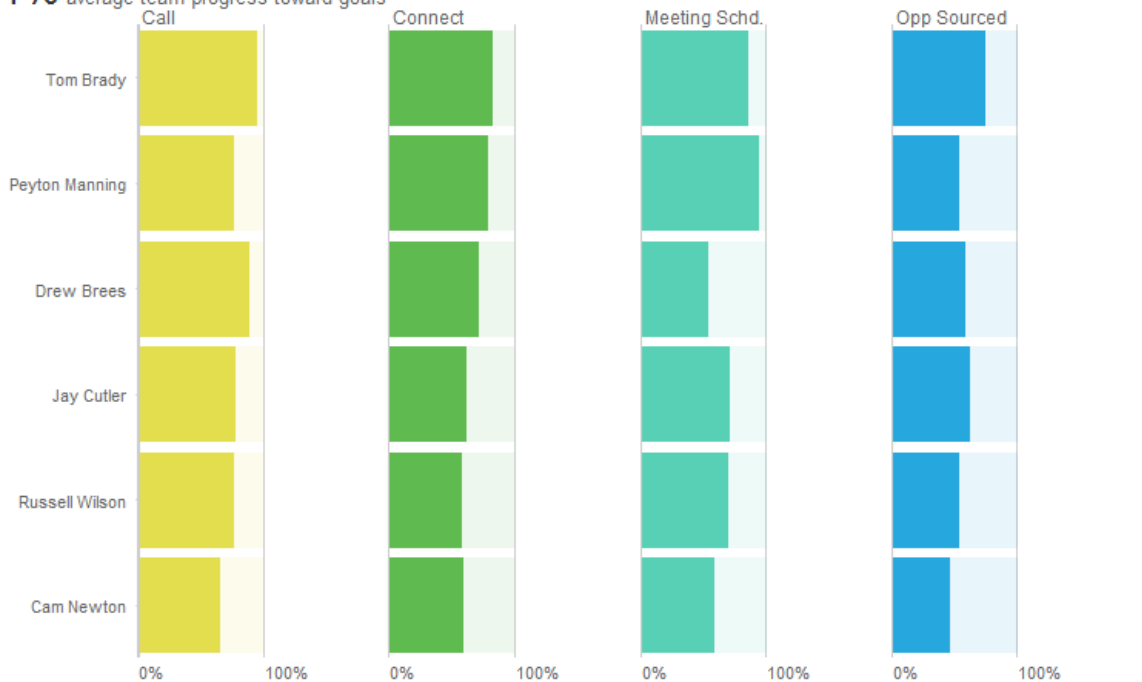
7D

30D

90D

12M

61% average team progress toward goals



That's where activity efficiency ratios come in. For a sales manager, having reports that track how many calls lead to connects, how many connects lead to demos and how many demos lead to deals can be an incredibly powerful indicator of which of your reps are not only effective at their jobs but efficient in performing them.

## What is the efficiency of our recent activity?

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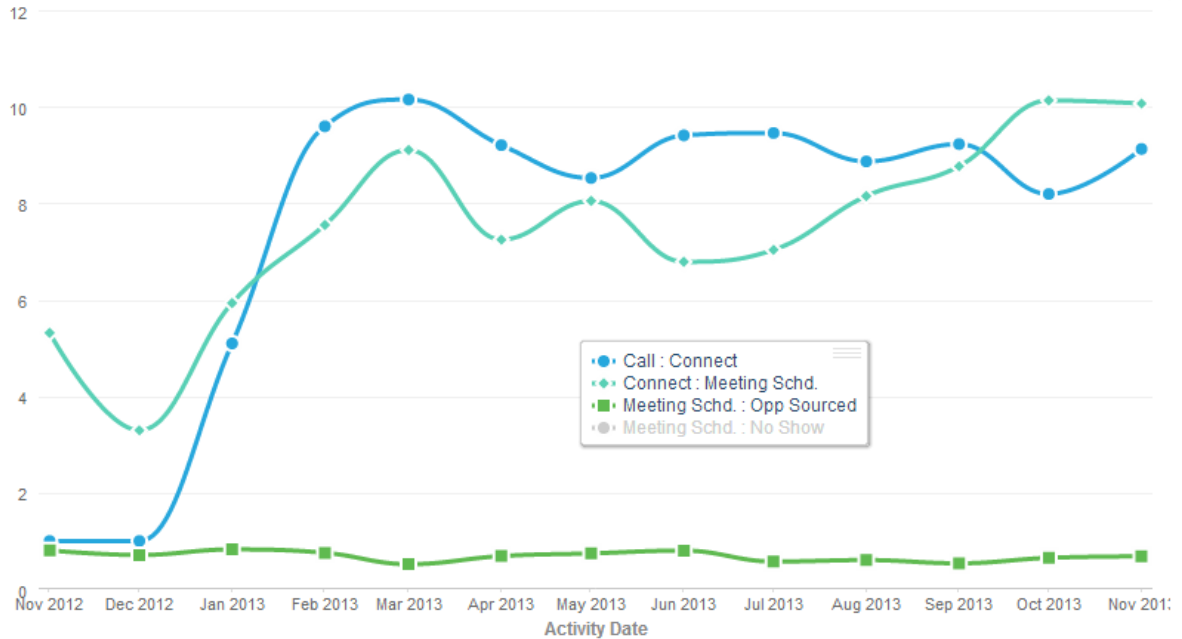
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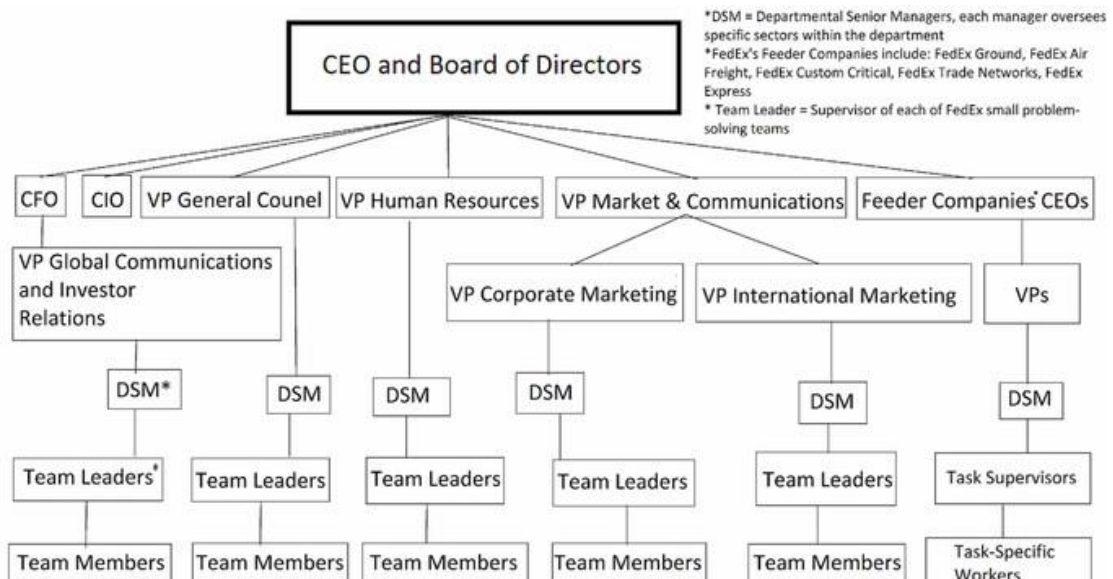
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Activity ratios using activity date



**Q3) Draw organogram/organization chart of any organization and explain the role of First line manager, middle line manager, and Top level manager from this chart**

**ANS**



**:->First-Line Managers:**

**First-line managers operate their departments. They assign tasks, manage work flow, monitor**

**the quality of work, deal with employee problems, and keep the middle managers and**

**executive managers informed of problems and successes at ground level in the company. Core Characteristics**

High level managers tend to have a substantial amount of experience, ideally across a wide variety of

functions. Many high-level managers become part of an executive team by mastering their functional

disciplines across various roles, becoming the Chief Operations Officer (COO), Chief Marketing

Officer (CMO), Chief Technology Officer (CIO or CTO), Chief Financial Officer (CFO) or Chief

Executive Officer (CEO).

### **Responsibilities**

The primary role of the executive team, or the top-level managers, is to look at the organization as a

whole and derive broad strategic plans. Company policies, substantial financial investments, strategic

alliances, discussions with the board, stakeholder management, and other top-level managerial tasks

are often high-risk high return decision-making initiatives in nature. Top-level management roles are

therefore often high stress and high influence roles within the organization.

### **Middle-Line Manager**

Middle management is the intermediate management level accountable to top management and

responsible for leading lower level managers.

### **Defining Middle Management**

Most organizations have three management levels: first-level, middle-level, and top-level managers.

These managers are classified according to a hierarchy of authority and perform different tasks. In

many organizations, the number of managers in each level gives the organization a pyramid

structure.

Middle management is the intermediate leadership level of a hierarchical organization, being

subordinate to the senior management but above the lowest levels of operational staff. For example,

operational supervisors may be considered middle management; they may also be categorized as

non-management staff, depending upon the policy of the particular organization.

### **Middle-Management Roles**

Middle-level managers can include general managers, branch managers, and department managers.

They are accountable to the top-level management for their department's function, and they devote

more time to organizational and directional functions than upper management. A middle manager's

role may emphasize:

- Executing organizational plans in conformance with the company's policies and the objectives of the top

management;

- Defining and discussing information and policies from top management to lower management;

- Most importantly, inspiring and providing guidance to lower-level managers to assist them in

performance improvement and accomplishment of business objectives. Middle managers may also communicate upward by offering suggestions and feedback to top

managers. Because middle managers are more involved in the day-to-day workings of a company,

they can provide valuable information to top managers that will help them improve the organization's

performance using a broader, more strategic view.

### **Middle-Management Functions**

Middle managers' roles may include several tasks depending on their department. Some of their

functions are as follows:

- Designing and implementing effective group work and information systems
- Defining and monitoring group-level performance indicators
- Diagnosing and resolving problems within and among work groups
- Designing and implementing reward systems
- Supporting cooperative behavior
- Reporting performance statistics up the chain of command and, when applicable, recommending

strategic changes

Because middle managers work with both top-level managers and first-level managers, middle

managers tend to have excellent interpersonal skills relating to communication, motivation, and

mentoring. Leadership skills are also important in delegating tasks to first-level managers.

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disciplines across various roles, becoming the Chief Operations Officer (COO), Chief Marketing

Officer (CMO), Chief Technology Officer (CIO or CTO), Chief Financial Officer (CFO) or Chief

Executive Officer (CEO). Top management teams are also often industry experts, having a close association with the long term

trajectory of the businesses they operate in. They often benefit from being charismatic, powerful

communicators with a strong sense of accountability, confidence, integrity, and a comfort with risk.

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