

Organisations and Behaviour



Lecturer: Judith Robb-
Walters

Lesson 5



ORGANISATIONS AND BEHAVIOUR

LO I: Understand the relationship between organisational structure and culture

October – November 2014

The Basic Syllabus



- - Understand the relationship between organisational structure and culture
- - Understand different approaches to management and leadership
- Understand ways of using motivational theories in organisations
- - Understand mechanisms for developing effective teamwork in organisations

LEARNING OBJECTIVES



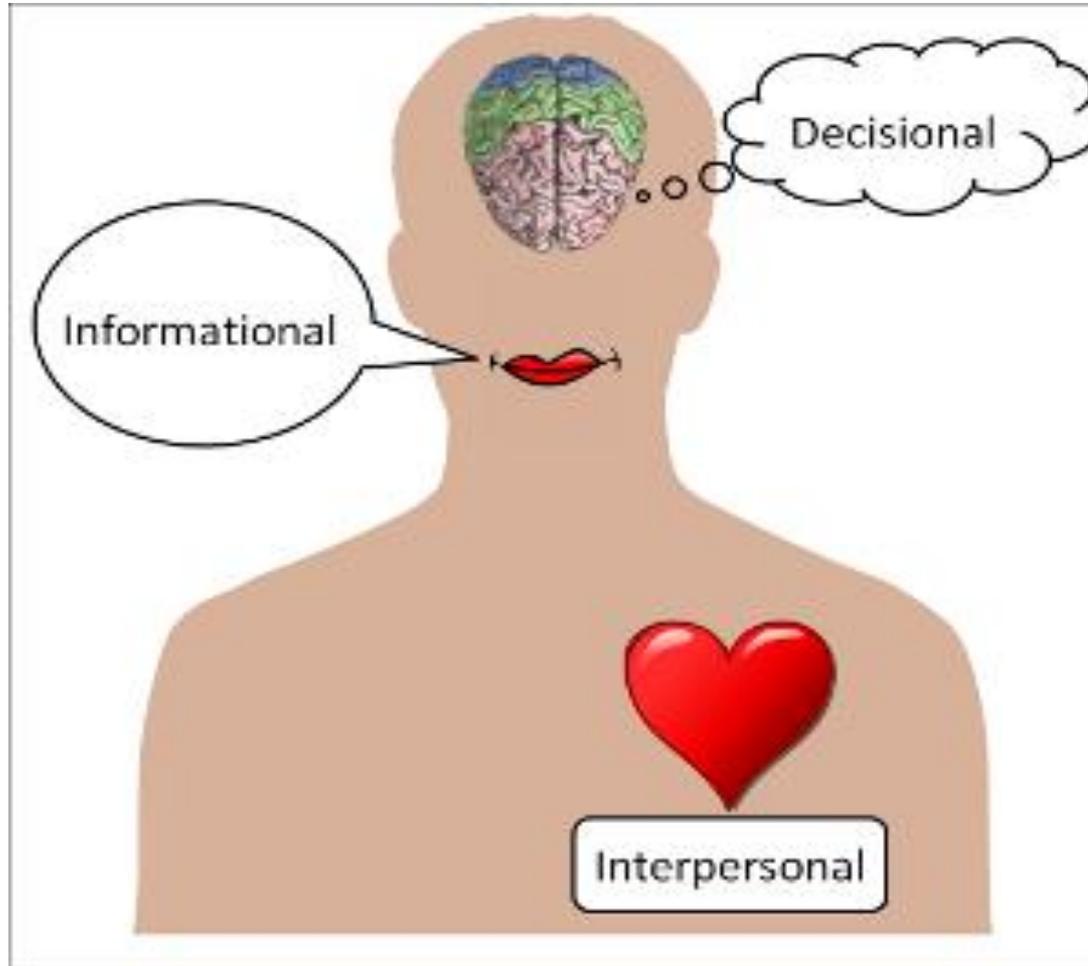
- At the end of the class, students should be able to:
- Compare the effectiveness of different leadership styles in different organisations.

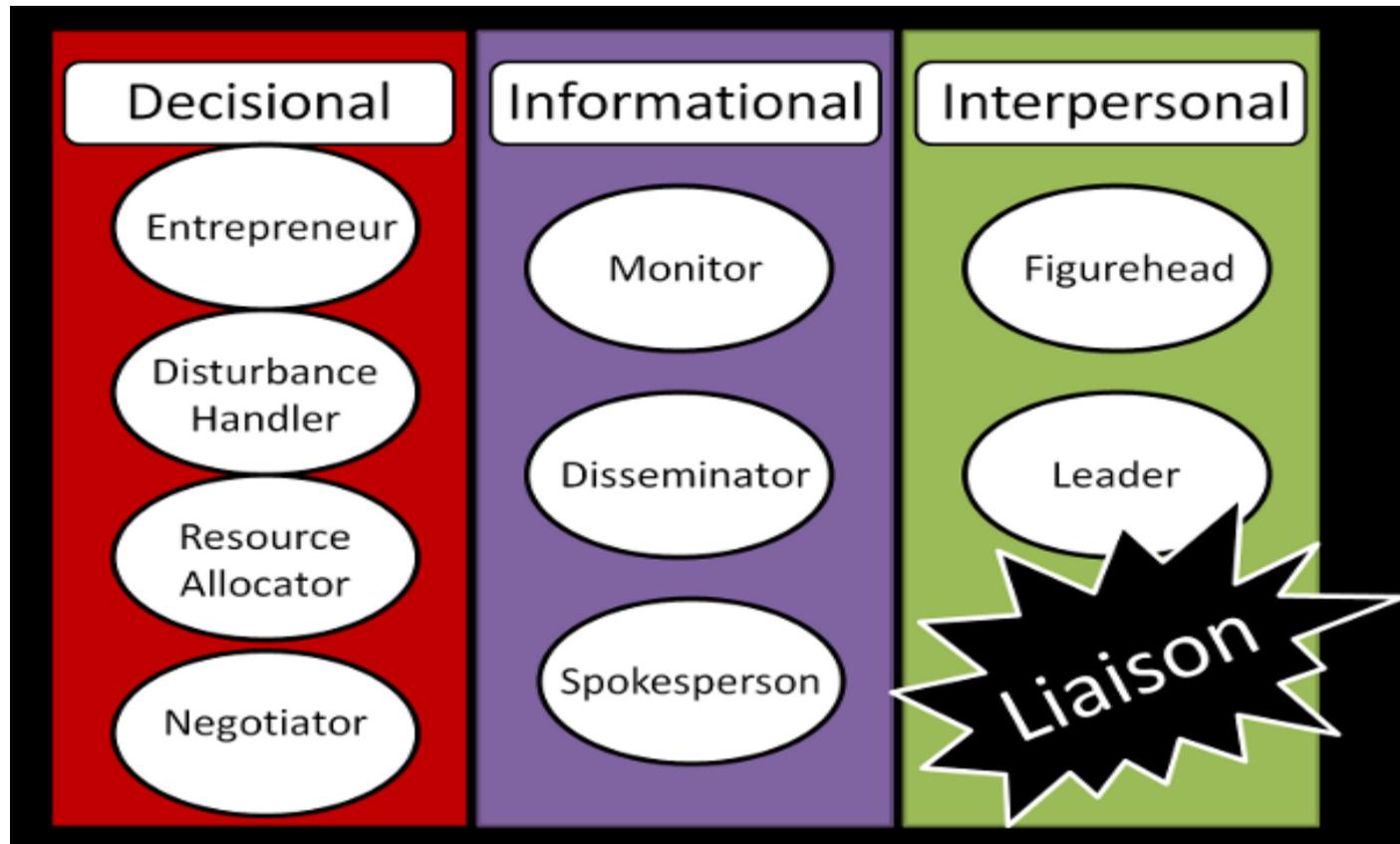
OVERVIEW



- Managers fulfill a variety of roles. A role is an organized set of behaviors that is associated with a particular office or position. Dr. Henry Mintzberg, a prominent management researcher, says that what managers do can best be described by looking at the roles they play at work. The term management role refers to specific categories of managerial behavior. There are three types of roles which a manager usually does in any organization.

OVERVIEW





DECISIONAL

- Entrepreneur – As a manager, you create and control change within the organization. This means solving problems, generating new ideas, and implementing them.
- Disturbance Handler – When an organization or team hits an unexpected roadblock, it's the manager who must take charge. You also need to help mediate disputes within it.
- Resource Allocator – You'll also need to determine where organizational resources are best applied. This involves allocating funding, as well as assigning staff and other organizational resources.
- Negotiator – You may be needed to take part in, and direct, important negotiations within your team, department, or organization.

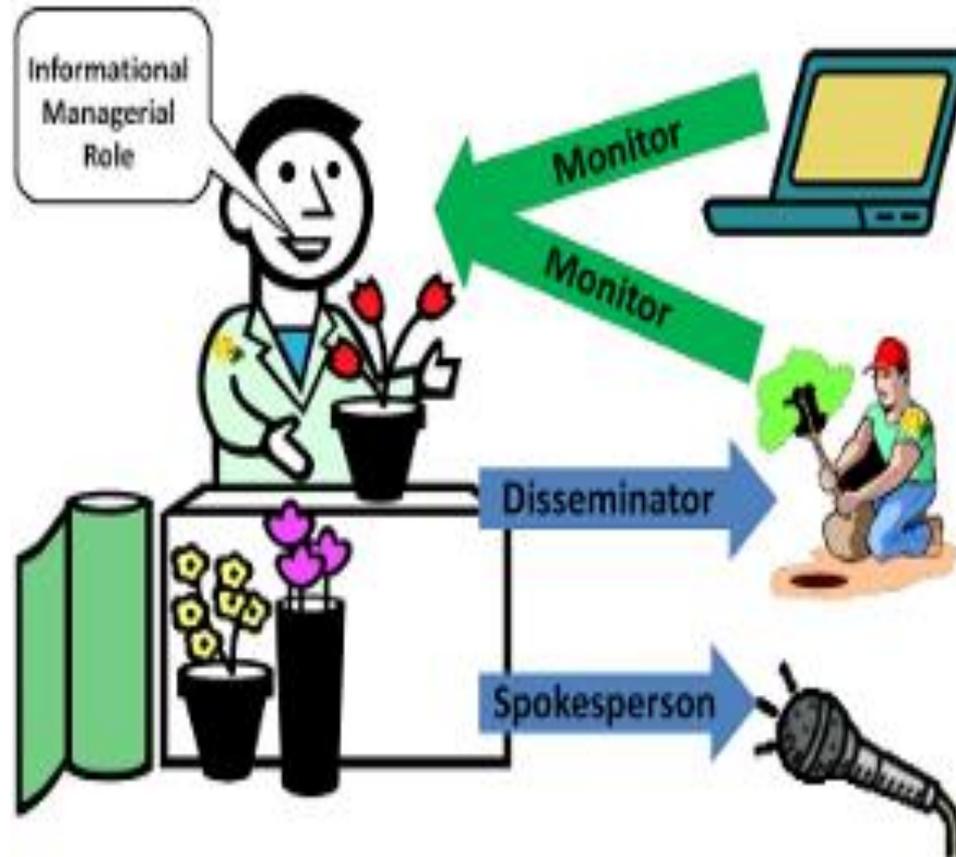
DECISIONAL



INFORMATIONAL

- Monitor – In this role, you regularly seek out information related to your organization and industry, looking for relevant changes in the environment. You also monitor your team, in terms of both their productivity, and their well-being.
- Disseminator – This is where you communicate potentially useful information to your colleagues and your team.
- Spokesperson – Managers represent and speak for their organization. In this role you're responsible for transmitting information about your organization and its goals to the people outside it.

INFORMATIONAL



Interpersonal



- The roles in this category involve providing information and ideas.
- **Figurehead** – As a manager, you have social, ceremonial and legal responsibilities. You're expected to be a source of inspiration. People look up to you as a person with authority, and as a figurehead.

Interpersonal



- On a less grand scale, if you are a department head giving a motivational speech at a quarterly sales meeting, you are acting as a figurehead. The term 'figurehead' is frequently used to describe a powerless person who represents an organization without having real authority, but when the figurehead has responsibilities within the other nine managerial roles, there is not a negative connotation.

Interpersonal



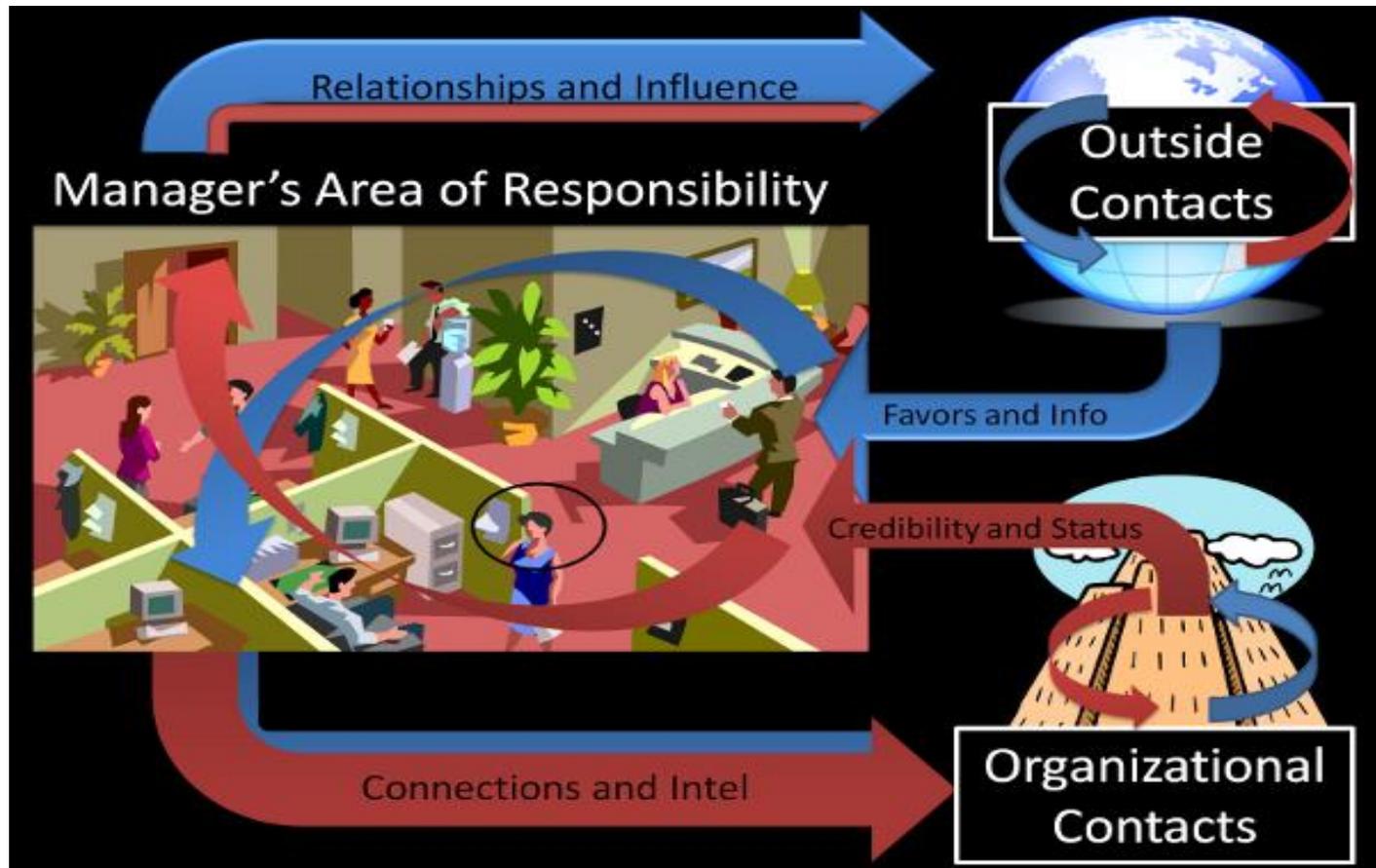
- While '**leader**' is a generic term and the most widely examined of the ten roles, Mintzberg specifically defines the leader managerial role as the act of directing goals and evaluating employee performance. Mentoring, training, and motivating employees are all leadership activities. If you were to develop a new employee orientation program, you would be acting as a leader.

Interpersonal



- The **liaison** role should not be confused with the resource allocator role of the decisional managerial category. Where resource allocation is deciding where and how to distribute resources within the manager's area of responsibility, the liaison role is not in play within the manager's own domain and does not involve direct provision of resources. Rather, the liaison introduces contacts to possibilities and smooths the way toward connecting them with resources, but it is left to the contact to follow through with implementation.

Liaison in action



REVIEW QUESTIONS



- 1. Research has shown that management involves more than simply giving command or orders or commands.
- Required:
- (a) Briefly describe Mintzberg's view of the process of management.
- (b) From Mintzberg's research ,identify and describe the three key roles which management appears to fulfill.

- 2. Which of the following is not included in our definition of management?
- a) Balancing efficiency against effectiveness
- b)Obtaining the most from limited resources
- c) Working with and through people
- d)Achieving organisational objectives
- e)(Working) within a changing environment

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REVIEW QUESTIONS



- 3. Mintzberg identified twelve managerial roles grouped into three classes -- interpersonal, inter-organisational and decisional.
 - (a) The statement is true.
 - (b) The statement contains one error.
 - (c) The statement contains two errors.
 - (d) The statement contains three errors.
 - (e) The statement contains four errors.
- 4. Mintzberg argued that managers perform a number of roles which are associated with
 - A) their level of skill/ability
 - B) their office or position
 - C) the type of industry they are in
 - D) the expectations of others

FURTHER READING



- MANAGERIAL ROLES IN ORGANIZATIONS: Informational roles, Decisional roles
- MINTZBERG ON MANAGEMENT by Henry Mintzberg
- Interpersonal Roles in Management - Jennifer Wiley-Cordone
- <http://wps.pearsoned.co.uk/>
- Management: A Pacific Rim Focus - Enhanced Edition - Margaret Tein,