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Topic – Managerial Roles and Areas of Management.

Managerial Roles (Mintzberg).

Managerial roles are specific behaviour associated with the task of Management. Managers adopt roles to accomplish the basic functions of management like planning and strategizing, organizing, controlling and leading developing employees.

In 1973, **Henry Mintzberg** a Canadian academic and author on business and management published a book called 'The Nature of Managerial Work'. He and his colleagues studies the role of five chief executives managers by studying the actions. He rendered new perspective in respect of managerial roles. Actually he defined the role of manager toward his employees.

Categories of Managerial Roles:- For better understanding mintzberg categorized all activities into ten managerial roles performed over the course of a day. These are as follow.

Interpersonal Roles	Informational Roles	Decisional Roles
Figurehead	Monitor	Entrepreneur

Leader	Disseminator	Disturbance handler, resource allocator
Liasion	Spokesperson	Negotiator

1. **Interpersonal Roles:** These kinds of roles require the manager to maintain better interpersonal relations with their subordinates and other people related to the organisation. Interpersonal roles can be further divided into three roles. They are as follow
 - I. **The Figure Head Role –**
It is a symbolic duties which are social or legal in nature.
 - II. **The Leader Role-**
It includes all aspects of being a good leader. He must motivate, guide to his subordinates to perform better duties for achieving organisational goals and objectives.
 - III. **The Liaison Role**
The manager acts as a connecting, developing, maintaining network between organisation and the outsiders for information and assistance.
2. **Informational Roles:-** Developing a network and also maintaining the same comes under informational roles. It is essential for manager to develop a network so as to assimilate the potential opportunities and threats of the organisation.

Following are the roles that can be clubbed under this category

I.The Monitor Role –

The managers are constantly monitoring environment collecting and studying information regarding their organisation and outside environment affecting the organisation by which manager can take reasonable action.

II.The Disseminator Role –

This one includes collecting information from a varieties of internal and external sources and disseminate the information to other member of the organisation eg. Circulating letter, mails, addressing conferences etc.

III.The Spokesperson Role –

This role is not much different from that of a disseminator. In this role manager floats the information of the organisation to the relevant portals or group of people the clarifies and defers the policies of the organisation from the outside world.

3. **Decisional Roles** :- This is the most important role of manager. In which he choose the best alternatives for the most effective and efficient working of the organisation. This roles can be performed easily when all other performed correctly. This role is classified into four categories.

I. The Entrepreneurial Role –

Managers need to think like an entrepreneur about all aspects associated with acting as an initiator, designer and also an encourage of innovative and change.

II. The Disturbance Handler Role –

In this role manager acts as a trouble-shooter during corrective action when the organisation faces unexpected problems which are important in nature.

III. The Resource Allocator-

The manage plays an important role for the optimum allocation of resources like time, equipment, finance and also human resources etc.

IV. The Negotiator Role-

They negotiate contract with the Tradition supplier and prime customers, which effect the manager's scope of responsibility

An Overview of Functional Areas of Management

The functional areas of management refer to operative functions, such as production, marketing, accounting, finance and maintenance. It is also called operational management or functional areas of management. Operational functions are differ from organisation to organisation according to their nature. Henry Fayol divided activities of an industrial undertaking into six group-

- a. Technical (production)
- b. Commercial (buying, selling and exchange)
- c. Financial (search for and optimum use of capital)
- d. Security (protection of property and persons)
- e. Accounting (including statistic) and
- f. Managerial.

Nowadays, some new and emerging dimensions are also considered areas of management as, time management, environment management, transport management, international management, forex management.

In Time management, the emphasis is given on achieving the target in minimum time, by the nature, only on thing time is allotted equally to every creature as 24 hours in a day. But the person, who knows the art of time management rank first. Japanese time management regarded best in the world. Nowadays, Environment management is the most important in operational functions. It refers to check the different types of industrial pollution i.e. air, water, and noise. It is responsibility of manager to plan for congenial ecology to plant, animal and human being. Transport management is the specialised branch for arranging efficient and cheaper transport facility.

Modern age of multinational corporation (MNCs), the primary concern of international management is the management of people material and money of the international environment. It is the extension of simple management process itself, but across national frontiers of manager while dealing with different nations must consider the legal, political, social, economic and technical aspects in the global perspective. Forex (Foreign Exchange) management principles for earning more and more foreign money.

However, the most frequently used and pragmatic classification is to put organisational functions into four broad functional areas has its own organisation, policies programmes rules, procedures and sub-activities, and is kept under the control of a departmental head.

1- Production management

It is concerned with the production of goods and services in the best possible manner. Like good at right quality, and in right quantity at cheapest price and at right time. Some authors treat material, purchase and inventory management involves the following functions.

- a. Product planning and development
- b. Plant location, layout and maintenance
- c. Planning and control of plant operations.
- d. Purchase and storage of raw material
- e. Inventory control
- f. Quality control

2- Marketing Management

Modern marketing management is bridging the gap of demand and supply through de-marketing, remarketing, over-marketing and Meta-marketing. Modern marketing from social point of view, is the force that harnesses a nation's industrial capacity to meet the society needs and wants. Marketing management function is concerned with marketing of goods produced by the organisation which consists the following activities.

- a. Assessing consumer needs
- b. Planning and development products in demand.

- c. Establishing and selecting channels of distribution
- d. Advertising and marketing the products.

3- Financial Management-

Financial management can be looked upon as the study of relationship between the raising of funds and the development of funds. Financial function is related with capital budgeting, cost of capital, portfolio management dividend policy, short and long term sources of finance. It involves the following.

- a. Assessing Financial needs
- b. Selecting appropriate sources of raising funds
- c. Arranging adequate funds in time
- d. Proper management of funds so as to ensure safety liquidity and reasonable return on funds.
- e. Making adequate dividend policy
- f. Budgeting and control of finance

4- Human Resource or Personal management

H.R.D. or personnel management or manpower management is concerned with obtaining and maintaining of a satisfactory and satisfied work force i.e. employees. The object of P.M. is to create and promote team spirit among workers and manager. It includes following-

- a. Man Power planning
- b. Recruitment and placement
- c. Selection
- d. Training and development
- e. Compensation
- f. Performance appraised
- g. Promotion
- h. Wages and Salary
- i. Retirement
- j. Working condition
- k. Safety and welfare scheme of employees

5- Office Management

Office is the heart of a business. Office management can be defined as “the organization of n office in order to achieve a specified purpose and to make the best use of the personnel by using the most appropriate machine and equipment, the best possible methods of work and by providing the most suitable environment. The main format of office management are office accommodation, layout and environment communication, handling correspondence and mail typing and

duplicating, record management and filing indexing, forms and stationery, machines and equipment, office reporting, work measurement and office supervision.

Over all, the main function of modern management is to organise human and physical resources and direct them towards efficient performance and higher productivity at minimum costs. The same line of thinking can be applied in various functional areas viz. production, marketing finance, personnel and office. Modern managers are the harbinger of cooperation, fellow feeling, mutual understanding and growth.

- **Short Answer Type Questions**

- 1) Briefly discuss the Mintzberg theory of managerial roles.
- 2) Give a short overview of functional areas of management.

- **Long Answer Type Question**

- 1) Explain managerial roles identified by Mintzberg.
- 2) Give an overview of financial areas of management.

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