

# Lecture 4



**increase  
organizational  
effectiveness?**

# Peter F. Drucker Approach

## (handles workers and work)

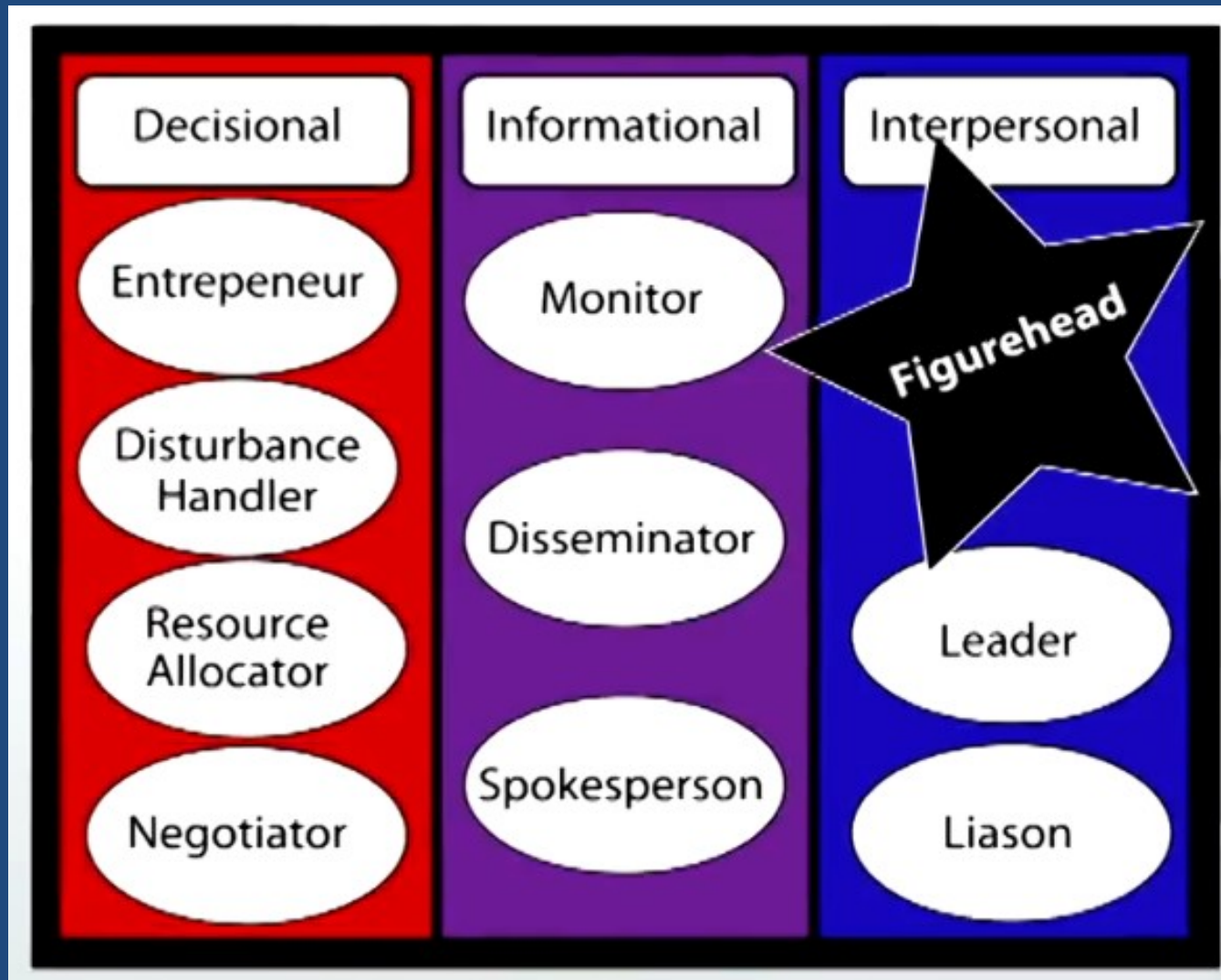
- Every job should be designed as an integrated set of operations.
- The workers should be given a sufficient measure of freedom to organize and control their work environment.
- It is the duty of every manager to educate, train and develop people below him so that they may use their potentialities and abilities to perform the work.
- A manager must create a climate which brings in and maintains satisfaction and discipline among the people.



***Henry Mintzberg***

Professor from McGill University  
- describes how knowing the  
different roles of a manager  
will make life easier for leaders

# Henry Mintzberg Approach



# Interpersonal Management Roles

*relationship-based*

# Figurehead

(These activities are important to the smooth functioning of an organization.)

- Performing ceremonial and symbolic duties.
- Performing routine duties of legal or social nature.



# Leader

(The manager is responsible for training his own staff)

- Motivating, directing, training & counseling employees.
- Pressure Absorber: good at stress management.
- Cycle Runner: ensure smooth functioning of his organization.





# Liaison

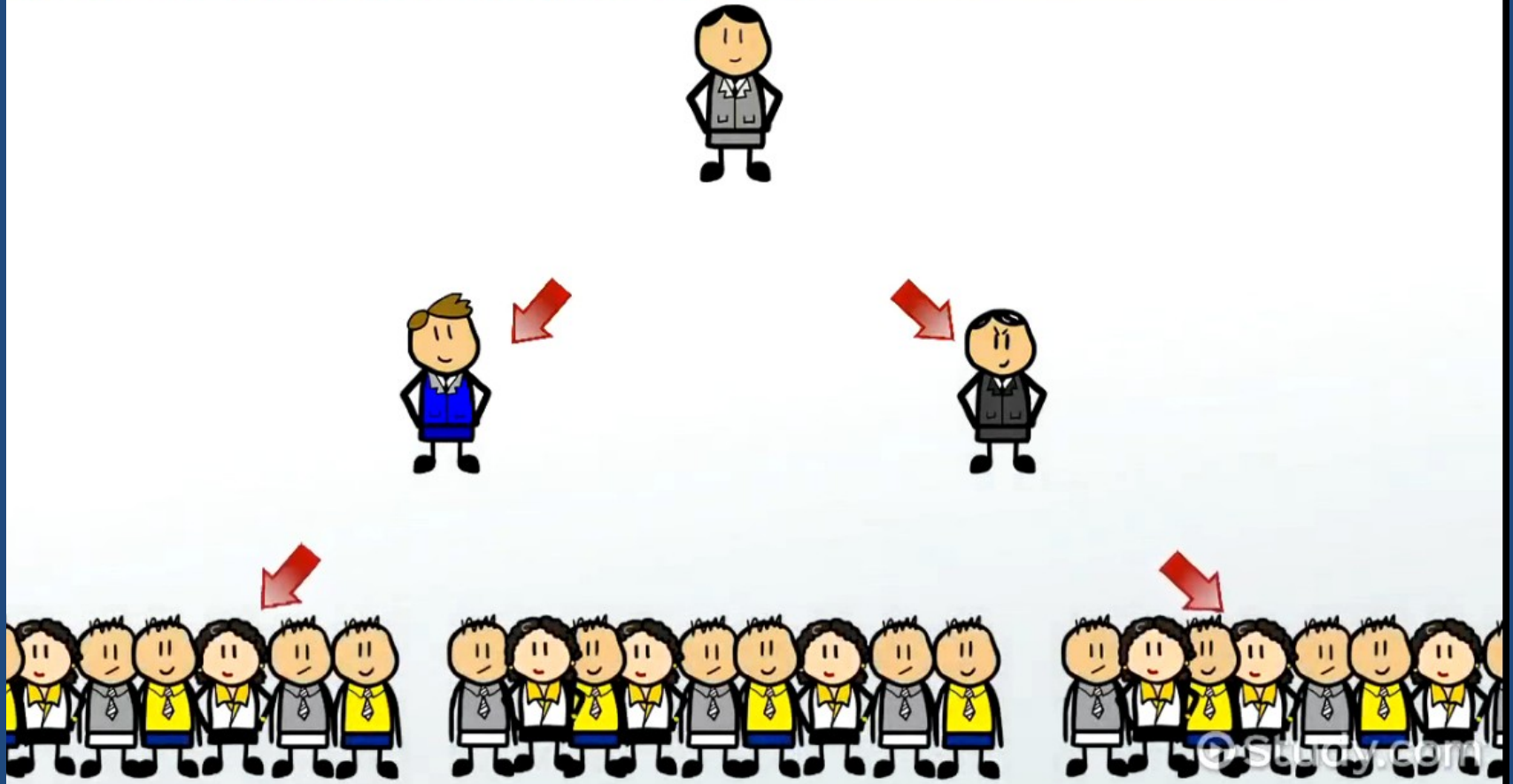
- Maintaining information links both inside and outside the organization.
- His mastery of communication skills enables him to maintain contacts.



# Informational Management Roles

*communication-based*

## INFORMATIONAL FLOW IN ORGANIZATIONS



# Monitor

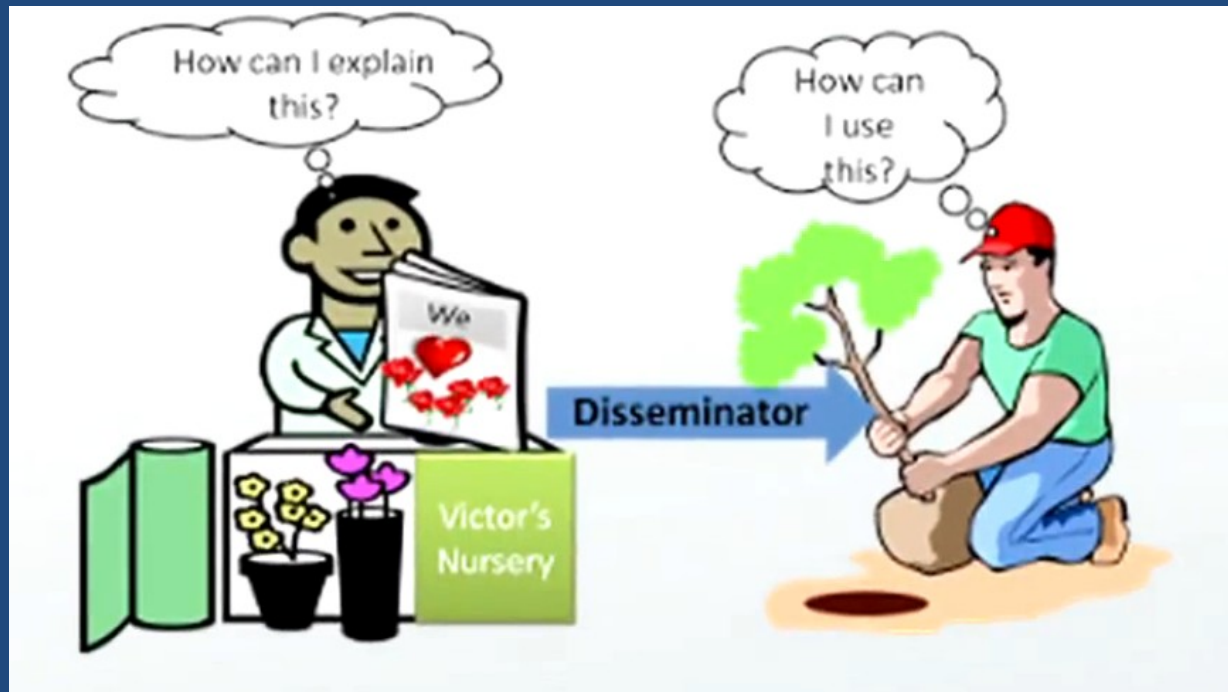
(This role involves seeking current information from many sources.)

- Making surprise and inspect employees' performance and organizational atmosphere
- Seeking reports and analyzing them regularly.



# Disseminator

- pass information to other, both inside and outside the organization.



# Spokesperson

- Managers send some of their information to people outside the organization about company policies, needs, actions, or plans.



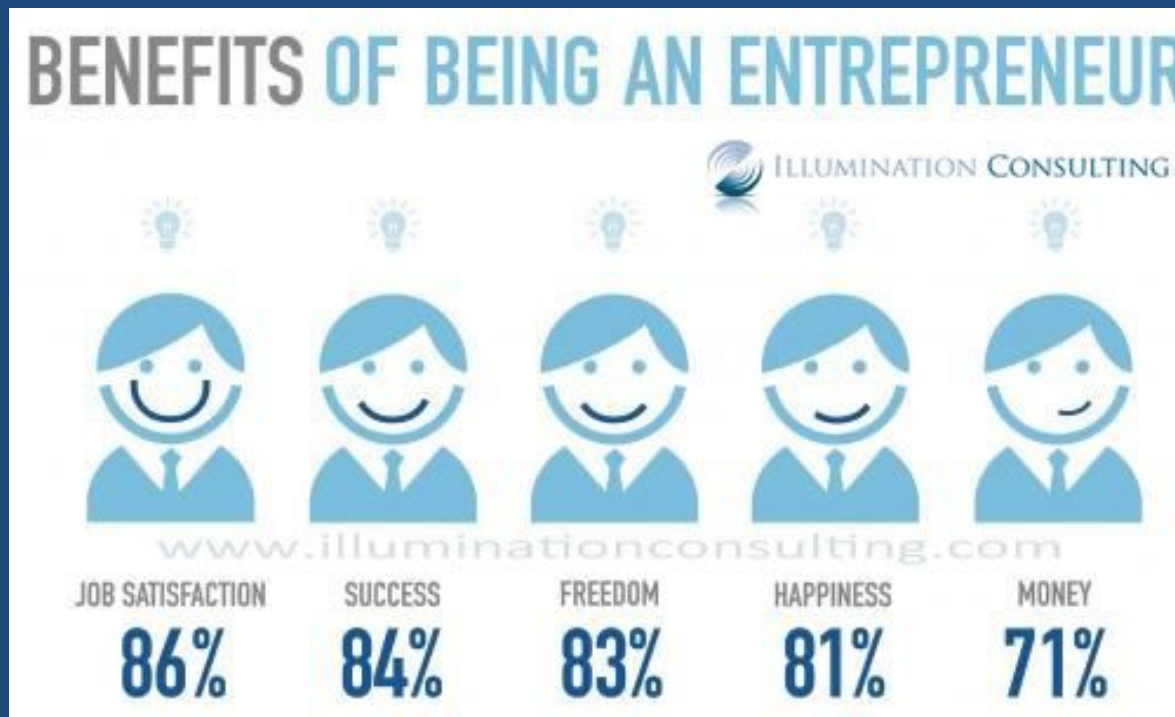
# Decisional Management Roles

*action-based roles for implementing decisions*



# Entrepreneur

- Searching an organization and its environment for opportunities and taking initiatives for improvement and change.
- Believing strongly in the investment philosophy.





# Disturbance handler

- Taking corrective actions during disputes or any unexpected disturbance within the organization.



# Resource allocator

- Determining the best place for organization's resources.
- This involves allocating funding, as well as assigning staff and other organizational resources.



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***how many people are needed and where their skills should be applied***

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***how long a project will take***



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***how much time each worker  
will spend on the project***

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***how many and what kind of  
supplies or equipment are needed***

# Negotiator

- Taking part in, and direct, important negotiations within your team, department, or organization.
- It involves negotiating with suppliers, creditors for better deals.

