

Assignment 2.

1. Roles played by manager:

Interpersonal Roles:

The interpersonal roles of a manager are that of a figurehead, leader and liaison.

(a) As a figurehead, the manager has to perform duties that are routine, ceremonial and symbolic in nature. He is expected to fulfill certain social and legal duties.

(b) As a leader, the manager is responsible for hiring and training people. He has to motivate and discipline them as and when required.

(c) In the roles of a liaison, the manager has to develop and maintain a network of people both inside and outside the organisation who will provide information and favors.

Informational Roles:

In his informational roles, the manager acts as a monitor, disseminator and spokesperson of information.

(a) As a monitor, the manager collects information from various sources inside and outside the organisations. The sources may be the news media or other people. The manager acts as the nerve center of information.

(b) In the role of a disseminator, the manager is responsible for transmitting or sharing the information with other members of the organisation.

(c) As a spokesperson, the manager represents and speaks on behalf of the organisation. He conveys information relating to the organisation's plans, policies and results to outsiders. He thus plays the role of an expert.

Decisional Roles

There are four decisional roles that a manager has to play: entrepreneur, disturbance handler, resource allocator and negotiator.

(a) As an entrepreneur, the manager has to study the environment and the organisation carefully and look for opportunities. He has to start new projects that will benefit and improve organisational performance.

(b) In the role of disturbance handler, the manager needs to take necessary corrective actions when the organisation faces unexpected problems.

(c) As a resource allocator, the manager is responsible for distributing human, physical and monetary resources in a way that will bring the organisation maximum benefits.

(d) In the role of a negotiator, the manager negotiates on behalf of his unit. He discusses and bargains with other units and organisations in a way that is advantageous and brings benefits to his own unit.

(ii) Corresponding skills required to be an effective leader.

Managers need to have three broad management skills:

(a) ~~Technical~~ Technical skill;

Technical skill refers to "the ability to apply specialised knowledge or expertise." It is a person's knowledge and ability of any particular type of process or technique.

(b) Human skill.

Human skill refers to "the ability to work with, understand and motivate other people both individually and in groups." It is the ability to deal effectively with people and build teamwork. Human skills are concerned with people.

4. Charismatic leaders follow a four-process in influencing their followers:

(1) Appealing vision:

Charismatic leaders present a very appealing vision of the future to their followers. They also present a long-term strategy for attaining a goal that will lead to a better future for the followers in the organisation. The vision creates a feeling among the followers that their organisation is unique and special.

(2) Vision statement:

Charismatic leaders communicate their vision to the followers through a vision statement that clearly states the mission. The vision statement is repeated at every occasion to get the followers' commitment to the goal and purpose of the organisation.

(3) New set of values:

Through their words and actions, charismatic leaders convey to their followers a new set of values for them to follow. The followers thus start identifying with their leaders and are willing to comply and do whatever their leader wishes.

4) Unconventional behavior:

Charismatic leaders engage in unconventional behaviors that are high on emotions to show the followers how courageous they are. They thus demonstrate their complete conviction and faith in the vision.