



LECTURE 3

MANAGERIAL ROLES AND SKILLS

By

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26th January 2024





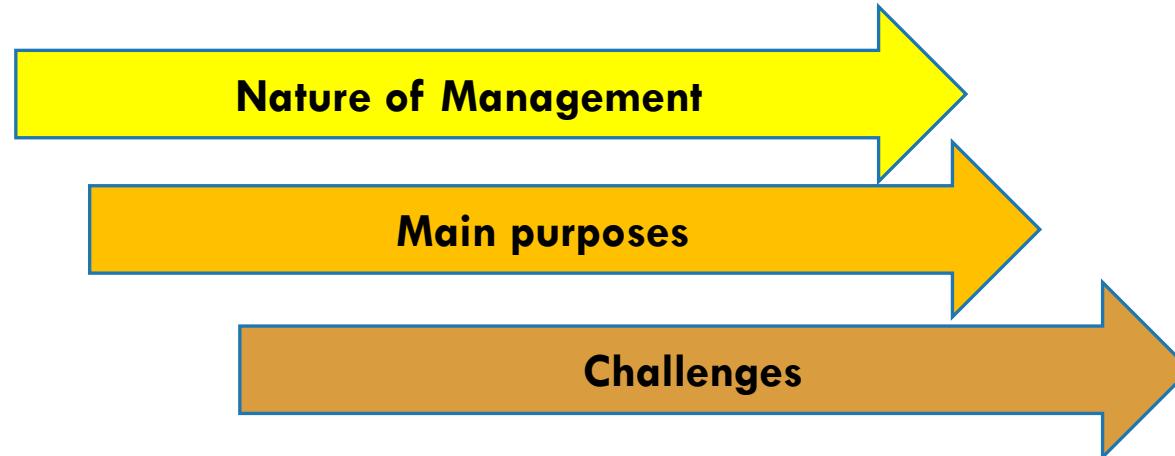
LEARNING OUTCOMES

On successful completion of this lesson, the learner will be able to:

- LO1:** Explain the nature, purposes, and challenges of management in contemporary organizations.
- LO2:** Explain management activities, functions, process, and vertical & horizontal differences in managerial work.
- LO3:** Discuss Henry Mintzberg's 10 managerial roles, their nature and real world examples.
- LO4:** Discuss diverse perspectives of managerial skills and their need for different managerial levels.
- LO5:** Discuss causes of management failure and new management competencies for today's world.



MANAGEMENT IN CONTEMPORARY ORGANIZATIONS





MANAGEMENT IN AN ORGANIZATION

- **Management** is the attainment of organizational goals in an effective and efficient manner through management functions such as planning, organizing, leading, and controlling organizational resources.
- An **organization** is a social entity that is goal-directed and deliberately structured.
- **Good management** is important because organizations possess limited resources.



PURPOSE OF GOOD MANAGEMENT

➤ Attainment of organizational goals:

- ✓ Economic Performance
- ✓ Environmental Performance
- ✓ Social performance



**Sustainable
Corporate
Performance**

$$\text{Organizational Performance} = \text{Economic Performance} + \text{Environmental Performance} + \text{Social Performance}$$

RESOURCES ≠ NEEDS & WANTS



MODERN MANAGEMENT CHALLENGES

- Today's competitive and ever-changing business world demands Innovative Management than the traditional management in the ancient world.
- Today's management is challenged by:
 - ✓ **Economic turmoil, political confusion, ethical turmoil, mobile business, economic recession, rampant unemployment, rapidly changing technologies, globalization, outsourcing, increasing government regulations, social media, global supply chains, rise in sustainability concerns, global pandemics and general uncertainty, and other challenges.** **Including but not limited^{to}**



WHAT DO MANAGERS DO?

Difference between Individual Performer and Manager

Management activities and Functions

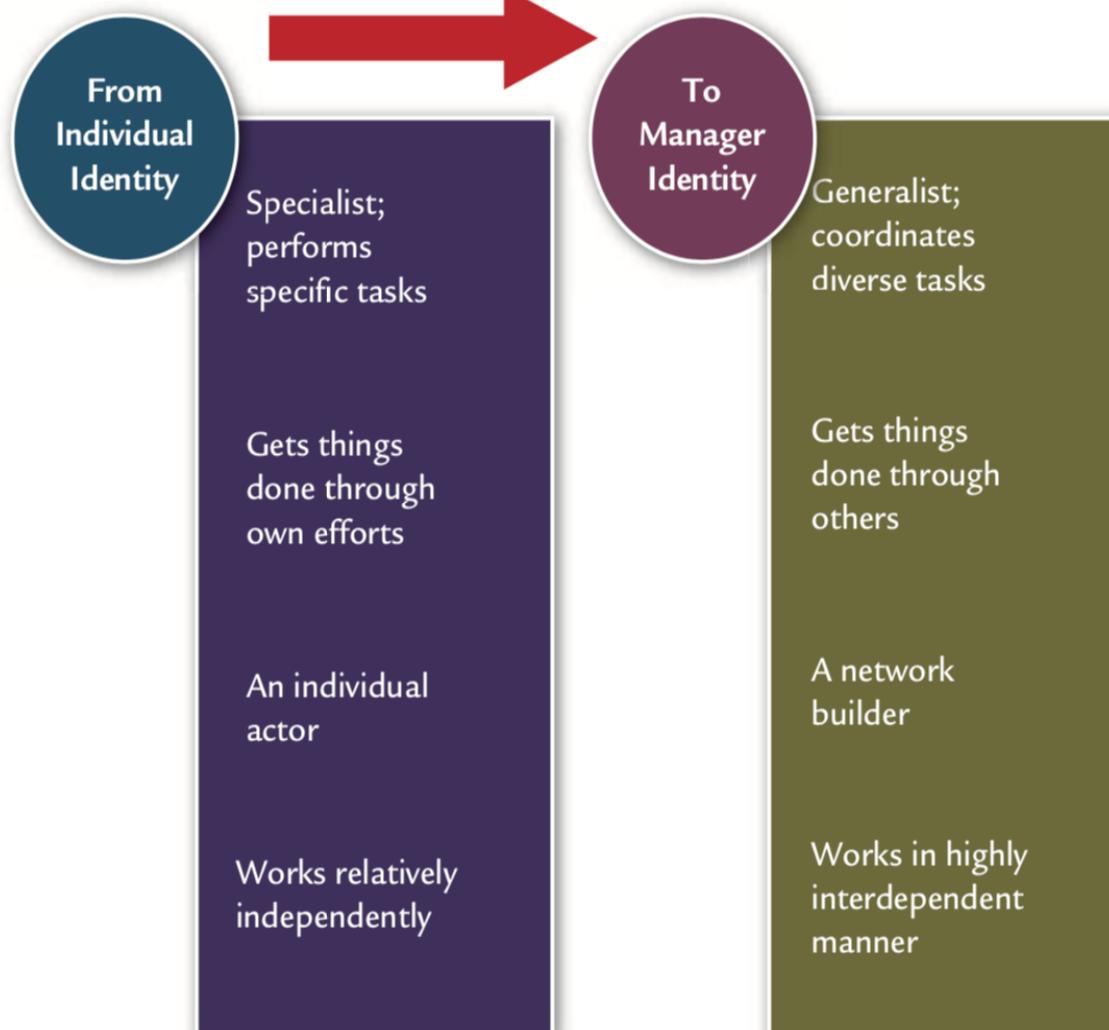
The Management Process

Nature of Managerial Work

Vertical and Horizontal Differences



FROM INDIVIDUAL IDENTITY TO MANAGER IDENTITY



- Many people who are promoted into a manager position have little idea what the job actually entails.
- Making the shift from individual performer to manager is often tricky.
- Becoming a manager involves more than learning a new set of skills.
- Becoming a manager means a profound transformation in the way people think & act.



WHAT DO MANAGERS DO?

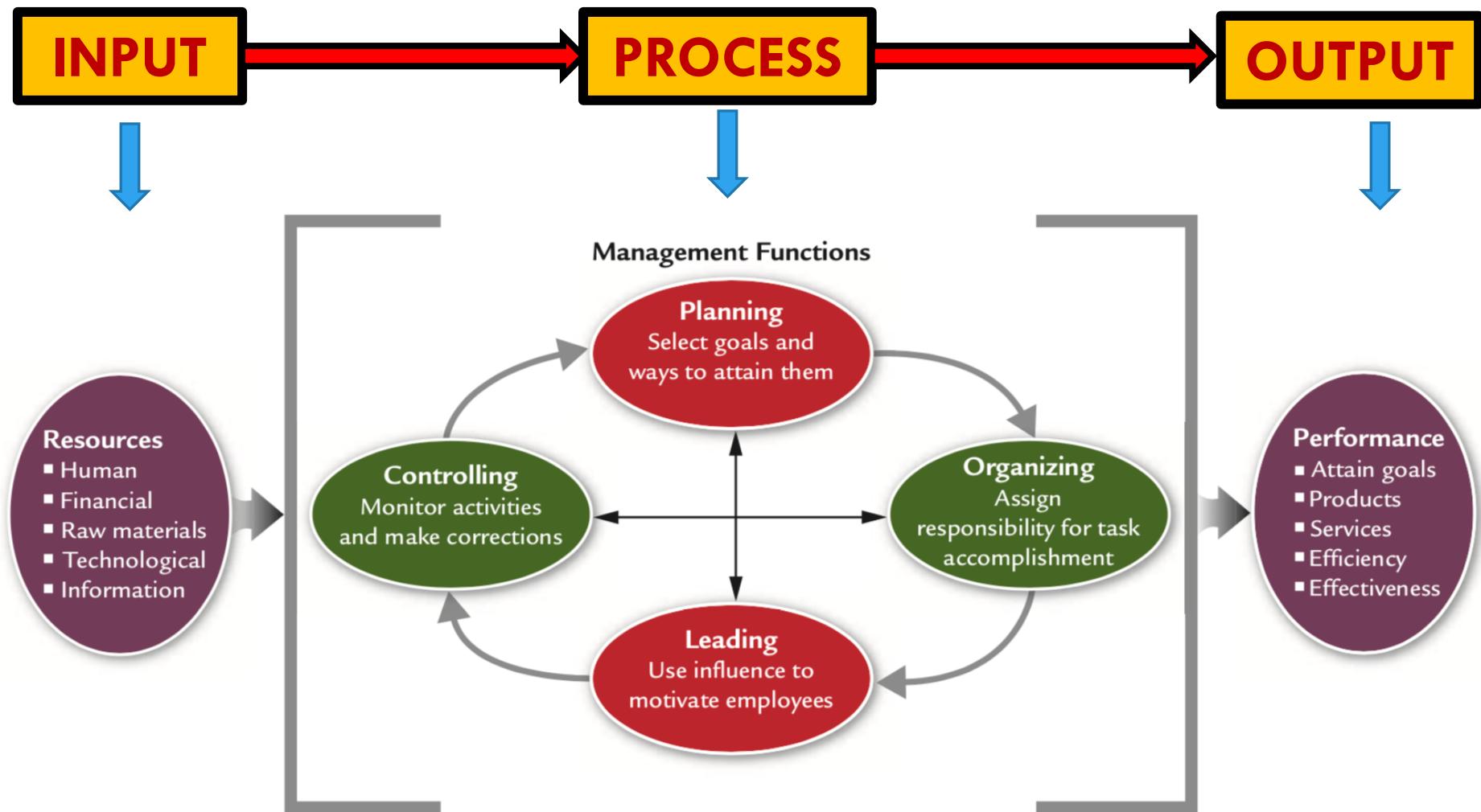
These activities can be categorized into 4 distinct functions:



- 1. Planning:** Setting goals & deciding activities
- 2. Organizing:** Organizing activities and resources
- 3. Leading:** Motivating, communicating with and developing people
- 4. Controlling:** Establishing targets and measuring performance



THE MANAGEMENT PROCESS





WHAT IS A MANAGER'S JOB LIKE?

- All managers have to perform the four management functions of planning, organizing, leading, and controlling in all organizations.

- **But, all managers' jobs are not the same.** Because:
 - ✓ Managers are responsible for different departments.
 - ✓ Managers work at different levels in the hierarchy.
 - ✓ Managers have to meet different requirements for achieving high performance.



A RECAP

- ✓ Managers are responsible for different business functions.
- ✓ Managers work at different management levels.
- ✓ Managers have to meet different requirements for achieving high performance.





DIFFERENCES IN MANAGERIAL ROLES

- A **role** is a set of expectations for a manager's behavior.
- An important determinant of the manager's job is the hierarchical level, which is known as:
 - ✓ **Vertical Differences**
- The other major difference in management jobs occurs horizontally across the organization, which is known as:
 - ✓ **Horizontal Differences**



VERTICAL DIFFERENCES

- The primary focus of a manager's job differs according to the three managerial levels in the organizational hierarchy.

Managerial Level	Primary Focus
1. Top Managers	<ul style="list-style-type: none">✓ Responsible for the overall success of the entire organization.✓ Concerned with the long-term future.
2. Middle Managers	<ul style="list-style-type: none">✓ Responsible for implementing the overall strategies and policies in business units and major departments.✓ Concerned with the near future.
3. First-Line Managers	<ul style="list-style-type: none">✓ Responsible for ensuring that tasks are carried out efficiently and effectively to achieve departmental goals.✓ Concerned with accomplishing day-to-day goals.



HORIZONTAL DIFFERENCES

- There are many types of managers according to their type of work in the organization.

Managerial Level	Primary Focus
1. General Managers	✓ Responsible for multiple functional departments.
2. Line Managers	✓ Responsible for functions and tasks that directly advance the core work of an organization, such as manufacturing or sales.
3. Staff Managers	✓ Responsible for departments that support the organization with specialized advisory or support functions such as legal, accounting, and HR.
4. Project Managers	✓ Responsible for temporary work projects that involve people from various functions and levels of the organization.



NATURE OF MANAGERIAL WORK

- Managerial work is mainly contingent on the type of:

✓ **Organizational strategy**

Corporate, Business, Functional, Operational

✓ **Organizational Structure**

Hierarchical, Flat, Matrix, Divisional

✓ **Organizational Culture**

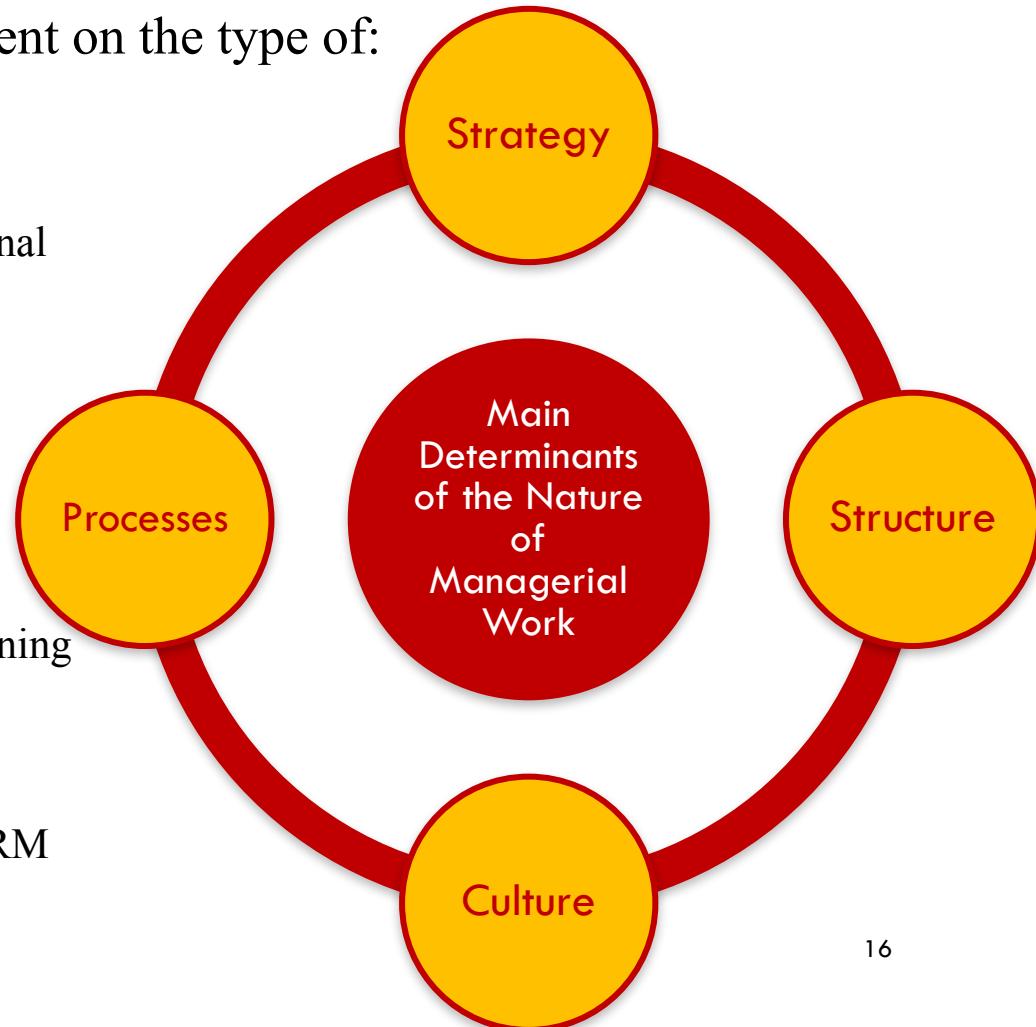
Adhocracy, Clan, Hierarchy, Market, Learning

✓ **Organizational Processes**

Production, Sales, Marketing, Finance, HRM

✓ **Organizational Size**

Large, Medium, Small



Including but not limited to



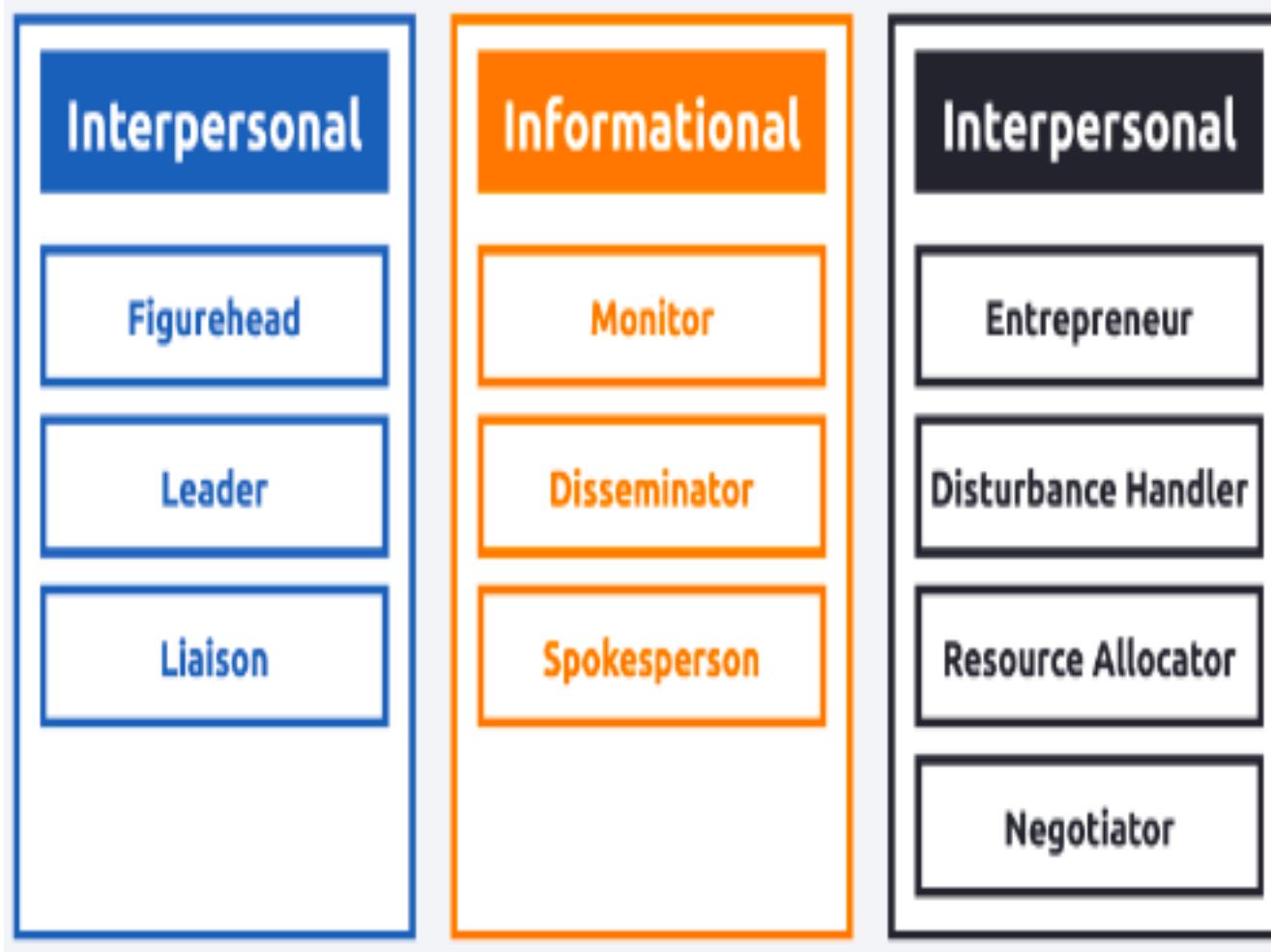
MANAGERIAL ROLES

Henry Mintzberg's 10 Managerial Roles

Nature and Examples



HENRY MINTZBERG'S 10 MANAGERIAL ROLES



'All managerial work encompasses these roles, but the prominence of each role varies in different managerial jobs.'

Henry Mintzberg



NATURE OF MANAGERIAL ROLES

Informational: Links all managerial work together, processes information and provides feedback



Decisional: Makes use of the information and provides feedback

Interpersonal: Ensures that information is provided and accepts feedback

The real job of management isn't practiced separately as independent roles.

All the roles interact simultaneously in the real world of management.



INTERPERSONAL ROLES

(MANAGING THROUGH PEOPLE)

INTERPERSONAL

1

FIGUREHEAD

Represents the organization, as well as motivates the team

2

LEADER

Leads a team, a department, or an entire organization

3

LIAISON

Develops and maintains internal and external relationships

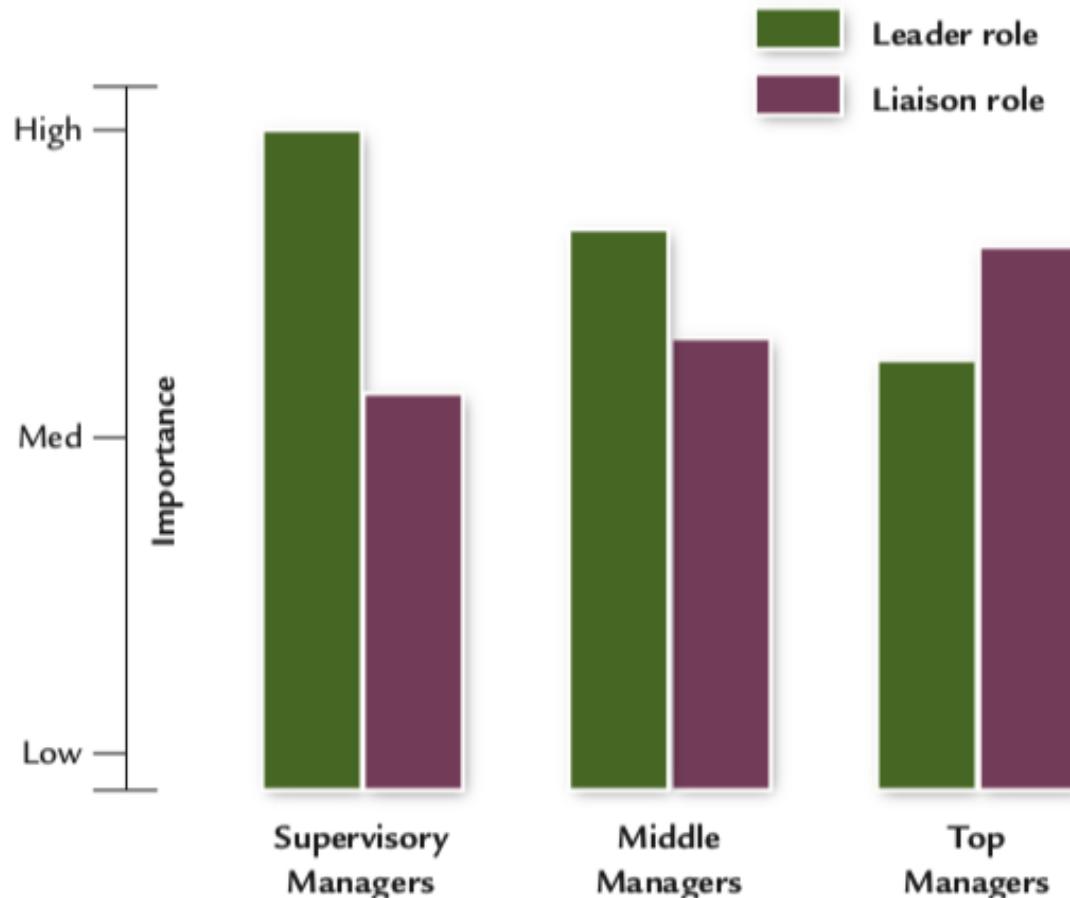


INTERPERSONAL ROLES - EXAMPLES

Managerial Role	Example
1. FIGUREHEAD	<ul style="list-style-type: none">✓ Presentation of employee awards as a branch manager.✓ A manager attending a social event to promote their company.
2. LEADER	<ul style="list-style-type: none">✓ A manager sets a goal for the team and communicates his expectations.✓ A manager monitors group progress and provides feedback.
3. LIAISON	<ul style="list-style-type: none">✓ A manager coordinates with people inside the company, as well as coordinating work between the company's units.✓ A manager coordinates with people outside the organization, such as buyers, suppliers, and strategic partners.



HIERARCHICAL LEVELS AND IMPORTANCE OF MANAGERIAL ROLES



All managerial work
encompasses the
LEADER & LIAISON
roles.

But the prominence
of each role varies
at different
managerial levels



INFORMATIONAL ROLES

(MANAGING BY INFORMATION)

INFORMATIONAL

4

MONITOR

Identifies problems and opportunities for growth

5

DISSEMINATOR

Shares data and communicates it effectively

6

SPOKESPERSON

Speaks for the organization, defending the company's interests



INFORMATIONAL ROLES - EXAMPLES

Managerial Role	Example
1. MONITOR	<ul style="list-style-type: none">✓ Managers who seek customer feedback to see how exactly the products or services can be improved.✓ Managers who seek products made by competitors in order to meet standards and stay on track.
2. DISSEMINATOR	<ul style="list-style-type: none">✓ A manager presenting an approved proposal for the production of a new product to his/her team.✓ A manager having a conversation with a group of employees about a certain issue that affects the company.
3. SPOKESPERSON	<ul style="list-style-type: none">✓ A manager speaks on behalf of the company at a conference.✓ A manager attends the annual shareholders' meeting to inform the attendees about the results his/her team has achieved.



DECISIONAL ROLES (MANAGING THROUGH ACTION)

DECISIONAL

7

ENTREPRENEUR

Initiator and designer of change

8

DISTURBANCE
HANDLER

Fixes the problem, maintaining productivity

9

RESOURCE
ALLOCATOR

Determines how and where to apply organizational resources

10

NEGOTIATOR

Participates in negotiations, trying to reach their goals



DICISIONAL ROLES - EXAMPLES

Managerial Role	Example
1. ENTREPRENEUR	<ul style="list-style-type: none">✓ A manager decides to use social media to increase sales.✓ A manager reorganizes a weak department
2. DISTURBANCE HANDLER	<ul style="list-style-type: none">✓ A manager who resolves disputes among group members.✓ A manager who handles employee grievances.
3. RESOURCE ALLOCATOR	<ul style="list-style-type: none">✓ A marketing manager divides funding between media advertising and promotions.✓ A resource manager distributes project workload across people.
4. NEGOTIATOR	<ul style="list-style-type: none">✓ A manager negotiates pricing, delivery, and design with customers.✓ A manager negotiates over access to capital and personnel with seniors.



MANAGERIAL SKILLS

10 Managerial Skills by Google Executives

3 Managerial Skills by Robert Katz

Managerial Levels & Skills

Top Causes for Manager Failure

New Competencies for Managers



10 MANAGERIAL SKILLS By Google executives

1. Be a good coach.
2. Empower your team and don't micromanage.
3. Create an inclusive team environment, showing concern for success and well-being.
4. Be productive and results-oriented.
5. Be a good communicator and listen to your team.
6. Support career development and discuss performance.
7. Have a clear vision and strategy for the team.
8. Have key technical skills so you can help advise the team.
9. Collaborate across Google.
10. Be a strong decision maker.

SOURCES: Melissa Harrell and Lauren Barbato, "Great Managers Still Matter: The Evolution of Google's Project Oxygen," *Google Blog* (February 27, 2018), <https://rework.withgoogle.com/blog/the-evolution-of-project-oxygen/> (accessed January 8, 2019); and Adam Bryant, "Google's Quest to Build a Better Boss," *The New York Times*, March 12, 2011. Courtesy of Google, Inc.



3 MANAGERIAL SKILLS By Robert L. Katz

- Managers have complex jobs that require a range of skills, which can be placed in three categories:
 - ✓ **Technical Skills:** Refer to the understanding of and proficiency in the performance of specific tasks.
 - ✓ **Human/Interpersonal Skills:** Refer to a manager's ability to work with and through other people and to work effectively as part of a group.
 - ✓ **Conceptual Skills:** Refer to the cognitive abilities to see the organization as a whole and the relationship among its parts.



TECHNICAL SKILLS - EXAMPLES

Understand and demonstrate proficiency in a particular workplace activity.

- Using a computer programme.
- Creating a budget.
- Operating a piece of machinery.
- Preparing a presentation.



Including but not limited to



INTERPERSONAL SKILLS - EXAMPLES

Ability to interact, work or relate effectively with people.

- Mediation
- Negotiation
- Consultation
- Communication
- Teamwork
- Conflict resolution

Including but not limited to

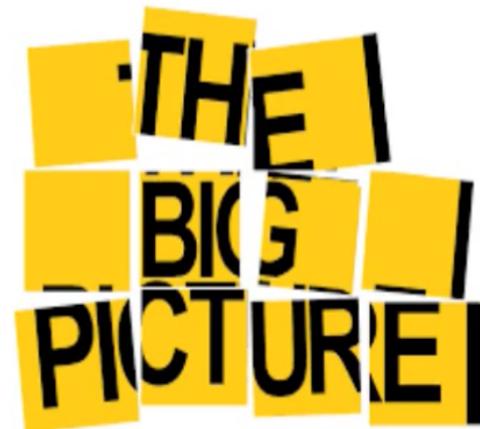




CONCEPTUAL SKILLS - EXAMPLES

Ability to see the organization as a whole, as a complete entity.

- Critical thinking
- Creative thinking
- Decision making
- Forecasting
- Strategic planning
- Deductive reasoning

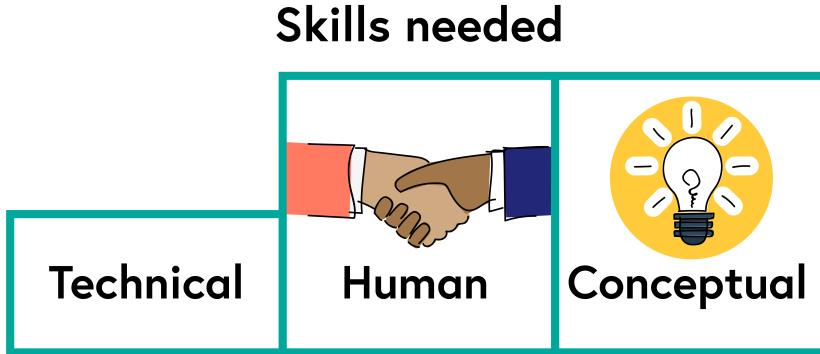


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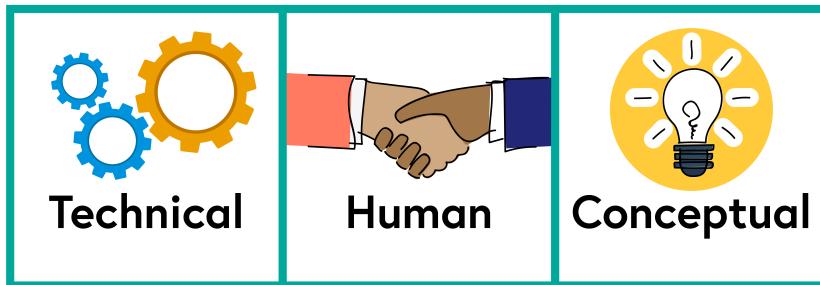


MANAGERIAL LEVELS AND SKILLS

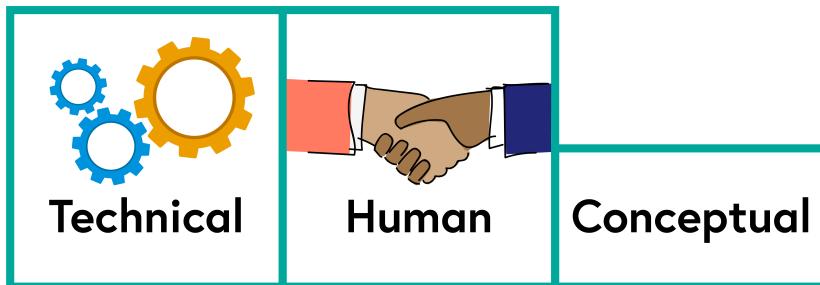
**Top
management**



**Middle
management**



**Supervisory
management**

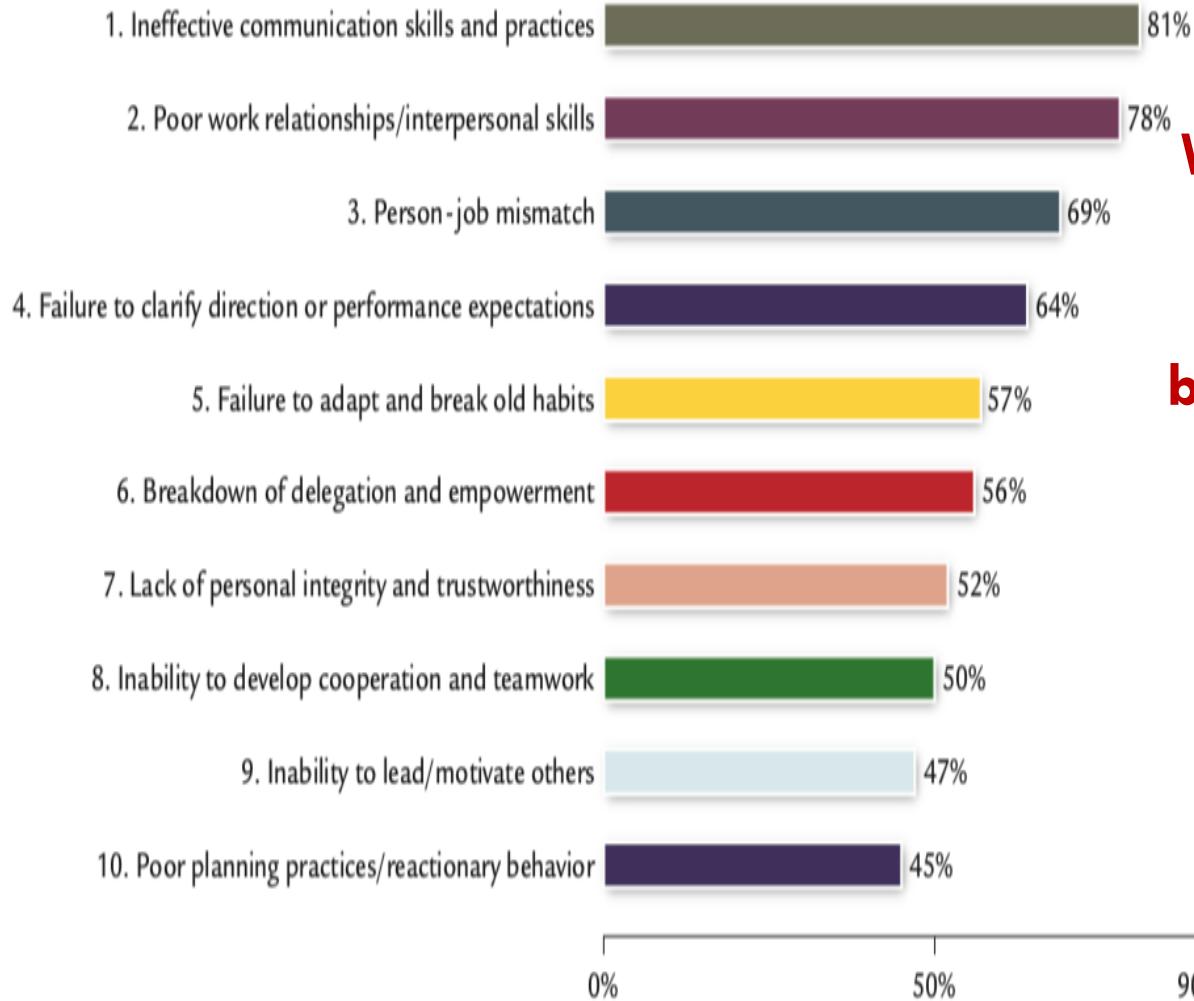


All managers need all the 3 skills:
TECHNICAL,
HUMAN, and
CONCEPTUAL skills.

But the prominence of each skill required varies at different managerial levels



TOP CAUSES OF MANAGER FAILURE

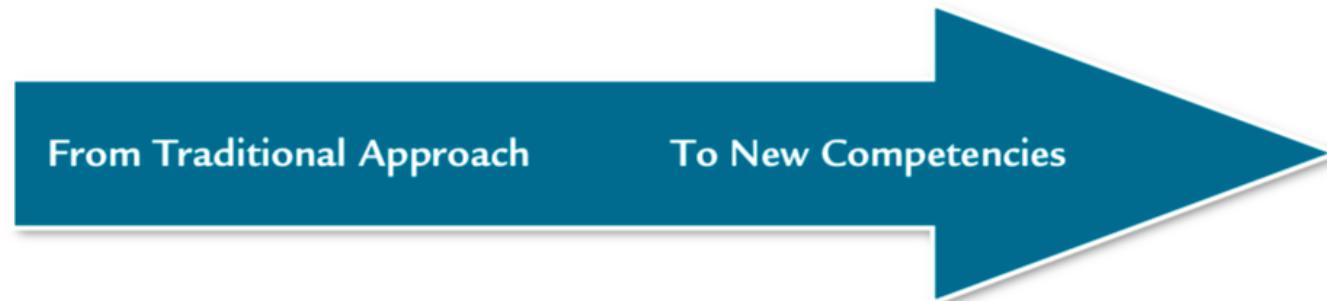


**What do you think of
management skills
they possess
by critically analyzing
these top causes of
manager failure**





BE A MANAGER FOR TODAY'S WORLD



Management Principle

Overseeing Work	From controller	To enabler
Accomplishing Tasks	From supervising individuals	To leading teams
Managing Relationships	From conflict and competition	To collaboration, including use of social media
Leading	From autocratic	To empowering, sometimes bossless
Designing	From maintaining stability	To mobilizing for change



SUMMARY

- Nature, purposes, and challenges of management
- Management activities, functions, process, and vertical & horizontal differences
- Henry Mintzberg's 10 managerial roles
- Managerial skills and managerial levels.
- Top causes of management failure
- New management competencies for today's world.
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