

### Resource Metadata

<b>Level</b>	Undergraduate
<b>Duration</b>	3 Hours: 2 hours lecture 1 Hour Tutorial
<b>Resources required</b>	Moodle Platform <a href="https://udmintelec.org/course/view.php?id=5">https://udmintelec.org/course/view.php?id=5</a>

### Learning Outcomes

- Describe the interpersonal role of a manager as a symbolic figurehead, leader, and liaison within and outside the organisation.
- Recognise the importance of the informational role in gathering, processing, and communicating vital organisational data.
- Explain why decisional roles are more relevant to managers than operational staff in strategic and resource allocation decisions.
- Describe how a manager acts as a figurehead, such as greeting visitors or representing the organisation publicly.
- Comprehend the liaison role's significance in maintaining external and internal contacts to facilitate organisational objectives.
- Analyse how managers disseminate information through meetings, reports, and communication channels within the organisation.
- Discuss the importance of entrepreneurial skills for managers to identify opportunities and initiate improvements.
- Relate the resource allocator role to managerial decision-making in distributing physical, human, and financial resources.

## The Roles of Managers

### Introduction

In the introductory lectures, the functions of managers were described. In this lecture, the different roles of managers will be highlighted. Roles differ from functions because they are elaborate and they vary depending on circumstances. This may not be the case for functions which are few in number, namely to plan, lead, organise and control.

Henry Mintzberg undertook a study of chief executives at work. He found that managers engaged in a large number of varied, unpatterned and short duration activities. Mintzberg concluded that managers perform ten different roles but they are highly interrelated. Management roles refer to specific categories of managerial behaviour.

### The various roles of managers

#### Interpersonal role

All managers perform duties that are symbolic in nature. When the manager hands diplomas to successful students, he is acting as a figurehead of the organisation. All managers have a role of leader. This role includes hiring, training, motivating and disciplining subordinates. The role with an interpersonal grouping is the liaison role.

#### Informational role

All managers receive information everyday from other organisations, suppliers and even competitors. If this is related to reading literature or documents, then this is a monitor role. Information given to subordinates in the company is a disseminator role. When managers speak on behalf of the organisation, they have the spokesperson role.

#### Decisional role

As entrepreneurs, managers initiate and oversee new projects that will improve the organisation's performance.

As disturbance handlers, managers take corrective action in response to previously unforeseen problems.

As resource allocators, managers are responsible for allocating human, physical and monetary resources.

As negotiators, they discuss and bargain with other groups to gain advantages for their own units.

### Roles and activities

Role	Description	Activities
<b>Interpersonal</b>		
<i>Figurehead</i>	Symbolic head, performs activities of social nature.	Greeting visitors, signing documents.
<i>Leader</i>	Motivates and guides subordinates	Mentoring, coaching
<i>Liaison</i>	Maintains contacts, networks outside the company	Receiving mail, doing board work

<b>Informational</b>		
<i>Monitor</i>	Seeks and receives wide variety of information	Reading periodicals, maintaining contacts.
<i>Disseminator</i>	Transmits information to subordinates	Holding meetings, making phone calls
<i>Spokesperson</i>	Transmits information to outsiders on plans, policies and actions	Holds board meetings, gives information.

Decisional		
<i>Entrepreneur</i>	Looks for opportunities, develops projects	Develops new programmes.
<i>Disturbance handler</i>	Responsible for corrective action when disturbances arise	Reviews situations and looks for solutions to problems
<i>Resource Allocator</i>	Allocates resources, approves decisions	Schedules, performs activities, does budgeting.
<i>Negotiator</i>	Represents the company in negotiations	Participating in union contract negotiations

INTERPERSONAL: How I relate myself to the staff and other people outside the firm

INFORMATIONAL: How I inform and keep others informed

DECISIONAL: How I take decisions on behalf of the company

### Tutorial Questions

1. Describe the term interpersonal as one role of the manager.
2. Why is the informational role important to a manager?
3. Why is the decisional role more appropriate to a manager than an operative?
4. How does the manager act as a figurehead? Provide illustrations.
5. What is a liaison role and why is it important to a manager?
6. How does the manager disseminate information in the organisation?
7. A manager must be a good entrepreneur. Discuss.
8. Relate resource allocator to the manager's decisional role.