

B. Com LLB II SEM
Subject-Principles of
Management

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UNIT 1

Roles of Managers- Every organization has three primary interpersonal roles that are concerned with interpersonal relationships. The manager in the figurehead role represents the organization in all matters of formality. The top-level manager represents the company legally and socially to the outside world that the organization interacts with.

In the supervisory role, the manager represents his team to the higher management. He acts as a liaison between the higher management and his team. He also maintains contact with his peers outside the organization. Roles of Managers are as follow :-

Interpersonal Role

- (i) Figurehead – Has social, ceremonial and legal responsibilities.
- (ii) Leader – Provides leadership and direction.
- (iii) Liaison – Networks and communicates with internal and external contacts.

Informational Role

- (i) Monitor – Seeks out information related to your organization and industry, and internal teams in terms of both their productivity and well-being.
- (ii) Disseminator – Communicates potentially useful information internally.
- (iii) Spokesperson – Represents and speaks for the organization and transmits information about the organization and its goals to the people outside it.

Decisional Role

- (i) Entrepreneur – Creates and controls change within the organization - solving problems, generating new ideas, and implementing them.
- (ii) Disturbance Handler – Resolves and manages unexpected roadblocks.
- (iii) Resource Allocator – Allocates funds, assigning staff and other organizational resources.
- (iv) Negotiator – Involved in direct important negotiations within the team, department, or organization.

Managerial Skills - Henri Fayol, a famous management theorist also called as the Father of Modern Management, identified three basic managerial skills - technical skill, human skill and conceptual skill.

Technical Skill

(i) Knowledge and skills used to perform specific tasks. Accountants, engineers, surgeons all have their specialized technical skills necessary for their respective professions. Managers, especially at the lower and middle levels, need technical skills for effective task performance.

(ii) Technical skills are important especially for first line managers, who spend much of their time training subordinates and supervising their work-related problems.

Human Skill

- (i) Ability to work with, understand, and motivate other people as individuals or in groups meetings.
- (ii) Ability to work with others and get co-operation from people in the work group.

Conceptual Skill

- (i) Ability to visualize the enterprise as a whole, to envision all the functions involved in a given situation or circumstance, to understand how its parts depend on one another, and anticipate how a change in any of its parts will affect the whole.
- (ii) Creativity, broad knowledge and ability to conceive abstract ideas. For example, the managing director of a telecom company visualizes the importance of better service for its clients which ultimately helps attract a vast number of clients and an unexpected increase in its subscriber base and profits