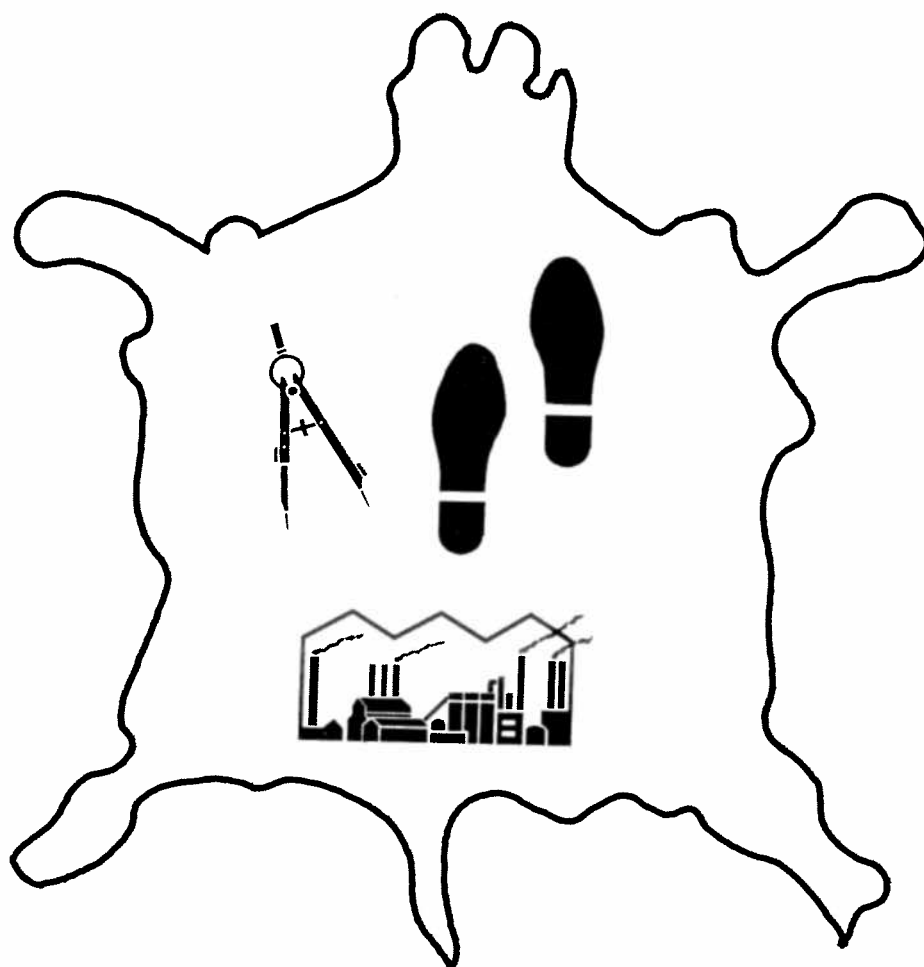


SHOE INDUSTRY DIPLOMA COURSE



THE ROLE OF THE PRODUCTION MANAGER



*This document has been produced without formal editing



This learning element was developed by the UNIDO Leather Unit's staff, its experts and the consultants of the Clothing and Footwear Institute (UK) for the project US/PHI/85/109 and is a part of a complete Footwear Industry Certificate/Diploma Course. The material is made available to other UNIDO projects and may be used by UNIDO experts as training aid and given, fully or partly, as hand-out for students and trainees.

The complete Certificate/Diploma Course includes the following learning elements:

Certificate course

- Feet and last
- Basic design
- Pattern cutting
- Upper clicking
- Closing
- Making
- Textiles and synthetic materials
- Elastomers and plastomers
- Purchasing and storing
- Quality determination and control
- Elements of physics
- General management
- Production management
- Industrial Law
- Industrial accountancy
- Electricity and applied mechanics
- Economics
- SI metric system of measurement
- Marketing
- Mathematics
- Elements of chemistry

Certificate/Diploma course

- Closing
- Collection building
- Advanced technology
- Work study
- The role of the production manager
- Production planning
- Material purchasing & control
- Quality control
- Material and related science
- Adhesives
- Pattern making and engineering
- Shoe costing
- Grading

MANAGEMENT

THE ROLES AND FUNCTIONS OF THE PRODUCTION
MANAGEMENT

There are always objectives in any business. He ensures that achievements can be measured. There are few factors as important to the performance of the organization and of every man and woman in it. It is his functions to ensure that every person in the organization has measurements available to him which are focussed on the performance of the whole operations, and which at the same time will focus on the work of the individual. The Manager will analyse performance, appraise it, and interpret it. He will communicate the meanings to his subordinates as well as to his superiors.

A Manager develops people through the way that he manages. He can assist them or unwittingly make it difficult for them to develop themselves. He directs people or misdirects them. He brings out what is best in them or he stifles them. He strengthens their integrity or he corrupts them. He trains them to stand upright and strong or he deforms them. Every Manager creates those situations when he manages peoples whether he realizes it or not.

For instance if the reject rate is 5%, a plan may be formalized which will reduce the percentage of rejects over a period, from 5% to 4%, to 3% etc. The plan may be structured to reduce the rate over a period of months. Production arrears can be qualified in actual terms. Productivity can be measured in actual terms. The system allows the Management to measure each part of a supervisors job. When the measurements are known, plans for improvements can be created, and targets set.

What are the advantages of a Management by Objectives Systems

The Advantages are:

1. The ability to control one's own performance. It is possible to plan in advance to ensure that the target is achieved. If the target for arrears is three days, older tickets of work should be manufactured early enough to enable them to be cleared in the time required.
2. Since all of the information is available, in relation to targets, the Supervisor can by self motivation, aim to achieve the desired results.
3. There is a clear understanding of what is required and the aims are not vague. There is a clarity of purpose. A Manager that does not operate this system may be vague about his role.
4. Since all the targets are known, there is an opportunity to measure one's own performance, and to analyze the findings.
5. The management by objectives system defines the managerial programme. This system requires all of the information necessary to be available. If it is not available, systems need to be introduced to ensure that the information is available, and will continue to be. e.g. If Production Control is not operating properly, how can the production arrears be known.
6. There is a clearly laid out programme which has been agreed by the Manager and Supervisor. The manager is aware at all times how the supervisor is performing. He can recognize ability and mediocrity.

Decision Making

1. Identification of the problem.
2. An analysis of the actions that have caused the problem.
3. The creation of alternative plans that will eliminate the problem.
4. Implementation of alternative plans.

Morale & Enthusiasm in the Management Structure

1. Individual achievements need to be recognized and rewarded.

People need some form of recognition, some signs, some form of message or cue, that they are progressing favourably and are doing a good job. People like to belong, and if this feeling is not there, they will eventually drift aimlessly along. They may leave the company, if they are efficient and competent. It is important that arrangements are made for the individual and his boss to meet at certain periods to discuss progress. Of course a Management by Objectives System achieves this aim.

2. No restrictions on ability

A company should be very careful to ensure that this does not occur, and management need to be for ever vigilant to avoid this happening. It can happen at all levels and for different reasons. The development of young people can be restricted and people with lots of ability may feel frustrated. Part of the problem is fear. Fear on the part of the current holders of the jobs, that in some way, they will lose part of their authority, if they allow their subordinates to obtain some of the limelight. The Manager of the company must constantly strive to achieve a management structure that is more open and democratic and progressive. People with ability should be given the opportunity to extend themselves mentally. A training programme should be introduced to ensure that this occurs.

3. Necessity for Managers to set high targets for themselves and to show by example.

Everyone is a psychologist and people are constantly observing. People tend to regard as the norm, not what the rules of the establishment are, but rather, the behavioural rules or patterns of the superiors, be it at chargehand level, supervisory level, or executive level. If the commencement of work begins at a specific time, and the leader is not present, then very soon the machine operatives will be arriving late also. If the leaders are absent on specific days, absenteeism will begin to occur at a lower level also.

6. Integrity

A man should never be appointed to a managerial position if he focuses on peoples weaknesses rather than their strength. A constant emphasis on what people cannot do, with little comment on what can be achieved will undermine the spirit of the organization. It will be necessary for a leader to be aware of what people can achieve. However in those circumstances, there is need for constant encouragement to raise the performance.

7. Leadership

A successful leader encourages and a persuades his subordinates to raise the performance standards. When standards are raised, an acknowledgement of these achievements should be made. Although strict principles of conduct and responsibility are necessary, respect for the individual and his work are required.

5. Who are the people that he is contact with. It is necessary to be in contact with all of them.
6. Is he too accessible to people or he is not accessible enough.
7. Does he operate according to a plan, or is he constantly choosing after every crisis that arises. Is he constantly interrupted.
8. Have any discussions occurred recently in relation to his own self development.
9. Is there a constant update on the job because of changes.
10. Is the existent management structure suitable to the needs of the company.
11. Does he allow time daily to analyse the situation.