

Lecture 2: The Manager and Their Roles within the Organization

I. The Manager: Levels, Skills, and Roles

1. The Manager

Several terms are used in practice to describe a manager, such as **President**, **Administrator**, **Director**, or **Supervisor**. In modern usage, the English term **Manager** is most commonly employed to denote the individual responsible for managing an organizational unit.

A **manager** is an individual through whom work is accomplished, both personally and via subordinates. The manager performs functions such as planning, organizing, directing others, supervising, and controlling the activities for which they are responsible, in order to achieve the expected results of organizational objectives.

Modern perspectives emphasize that a manager is defined by **responsibility for results**, not merely authority. Responsibility, rather than power, is thus the defining criterion of effective management.

2. Levels of Managers

Managers operate at different levels within the organizational hierarchy:

- **Top-Level Management:** Includes individuals at the apex of the organization, such as the **Chairperson**, **Division Heads** (e.g., Production, Marketing), and **General Managers**. They make decisions affecting the organization's future, define strategic direction, and coordinate middle management activities, such as launching new products or investment alternatives.
- **Middle-Level Management:** Positioned in the middle of the organizational structure, typically as department managers. For example, in marketing: Sales Manager, Advertising Manager, Market Research Manager, etc.
- **Lower-Level Management:** Located at the base of the hierarchy, such as department heads and supervisors. They are primarily responsible for executing operational tasks.

3. Essential Managerial Skills

Effective managers require a combination of skills, which vary in importance depending on the managerial level:

- **Conceptual (Cognitive) Skills:** Crucial at higher levels of management. Enable managers to analyze internal and external organizational environments, plan effectively, and develop policies and strategies to achieve objectives efficiently and effectively.
- **Human (Interpersonal) Skills:** The ability to work with, understand, and motivate individuals and teams, fostering collaboration between workgroups and their leaders. These skills are essential for middle management but are required at all levels.
- **Technical (Functional) Skills:** Specialized knowledge in a particular area, allowing a manager to perform specific tasks. Examples include a maintenance engineer with expertise in repair methods and schedules, or an accountant skilled in cost accounting and auditing. These skills are particularly important at lower or operational levels.

4. Roles of Managers

Managers perform multiple roles, which can be categorized into three main types:

A. Interpersonal Roles (Personal Interaction)

- **Figurehead:** Acts as the formal representative of the organization, department, or unit, serving as its interface with employees and external entities such as clients. Responsibilities include signing official documents and decisions.
- **Leader:** Manages subordinates, including hiring, training, directing, evaluating, and motivating them to achieve optimal performance.
- **Liaison:** Coordinates activities between their unit and other units within or outside the organization, exchanging information and facilitating mutual benefits.

B. Informational Roles

- **Monitor:** Gathers and collects information from internal and external sources.
- **Disseminator:** Shares relevant information with other managers and staff to support informed decision-making.
- **Spokesperson:** Communicates on behalf of the organization to enhance its reputation and public image.

C. Decisional Roles

- **Entrepreneur:** Innovates and develops by exploring new areas or seeking marketing opportunities.
- **Disturbance Handler:** Addresses problems before or after they arise, whether internal or external.
- **Resource Allocator:** Distributes and utilizes available resources—such as materials, equipment, and personnel—efficiently and effectively.
- **Negotiator:** Engages in negotiations with employees, department heads, or external stakeholders, including clients and suppliers