

Lecture No. 08

MANAGEMENT FUNCTIONS IN URBAN RENEWAL

Department: City and Regional Planning, LCWU

Subject : Urban Renewal and Conservation

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Importance for Urban Renewal

- One of the key to success in urban renewal is that a management structure has to be devised and set in place that allows all and each of the management functions to take place.
- Management has to be given the appropriate power and authority to carry out these tasks.

Definition of Management

“ Management is the art of getting things done through and with the people in formally organized groups.”

Management Functions

- Henri Fayol (1841–1925) was one of the most influential contributors to modern concepts of management.



Henri Fayol

Functions of Management

- Forecasting
 - Planning
 - Organizing
 - Commanding
 - Coordinating
 - Controlling
- According to Henry Fayol, “To manage is to forecast and plan, to organize, to command, & to control”.

- The first is to forecast the future changes in opportunities or problems and planning organizational response to accommodate withstand or take advantage of such changes. Forecasting means to prepare a strategy.

Strategic Decision

- These are high level policy , long run directional and more concerned with the relationships between the organization and the external environment.

Operational and tactical decision

- These decisions to be made within the organization to ensure that desired strategy can be followed.
- These are low level , immediate , routine and concerned with the implementations of decisions taken at strategic level.

- These decisions then have to be implemented i.e. there is a *Command Function* in which management uses various means to get things done.
- Responses from different parts of the organization (or between the organizations) have to be coordinated both in directions and implementation.
- Finally , these actions have to be controlled in order to maintain adherence to he chosen strategy.

Modern Explanation of Management Functions

Mintzberg has done sophisticated analysis of management works to identify ten functions contained within three role.

1. Interpersonal Roles

- Figurehead
- Leader
- Liaison

2 Informational Roles

- Monitor
- Disseminator
- Spokesperson

2 Decisional Roles

- Entrepreneur
- Disturbance Handler
- Resource Allocator
- Negotiator

Interpersonal roles

1. Figurehead role

The manager performs ceremonial and symbolic duties by virtue of his position. They include: receiving dignitaries, attending parties, visiting the sick employees, etc.

2. Leadership role

This role is particularly performed by heads of units or departments. As heads managers are responsible for the work of people in that unit. As a leader he gives directions, appraises performance, correct mistakes, disciplines staff, motivates subordinates, determines rewards and punishments, etc.

3. Liaison role

The manager ensures contacts with other units and outside agencies on behalf of own unit. He works more as a public relations officer.

4. Monitor

As a monitor of information, the manager scans his environment for information. As a monitor of information he is continuously keeping his ears open for all sources. Typically, this is done by reading papers and talking with others.

5. Disseminator

After having acquired information, the manager also passes this information relatively to his subordinates, superiors and colleagues.

6. Spokesman role

The manager represents his unit and its problems in different forums. As a spokesman, the manager presents the problem of his unit to others, and presents information to others who control his unit and so on.

7. Entrepreneurial role

The manager seeks to respond to the changing conditions of environment. He is constantly looking for new ideas and initiating development projects.

8. Disturbance handler

He responds to pressures and crisis situations.

9. Resource allocator

This role involves the allocation of resources: human, physical, financial and other forms of resources to get things done. Allocation of his own time and powers are important dimension

10. Negotiator

The manager is carrying on negotiations with external as well as internal agents. The negotiator role is very important as the manager's capability to negotiate determines the unit's performance

THE SUKKUR URBAN BASIC SERVICES

- The project comprises 3 Katchi Abadies (Squatter settlements) in Sukkur-Gol Tikri, Kaan 18-19 and Bhusa Lane, for a total population of 30,000, with around 4500 houses and spread over 126 hectares.
- The aim of the project was to evolve a model of development with the Government and the people as partners. UNICEF and OPP-RTI played the role of support institutions. The problem of sanitation was addressed, followed by health.

Based on the Orangi, Karachi experience, the development was divided in two levels:

- a) The internal development (latrine, underground sewerage line, and secondary or collector sewerage in the lane) which can be done more efficiently by mobilizing local resources (social, managerial and financial);
- b) The external development (main trunk sewers, treatment plant) which can be done by the Government.

Role of the Actors

The following are the participants in the project

- UNICEF: financing and facilitator
- SKKA (Sindh Katchi Abadies Authority): co-financing and coordination
- SMC (Sukkur Municipal Corporation): financing, implementation and maintenance of external sanitation
- PHED (Public Health Engineering Department): designing for external sanitation and assistance in supervision
- COMMUNITY: financing, management and maintenance of internal sanitation
- OPP-RTI: training and advisory role, social and technical guidance for external and internal sanitation and health program, documentation and monitoring.

- The waste water from the area was disposed in a pond (3.65m)deep and spread over (4,04 Ha). The pond was overflowing and flooding the settlement during the rains. In a dialogue with the community, the residents expressed their willingness to undertake the internal sanitation work if the de-watering of the pond was undertaken by the government.
- An Appropriate plan for de-watering the pond was made available by the PHED department; the plan for trunk sewer and treatment plant was also added.

Other Developments

- When the residents of the adjoining settlement saw the emptying of the pond and compared it with their own ponds which continue to overflow during the rains, they were encouraged to stop the flooding in their own communities. A plan for external development is now being prepared for them.
- A lease camp has been set up in the project area to regularize the land. With the general money, a revolving fund for the external development is generated.