

MANAGEMENT PRINCIPLES AND PRACTICE (MPPR 210)

B. Chikadza, Ph.D

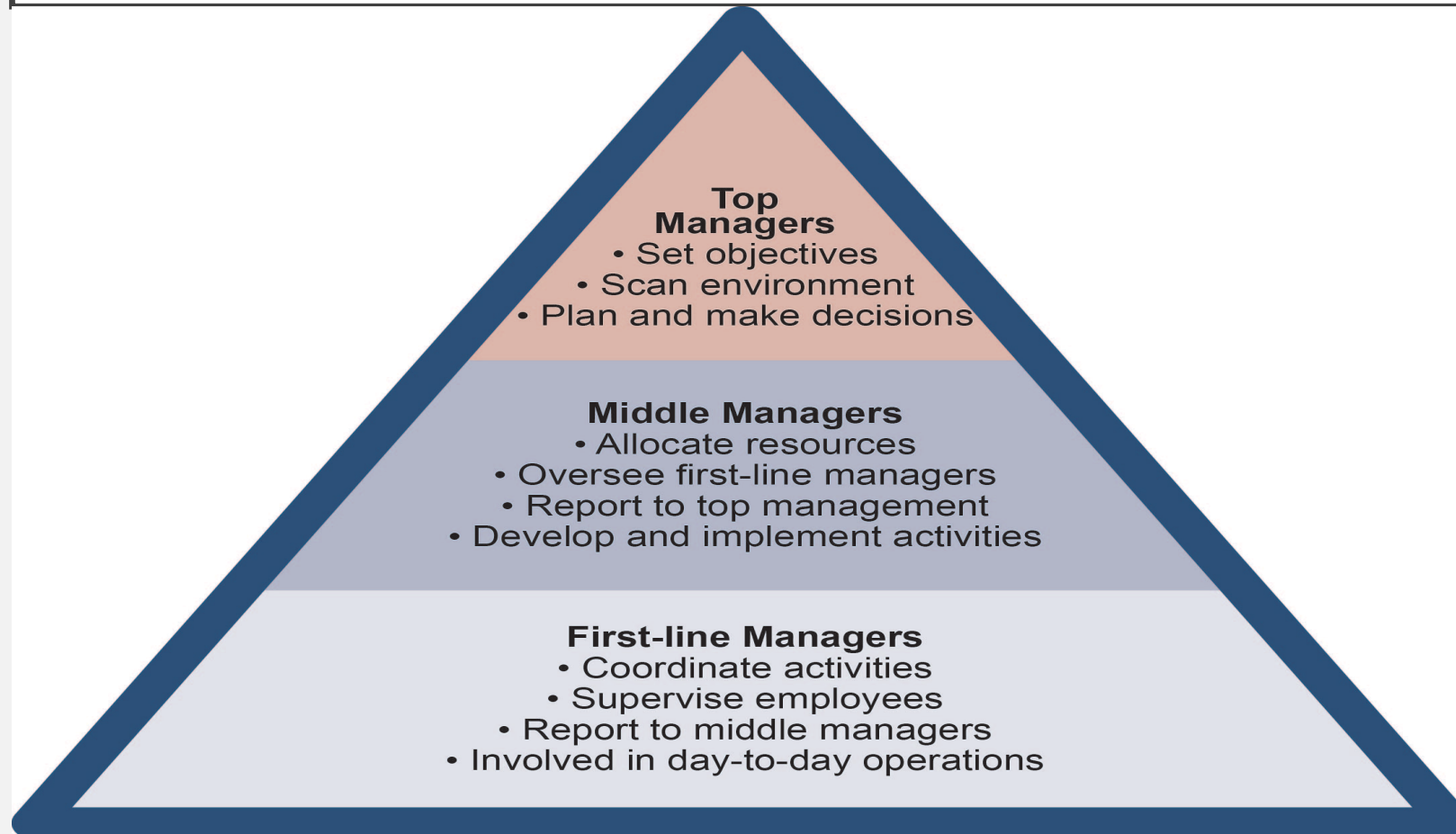
OUTLINE

- 3 levels of Management
- Roles and skills of a Manager
- 10 Roles of a Manager according to Mintzberg
- Skills of a manager

3 LEVELS OF MANAGEMENT



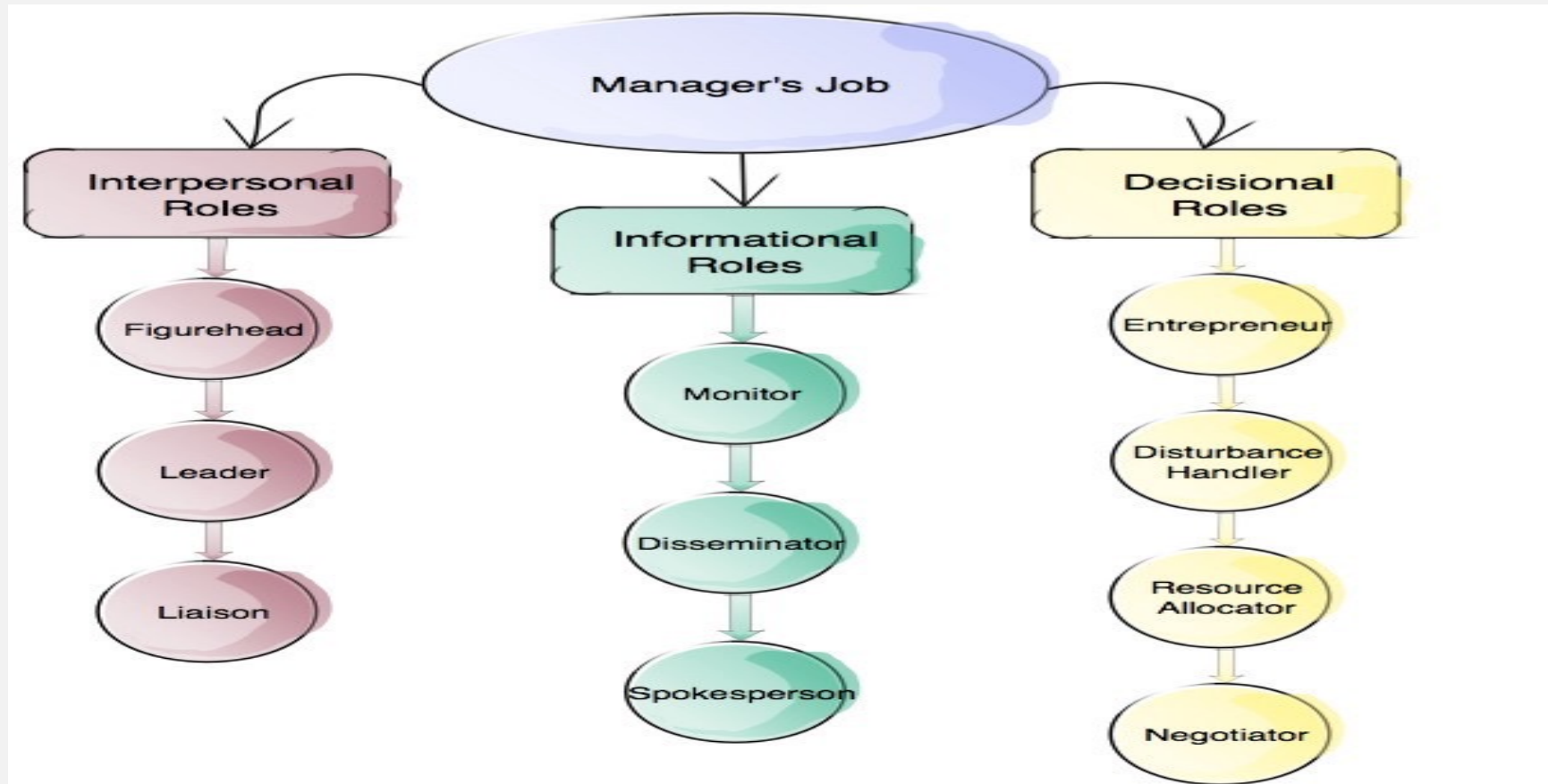
LEVELS OF MANAGERS AND RESPONSIBILITIES



ROLES AND SKILLS OF A MANAGER

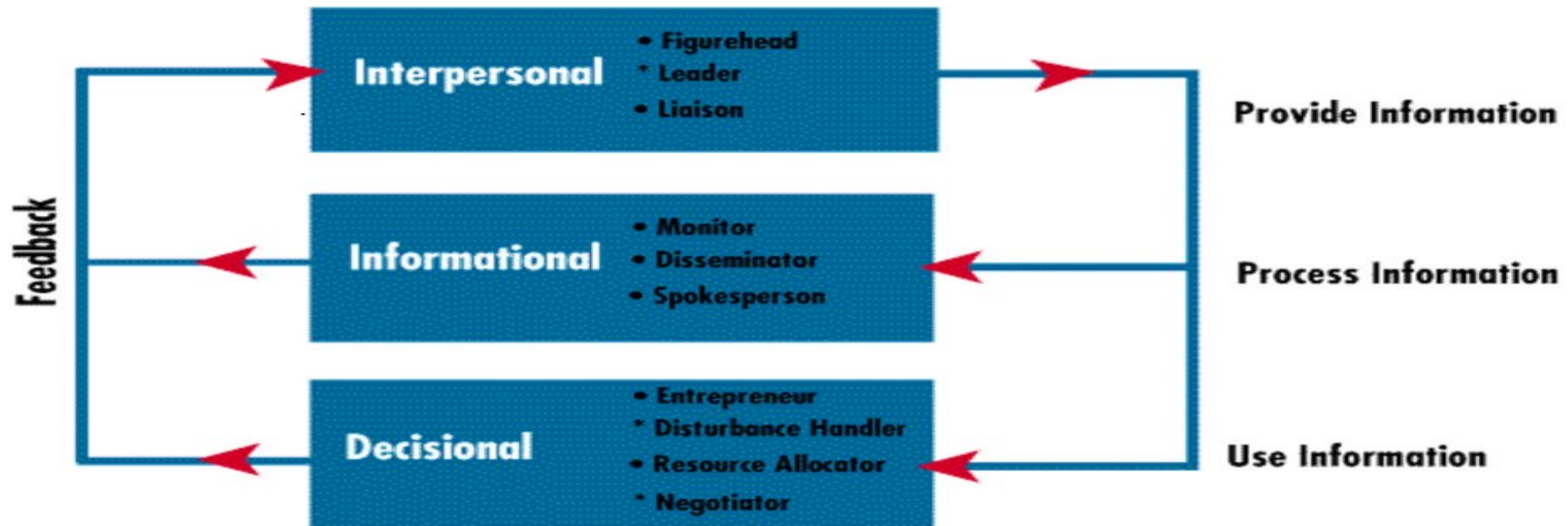
- According to Henry Mintzberg, MIT graduate student in 1960s, managers perform 10 different but highly interrelated roles or sets of behaviours.
- From Mintzberg's research in 1970s to this time, the nature of managerial work has changed very little, apart from the shift to an empowered relationship between top managers and other managers and employees; and obvious changes in technology and the exponential increase in information overload.
- Mintzberg concluded that to meet the many demands of performing their functions, managers assume multiple roles.
- Roles are defined as an organised set of behaviour

10 ROLES OF A MANEGER ACCORDING TO MINTZBERG



10 ROLES COMMON TO MANAGERS

The Managerial Roles



* Indicates significant role for the supervisor

10 ROLES AND EXAMPLES

Category	Roles	Activity	Example
Interpersonal	Figurehead	Perform social and legal duties, act as symbolic leader	Greet visitors, sign legal documents, attend ribbon cutting ceremonies, host receptions, etc.
	Leader	Direct and motivate subordinates, select and train employees	Includes almost all interactions with subordinates
	Liaison	Establish and maintain contacts within and outside the organization	Business correspondence, participation in meetings with representatives of other divisions or organizations.
Informational	Monitor	Seek and acquire work-related information	Scan/read trade press, periodicals, reports; attend seminars and training; maintain personal contacts
	Disseminator	Communicate/ disseminate information to others within the organization.	Send memos and reports; inform staffers and subordinates of decisions
	Spokesperson	Communicate/transmit information to outsiders	Pass on memos, reports and informational materials; participate in conferences/meetings and report progress
Decisional	Entrepreneur	Identify new ideas and initiate improvement projects	Implement innovations; Plan for the future
	Disturbance Handler	Deals with disputes or problems and takes corrective action	Settle conflicts between subordinates; Choose strategic alternatives; Overcome crisis situations
	Resource Allocator	Decide where to apply resources	Draft and approve of plans, schedules, budgets; Set priorities
	Negotiator	Defends business interests	Participates in and directs negotiations within team, department, and organization

10 ROLES AND EXAMPLES

A. INTERPERSONAL ROLES

- These are ceremonial and symbolic in nature, e.g. factory supervisor gives a group of students a tour of the plant, this is **figurehead role**. In the figurehead role, manager represents the organisation in all matters of formality. The top level manager represents the company legally and socially to those outside the organisation.
- All managers have **leadership role**. This includes hiring, training, motivating and disciplining employees
- **Liason role** – or contacting others who provide the manager with information.. The sales manager who obtains info from the quality control manager in his/her own company has an internal liason relationship while if he has contacts with other sales executives through marketing trade association, s/he has an outside liason relationship. In the liason role, the manager interacts with peers and people outside the organisation.
- The top level manager may use the liason role to gain favours and information while the supervisor uses it to maintain routine flow of work.

B. INFORMATIONAL ROLES

- Managers collect information from outside organisations and institutions by scanning news media, talking with others to learn changes in public tastes, what competitors are planning, etc. this is the **monitor role**.
- Managers can also act as a conduit to transmit information to organisational members. This is the **disseminator role**.
- In addition, they perform a **spokesperson role** when they represent the organisation to outsiders.

C. DECISIONAL ROLES

There are four roles:

- **Entrepreneur role:** managers initiate and oversee new projects that will improve the organisation's performance.
- **Disturbance handlers:** managers take corrective action in response to unforeseen problems.
- **Resource allocators:** managers are responsible for allocating human, physical and monetary resources.
- **Negotiator role:** they discuss issues and bargain with other units to gain advantages for their own unit.

ROLES OF A MANAGER

- Take note that the supervisor performs these managerial roles but with different emphasis than higher level managers, but supervisory management is more focused and short term in outlook.
- The figurehead role becomes less significant and the disturbance handler and negotiator roles increase in importance for the supervisors.
- Since leadership permeates all activities, the leader role is among the most important of all roles at all levels of management.

CONCLUSION OF MINTZBERG

- a. Managerial work is the lifeblood of most organisations because it serves to motivate individuals to do many things.
- b. Managerial work is exciting and it is hard to imagine that there will ever be a shortage of demand for capable, energetic managers.
- c. Managerial work is necessarily fast-paced and fragmented, where managers at all levels express the opinion that they must process much more information and make more decisions than they could have possibly imagined.
- d. Just as the most successful organisations seem to have well formed and well executed strategies, there is a strong need for managers to have good strategies about the way they will approach their work.

SKILLS OF A MANAGER

- skills are competences that managers need to achieve their goals.
1. Technical skills – encompass the ability to apply specialised knowledge or experience e.g., civil engineers, oral surgeons typically focus on the technical skills and not all technical skills have to be learned in schools or other formal training programs.
 - note that many people develop their technical skills on the job

SKILLS OF A MANAGER

2. Human skills – the ability to understand, communicate with, motivate and support other people, both individually and in groups.

- Many people are technically proficient but poor listeners, unable to understand the needs of others, or weak at managing conflicts.

- Because managers get things done through other people, they must have good human skills.

SKILLS OF A MANAGER

3. Conceptual skills – managers must have the mental ability to analyze and diagnose complex issues which require conceptual skills.
 - Decision making requires managers to identify problems, develop alternative solutions to current problems, evaluate alternative solutions and select one.
 - Even the ability to integrate new ideas with existing processes and innovate on the job are crucial conceptual skills for today's managers.