

Principles of Management

Lecture 2

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What Managers Do?

- Roles Manager's Play
 - Roles are specific actions or behaviors expected of a manager.
 - Mintzberg identified 10 roles grouped around interpersonal relationships, the transfer of information, and decision making.

What Managers Do?

- Management Roles (Mintzberg)
 - Interpersonal roles
 - Figurehead, leader, liaison
 - Informational roles
 - Monitor, disseminator, spokesperson
 - Decisional roles
 - Entrepreneur, disturbance handler, resource allocator, negotiator



Mintzberg's Managerial Roles

- **Interpersonal Roles**
 - Figurehead
 - Leader
 - Liaison
- **Informational Roles**
 - Monitor
 - Disseminator
 - Spokesperson
- **Decisional Roles**
 - Entrepreneur
 - Disturbance handler
 - Resource allocator
 - Negotiator

Adapted from Mintzberg, Henry,
The Nature of Managerial Work,
1st Edition, © 1980, pp. 93–94..

Role	Description	Examples of Identifiable Activities
Interpersonal		
Figurehead	Symbolic head; obliged to perform a number of routine duties of a legal or social nature	Greeting visitors; signing legal documents
Leader	Responsible for the motivation of subordinates responsible for staffing, training, and associated duties	Performing virtually all activities that involve subordinates
Liaison	Maintains self-developed network of outside contacts and informers who provide favors and information	Acknowledging mail; doing external board work; performing other activities that involve outsiders

Informational

Monitor

Seeks and receives wide variety of internal and external information to develop thorough understanding of organization and environment

Reading periodicals and reports; maintaining personal contacts

Disseminator

Transmits information received from outsiders or from subordinates to members of the organization

Holding informational meetings; making phone calls to relay information

Spokesperson

Transmits information to outsiders on organization's plans, policies, actions, results, etc.

Holding board meetings; giving information to the media

Decisional		
Entrepreneur	Searches organization and its environment for opportunities and initiates "improvement projects" to bring about changes	Organizing strategy and review sessions to develop new programs
Disturbance handler	Responsible for corrective action when organization faces important, unexpected disturbances	Organizing strategy and review sessions that involve disturbances and crises
Resource allocator	Responsible for the allocation of organizational resources of all kinds—making or approving all significant organizational decisions	Scheduling; requesting authorization; performing any activity that involves budgeting and the programming of subordinates' work
Negotiator	Responsible for representing the organization at major negotiations	Participating in union contract negotiations

How The Manager's Job Is Changing

- The Increasing Importance of Customers
 - Customers: the reason that organizations exist
 - Managing customer relationships is the responsibility of all managers and employees.
 - Consistent high quality customer service is essential for survival.
- Innovation
 - Doing things differently, exploring new territory, and taking risks
 - Managers should encourage employees to be aware of and act on opportunities for innovation.

What Managers Do?

- Skills Managers Need
 - Technical skills
 - Knowledge and proficiency in a specific field
 - Human skills
 - The ability to work well with other people
 - Conceptual skills
 - The ability to think and conceptualize about abstract and complex situations concerning the organization

Skills Needed at Different Management Levels

