

ROLES OF MANAGER

Henry Mintzberg identified ten different roles, separated into three categories. The categories he defined are as follows

a) Interpersonal Roles: Involve people and other ceremonial duties. It can be further classified as follows

- Leader – Responsible for staffing, training, and associated duties.
- Figurehead – The symbolic head of the organization.
- Liaison – Maintains the communication between all contacts and informers that compose the organizational network.

b) Informational Roles: Related to collecting, receiving, and disseminating information.

- Monitor – Personally seek and receive information, to be able to understand the organization.
- Disseminator – Transmits all important information received from outsiders to the members of the organization.
- Spokesperson – On the contrary to the above role, here the manager transmits the organization's plans, policies and actions to outsiders.

c) Decisional Roles: Roles that revolve around making choices.

- Entrepreneur – Seeks opportunities. Basically they search for change, respond to it, and exploit it.
- Negotiator – Represents the organization at major negotiations.
- Resource Allocator – Makes or approves all significant decisions related to the allocation of resources.
- Disturbance Handler – Responsible for corrective action when the organization faces disturbances.

Management as a Science

- Management is a systematic body of knowledge consists of principles, generalizations, approaches and concepts to be applied in practical situation. The manager can manage the situation or organization in a systematic and scientific manner only if he possesses the adequate knowledge of management and its principles.
- The principles, generalization and concepts of management have been developed and formulated on the basis of **observation** research and analysis and **experimentation**, as is the case with the principles of other sciences.
- Like other sciences management principles are also based on relationship of **cause and effect**. Example if workers are paid more, they will produce more.
- Management knowledge and its principles are codified and systematized and can be transferred from one manager to another and can be taught.
- Management principles are **universally** applicable to all types of organizations they

are generalized in nature. Forming general guidelines for managers to practice.

- Law of science have universal application example; formula for water or law of gravity is applicable everywhere same in the case with management. Management process has universal applicability. Example: high motivation leads to high efficiency in employees.

Management as an Art Art means application of knowledge & skill to get the desired results. An art may be defined as personalized application of general theoretical principles for achieving best possible results. Art has the following characters –

- **Practical Knowledge:** Every art requires practical knowledge therefore learning of theory is not sufficient. It is very important to know practical application of theoretical principles.
- **Personal Skill:** Although theoretical base may be same for every artist, but each one has his own style and approach towards his job. That is why the level of success and quality of performance differs from one person to another.
- **Creativity:** Every artist has an element of creativity in line. That is why he aims at producing something that has never existed before which requires combination of intelligence & imagination.
- **Perfection through practice:** Practice makes a man perfect. **Goal-Oriented:** Every art is result oriented as it seeks to achieve concrete results.

Management as both Science and Art

To be successful manager, a person requires the knowledge of management principles and also skills how the knowledge can be utilized. Absence of either will result in inefficiency. So management use both scientific knowledge and art in managing the organization. According to Dr. Terry –if sciences teaches one to know, art teaches one to do. |

Management as Science	Management as Art
Advances by knowledge	Advances by practices
Proves	Feels
Predicts	Guesses
Defines	Describes
Measures	Opines
Impresses	Expresses

Basis for Comparison

Entrepreneur

Manager

Meaning	Entrepreneur refers to a person who creates an enterprise, by taking financial risk in order to get profit.	Manager is an individual who takes the responsibility of controlling and administering the organization.
Focus	Business startup	Ongoing operations

Primary motivation	Achievement	Power
Approach to task	Informal	Formal
Status	Owner	Employee
Reward	Profit	Salary
Decision making	Intuitive	Calculative
Driving force	Creativity and Innovation	Preserving status quo
Risk orientation	Risk taker	Risk averse