

FC for Group-1 Officers:
Mgmt & Behaviour Studies, Session-03

The Manager's Role.

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21-07-2012



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Three readings for today:

- a. Fayol Henri. The Administrative Theory in The State. in: Gulick Luther and Urwick L., Editors; Papers on the Science of Administration. New York: Columbia University - Institute of Public Administration; 1937; pp. 99-114. Focus on pages 101-106.
- b. McNamara Daniel E. From Fayol's Mechanistic To Today's Organic Functions of Management. American Journal of Business Education. 2009 Jan-2009 Feb 28; 2(1):63-78.
- c. Mullins Laurie J. The Role of The Manager, Chapter-11 in: Mullins Laurie J. Management & Organisational Behaviour. Ninth ed. Harlow, England: Financial Times Prentice Hall, Pearson Education; 2010.

Henri Fayol, 1841-1925



- French Mining Engineer
- 1888-1918: MD of a large co. in France.
- Revived the loss making coal mining + metal making company; according to him, mostly using administrative measures.
- 1916: published his exp. "Adm. Industrielle et Générale" (AIG) in a trade journal.
- 1917: AIG published as a book (in French).
- 1929/1930: First English translation by JA Coubrough, distributed mostly in UK.
- 1949: Second and more popular English translation by Constance Storrs, in USA.

Fayol's Enduring Insight:

The number of management functions that might help improve an organization's operations is potentially limitless.

Primary Functions of Management:

- Fayol, 1908:
 - ▶ Task of Administration: Anticipate, Decide, and Act.
- Admin is specially responsible for:
 - ▶ Unity of action, discipline, anticipation, activity, order.
 - ▶ Recruiting, organizing & directing the workforce.
 - ▶ Good relations between depts & outside world.
 - ▶ Coordination of all efforts towards the overall goal.
 - ▶ Satisfying labor & mgmt.
- Fayol, 1916:
 - ▶ Plan(prévoir): Foresee, anticipate an event, expect a problem, make a provision for / allow for a problem.
 - ▶ Organize: Design & staffing (recruitment), arrange for material & human resources.
 - ▶ Command: Action. Make the org. move. Result orientation.
 - ▶ Coordinate: Harmonize activity & effort.
 - ▶ Control: Conformity with policy & practice, check on perf., course correction as required.

Fayol's 14 Principles of Management

1. Division of work -> speed & accuracy.
2. Authority & responsibility
3. Discipline
4. Unity of Command
5. Unity of Direction
6. Subordination of self-interest to general good.
7. Fair but not excessive remuneration
8. Centralisation: Optimum delegation
9. Scalar chain - a line of hierarchy of authority.
 - Communicate ordinarily through the chain of command.
 - Allow lateral communication if agreed by all and superiors are informed.
10. Order
11. Equity - equal & fair treat. of employees
12. Stability of tenure
13. Initiative
14. Esprit de corps

Overview of managerial functions listed in text books.

Sl	Function	Fayol	Robbins	Jones	Griffin	Certo	Kreitor	Bateman	Rue
1	Plan	√	√	√	√	√	√	√	√
2	Organize	√	√	√	√	√	√	√	√
3	Command	√							
4	Lead		√	√	√		√	√	√
5	Control	√	√	√	√	√	√	√	√
6	Decision Making				√				
7	Influencing					√			
8	Motivating						√		
9	Staffing						√		
10	Communication						√		

Details of the text books by above authors are given in McNamara Daniel E.; From Fayol's Mechanistic To Today's Organic Functions of Management. Am. J of Bus Educn. 2009 Jan-2009 Feb 28; 2(1):63-78.

Also note that American check **X** mark translates to the Indian tick **√** mark.

Today's Organic Management Functions, McNamara, 2009

Sl	Organic Mgmt Function	Barnard	Fayol
1	Create your vision (Purpose of org.)	Yes	
2	Establish Org. Values		
3	Create competitive Adv. & define strategy.		
4	Lead		Command
5	Develop, grow & improve your people	Adequate incentives & sincerity	Fair remuneration
6	Flexible & dynamic org. structure	System of Communication	
7	Fayol's Coordination		Yes



Questions?

Comments.

Answers.



Management & Org. Behaviour, 9th Ed. By Laurie J. Mullins



- Formerly principal lecturer at The Business School, University of Portsmouth, UK.
- Spent a year's academic exchange in the Management Department, University of Wisconsin, USA.
- Visiting fellowship at the School of Management, Royal Melbourne Institute of Technology (RMIT) Univ., Australia.

Chapter-11: The Role of the Manager

Laurie J. Muller:

Mgmt. is Making Things Happen ...

- Within an organization with prescribed roles,
- Directed towards the org's aims & objectives,
- Achieved through the efforts of many people, &
- Using systems & procedures.

Management is essentially an integrating activity that permeates all aspects of the organization.

Management: Administration of business concerns
Administration: Management of public affairs.

Recaps Fayol's Managerial Roles (Plg, Org, Com, Coord & Ctrl); And 14 Principles of Mgmt.

Laurie J. Muller:

Peter Drucker



- **Basic managerial operations**
 - ▶ Set objectives. Describe what needs to be done.
 - ▶ Organise: Analyse, classify & divide work, define or redefine structure, select staff.
 - ▶ Motivate staff & communicate with stake holders.
 - ▶ Measurement of performance at individual, unit & org levels.
 - ▶ Develop people & enhance their career prospects.
- **Managerial Tasks:**
 - ▶ Fulfill specific purpose & mission of the institution.
 - ▶ Make workers productive & achieving.
 - ▶ Manage social impacts & responsibilities.

Laurie J. Muller:

Best known empirical studies on nature of manager's jobs & how managers spend their time:

- CP Hales' Review
 - ✓ Henry Mintzberg
 - ✓ John Kotter
 - ✓ Rosemary Stewart
- Laurie J. Muller:
 - ✓ Henry Mintzberg
 - ✓ John Kotter
 - ✓ Rosemary Stewart
 - ✓ Fred Luthans



Henri Mintzberg

Prof. of Management Studies,
McGill University, Montreal, CA

Managerial Roles:

- **Interpersonal:**
 - ▶ 1. Figurehead
 - ▶ 2. Leader
 - ▶ 3. Liaison
- **Informational:**
 - ▶ 4. Monitor
 - ▶ 5. Disseminator
 - ▶ 6. Spokesperson
- **Decisional**
 - ▶ 7. Entrepreneurial
 - ▶ 8. Troubleshooter
 - ▶ 9. Resource allocator
 - ▶ 10. Negotiator

JP Kotter,

Harvard Business School

- Two managerial activities common to all kinds of managers:
 - ▶ Agenda-setting
 - ▶ Network-building
- Typical pattern of behavior of managers:
 1. Spent most of their time with others,
 2. in short disjointed conversations,
 3. with many in addition to their superiors & direct subordinates,
 4. on wide ranging topics.
 5. GMs typically asked a lot of questions (listening skills).
 6. GMs rarely make big decisions during these discussions, and
 7. rarely gave 'orders'.
 8. But attempted to influence others.
 9. Joking, kidding, informal?
 10. sometimes digressing from core purpose of the org,

Laurie J. Muller:

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Figure 11.7 The combination of attributes of a manager.

Questions?

& Comments

