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MANAGEMENT

There is no general agreement as to the definition of the word or term "management". There are as many definitions as there are many management writers and speakers. There are however, a number of popular views as to the meaning of the term 'management' and it will be academically wise to consider these views so as not to be misled or misunderstood when the term "management" is used in our daily or routine discussions. The term, depending on the context in which it is used, may have different meanings and interpretations. It is therefore right for us to consider the variety of meanings that are representative of the term "management".

The difference views of the term "management" are:

1. Management can be used to refer to a *group of people*, performing managerial tasks and functions. The term is used collectively to include all the individuals in that group. For instance, a group of people can be referred to as "the management of Nigerian Breweries Plc".

2. Management as a *discipline:* This means that management is a field of academic study which is learned and can be transferred from one person to another. You hear a student saying he is studying "Management". In this context he is not studying the people as (1) above, but he is referring to a concentration of courses or a field of study which can be learned.

3. Management as a *profession:* This means that management is practised as a career. In other words, there are some people who earn their living by performing the functions of management. Like Accounting, Law or Medicine, Management has a professional regulatory body - the Nigerian Institute of Management (Chartered) with the acronym NIM. Those who have passed the examinations of the Institute become Chartered Management Practitioners.

4. Management as a *science* and/or *art:* "Management" can be looked at as an art which is the practice of management or as a science which is the embodiment of the theories of management or it can be seen as a combination of both theory and practice, that is, both as a science an art.

You may hear somebody talk of the art of management or management art or management science.

5. Management as a *process:* This is the most useful view of management and it's of our greatest concern since in almost all academic exercises, it is management as a process that is discussed.

As a process, management is viewed as involving some specific activities or functions; and it is the collective performance of the functions that is referred to as management. In other words, carrying out specific actions is recognised as management. This view embraces all the other viewpoints of the term management.

The activities or process of management, which embodies science (theory) and art (practice) is taught and learnt as a discipline that is practised by a group of people as a profession.

DEFINITIONS OF MANAGEMENT AS A PROCESS

There are several academic definitions of management as a process and it should be appreciated that in almost all academic exercises, emphasis is on management as a process.

- ***Koontz and O'Donnell:*** Defined management as "the design or creation and maintenance of an internal environment in which people working together in groups can perform efficiently and effectively towards the attainment of group goals." In other words, it is the undertaking of those activities calculated to make it possible for individuals to make their best contributions towards group objectives.
- ***Keith and Gubelini:*** Note that management is "getting things done through people".
- ***Rosemary Stewart*** summarises management as a process by saying, "It is deciding what to do and getting others to do it".
- ***Ivancevich, Lorenzi and Skinner*** (1994:9) state that, "management is a process involving certain functions and work activities that managers must perform to achieve an enterprise's goals. Management use principles in managing that guide them in this process".
- ***Stoner, Freeman and Gilbert*** (2000:9) state that "management is the principal activity that makes a difference in how well organizations serve people affected by them". They see management as the key factor activity that results to organizational effectiveness.
- ***Bateman and Snell*** (1999:6) state that, "management is the process of working with people and resources to accomplish organizational goals."

- ***Ejiofor*** (1987:3) sees "management as the art of working particularly through people, for the achievement of the broad goals of an organization."
- ***Donnelly, Gibson and Ivancevich*** (1975:10) define management as "a set of activities undertaken by one or more persons in order to coordinate the activities of others in the pursuit of ends, which could not be achieved by any one person."
- ***Fayol*** (1916) states, "To manage is to forecast and plan, to organize, to command, to coordinate and to control."
- ***Cole*** (2002:5) sees "management as a collection of activities involving planning, organizing, motivating and controlling."
- ***Nwachukwu*** (1988:4) states that, "Management can be more scientifically defined as the coordination of all the resources of an organization through the process of planning, organizing, directing and controlling in order to attain organizational objectives".

In our context, management is the performance of those activities that enhance effective utilization of human and material resources with the aim of achieving organizational goals. The activities are planning, organizing, directing and controlling. Managers achieve goals effectively and efficiently.

Effectiveness means "doing the right thing" while **efficiency** is "doing things right". Managers should strive to be effective and efficient in managing organizations. Some managers are effective but not efficient, while some are on the middle of the road some are efficient but not effective, which is a road that should not be travelled by managers. If a manager is efficient but not effective, all the efficiency cannot make up for the lack of effectiveness. It is like doing the wrong thing right.

Effectiveness is the key to organizational success. Effectiveness lies in striking a balance between organizational resources (production capability) and the desired results (production). If emphasis is on maintaining the assets (production capability) with no aim toward the desired results, soon the organization would have no wherewithal to maintain the assets. On the other hand, if the focus is on producing the desired results (production) to the neglects of the production capability (resources), the organization will discover that it has no asset to produce the desired results. Hence, effectiveness lies in balancing production capability with production. To be efficient is to achieve goals with minimum waste of resources which entails making the best possible use of money, time, materials and people.

It can be deduced from the above definitions of management as a process that, there are certain activities or functions that are specifically managerial and a manager is a manager by virtue of the functions he performs. A manager can perform this function well or not, consciously or unconsciously but all the same, perform them. The functions of management are planning, organizing, directing and controlling.

MANAGEMENT FUNCTIONS

These are the functions that are performed by managers which make them managers. The performance of the management functions separate management from other employees and stakeholders in an organization. A manager is a manager by virtue of the performance of the functions of management. The functions of management as enunciated by Stoner *et al* (2000:10) are planning, organizing, leading (directing) and controlling. A brief introduction to the functions is made in this section.

a) PLANNING

Planning is specifying the goals to be achieved and deciding in advance appropriate actions to be taken to achieve those goals. Planning activities include analysing current situations, anticipating the future, determining objectives, deciding in advance what types of activities the company will engage, choosing corporate and business strategies, and determining the resources needed to achieve the organization's goals. Plans are developed for entire organizations, for specific work units, and for individuals. The plans may be long term or short term in nature, be general or specific.

Importance of Planning

i. *Sense of direction:* Planning provides organisations with goals. The goal serve as a sense of direction as the organisation becomes aware of what it wants to achieve.
ii. *Planning provides organisation with objectives to be achieved:* Planning helps in determining or defining clearly goals or aims of the plan. It provides reasons or aims of action.
iii. *Planning helps to minimise cost as you now avoid trial and error practice in your operations and management:* You know exactly what needs to be done based on the plan and so costly mistakes of trial and error are avoided or minimised.

iv. *Planning helps us to manage uncertainty:* The future is full of uncertainty but when we plan we predict the future and so the future is no longer uncertain. It enables us to know the future today and so can walk into the future with more confidence.

v. *Planning enhances spirit of togetherness:* Various units, departments and personnel of the organisation are involved in planning and this creates cohesion as the various ideas, arguments and facts are harmonised into a plan. It becomes our plan, spirit of togetherness.

Types of Plans

There are various types of plans and they are:

1. *Functional plan:* This is based on functions performed in the organisation or department like marketing, production and finance. Based on this type of plan, you find organisations with finance plan, marketing plan, or production plan.
2. *Time:* Plans can be classified on the basis of time period covered so that can have daily plan, weekly, monthly, quarterly, semi-annual, and yearly plan. It can be even be short-term, middle term, long-term plan.
3. *Organisational coverage:* This is based on the extent of coverage of plan. Does it only cover a part, parts or the entire organisation? Here we have divisional plan, organisational plan, strategic plans and corporate plans.
4. *Quantitative:* This is plan that is expressed in numerical terms. It is expressed in mathematical figures. Budget is a good example of a quantitative plan.
5. *Financial plan:* A financial plan is expressed in monetary terms or value like naira and kobo. It should be noted that a financial plan must be quantitative. Though a quantitative plan needs not be a financial plan, like space and production budget, which can be quantitative but not necessarily financial.

It should be understood that a plan can cut across all or more than any one of the above classifications of plan. Federal or State government budget for year 2005 has an element of time, coverage, quantitative, financial and function all rolled into it.

Strategic Planning Versus Operational Planning

Strategic planning is the careful, deliberate, systematic taking of decisions which affect or are intended to affect the organisation as a whole as opposed to only part of it over a long period of time. Strategic plans focus on the broad, enduring issues for ensuring the firms effectiveness and survival over many years. It typically states the organisations vision and mission and may describe a set of goals to move a company into the future. The constitution of the Federal Republic of Nigeria is a classical example of a strategic plan, in this case for Nigeria. Strategic planning is done at top management level in collaboration with lower level management and staff.

Operational planning translates the broad concepts of the strategic plan into clear numbers, specific steps, and measurable objectives for the short term. It entails efficient, cost effective application of resources to solving problems and meeting objectives. The specific plans by various administrations in Nigeria are examples of operational plans.

The Planning Process

These are the steps or procedures that are followed in order to have a good plan. The process may not be meticulously followed but are guides to having good plans. The steps are (1) Assess current conditions, (2) determine goals and objectives, (3) establish an action plan, (4) allocate resources, (5) implement and (6) control. The process is applicable to all types of plans.

1. **Assess current conditions:** The current state of the firm should be assessed in terms of its resources, market trends, economic indications, and competitive factors. The current state of the firm should be assessed to determine the opportunities and threats that the firm can explore or is exposed to and the strength and weaknesses of the firm which can help or hinder it from exploring the opportunities or averting the threats.
2. **Determine the goals and objectives:** Once current conditions are assessed, goals and objectives can be set. Goals and objectives are the aims end state of planning. What is hoped to be achieved. Goals serve as benchmark for measuring the success or failure of all the activities of management.
3. **Establish an action plan:** Actions are specific, prescribed means to achieve objectives. Actions are directed towards achieving objectives. The action plan that will achieve the goal effectively and efficiently should be taken.
4. **Allocate resources:** This entails budgeting resources for each important plan. Resources are the financial, physical, human, time, or other assets of the organisation. Resources allocated should be adequate to execute the action plan.
5. **Implementation:** This means using resources to put a plan into action. This entails transferring the action plan into concrete observable actions. This may involve delegating some of the work by the manager to subordinates. This step is critical in the

process in the sense that the other four steps will be useless if not implemented. It is better not to plan than to plan and not implement.

6. **Control the implementation:** The planning decision must be controlled. The firm must manage on-going work activities to ensure that the intended objectives are met or, in some cases adjusted. Controlling include all managerial activities dedicated to ensuring that actual results conform to planned results.

b) ORGANISING

Organising is assembling and coordinating the human, financial, physical, informational and other resources needed to achieve goals. It includes attracting people to the organization, specifying job responsibilities, grouping jobs into work units, marshalling and allocating resources, and creating conditions so that people and things work together to achieve maximal success.

Organising is the process of bringing together both human and physical resources to accomplish organisational objectives. This involves dividing tasks and jobs, delegating authority, determining the appropriate bases for departmentalising jobs, and deciding the optimum numbers of jobs in each department. In words of Osisioma (1999:24), organising " is the process of designing and maintaining an intentional structure of roles and positions, which makes it possible for people to work effectively towards the accomplishment of the set objectives."

Managers organise by defining and co-ordinating work hence tasks are grouped to form jobs, jobs are combined into departments, and departments are organised into divisions, and divisions to make up an organisation.

c) DIRECTING

Directing is stimulating people towards high organizational performance. It is leading, motivating and communicating with employees, individually and in groups. Leading involves close day to day contact with people, helping to guide and inspire them towards achieving team and organisational goals. It takes place in teams, departments, and divisions, and at the tops of entire organizations. Motivation is all about inducing subordinates to put in their best efforts towards organizational goals.

Motivation is the set of forces that initiate behaviour and determine its form, direction, intensity and duration. Motivation is a set of activities that induce or encourage the workers to put in their best efforts towards the attainment of the goals of the organisation. A worker with ability has the ability to perform, but performance is a function of both ability and motivation. Without motivation, the most capable worker performs poorly.

Stoner *et al* (2000) "Motivation is a human psychological characteristic that contributes to a person's degree of commitment. It contributes to a factor that cause, channel, and sustain human behaviour in a particular committed direction". The commitment that is elicited from individuals by virtue of motivation variables is to assist organisations achieve goals.

Motivation is an explanatory concept; it is used in understanding the behaviours we observe and so is inferred. Instead of measuring motivation directly, we rather manipulate certain conditions and observe how behaviour changes. Motivating employees is important to organisations because motivated employees thrive to find the best way to perform their jobs and are interested in producing high quality products and in additional they tend to be productive.

To achieve organisational goals, managers must understand what motivates people to work hard? This will help the manager to design a reward system that will satisfy these needs.

Motivation theories

i) Maslow (1943) Hierarchy of needs: it states that different needs are active at different times, and only needs not yet satisfied can influence behaviour. Also, that needs are arranged in a fixed order of importance called a hierarchy and once a lower need has been met, the worker is motivated by the unmet higher needs. The needs are arranged in a hierarchical form starting from physiological to self-actualisation needs.

i. *Physiological needs*, such as food, air, water, shelter, sex and all other things necessary for survival.
ii. *Safety needs* such as freedom from fear or harm and deprivation
iii. *Social needs*, such as friendship and teamwork
iv. *Self-esteem needs*, meaning acceptance of self as having value
v. *Self-actualisation* need means the fulfilment of potential and personal growth. To be what one wants to be in life.

The efforts and behaviour changes observed in individuals are meant to achieve one of the needs. Certain basic conditions of employment satisfy these needs. Pay satisfies physiological needs, safety needs are satisfied by safe work conditions and job security. Social needs are met by interaction and communication with fellow workers. And, work that is fulfilling can satisfy self-esteem and self-actualisation needs.

ii) Herzberg *et al* (1959) Two-Factor theory: They divided the factors in the work situation into those he classified as hygiene factors and those termed satisfiers. In the hygiene factors they placed such factors as salaries, job security, the attitude of the supervisor, and the working conditions. They noted that the absence of these hygiene factors will cause dissatisfaction but their presence will not cause motivation or satisfaction.

Factors whose presence leads to satisfaction are called satisfiers or motivational factors. These factors can produce high level of motivation when they are present. The factors are achievement, recognition, advancement, authority attached to the job and the responsibility of the job.

The theory emphasises that the absence of hygiene factors will cause dissatisfaction but its presence will not result to satisfaction. Removal of dissatisfaction is not equivalent to satisfaction or motivation. However, the hygiene factors must be present before the satisfier factors can cause or induce motivation

This theory is popular among managers as it identifies the specific job factors that managers can manipulate to create motivation. Nigerian managers can manipulate the identified factors to enhance motivation of their staff. In most organisations in Nigeria, the dissatsfiers' conditions are absent. Issues in industrial conflict are often centred on the hygiene factors. Many times the hygiene factors are not provided yet the conflict are resolved not to satisfaction of the workers but to avert a threat to their jobs.

iii) Adam (1963) Equity Theory: This theory pertains to the worker's perception of how he is being treated. The basic idea in equity theory is that an employee first consider his inputs (efforts) and then his outcomes (rewards). Next, the employee compares his efforts to his reward and the effort and reward of another employee who is doing basically the same work. If he believes that he is working more and getting the same reward as the other employee, he will reduce his effort. Conversely, if he believes that the other employee is working more and getting the same reward or even higher reward, he will put in more efforts. This worker is motivated by the fairness or equity in the reward system.

d) CONTROLLING

Comprehensive plans, solid organization, and outstanding leaders do not guarantee success. Controlling monitors progress and implements necessary changes. When managers implement their plans, they often find that things are not working out as planned. The controlling function makes sure that goals or target are met. Successful organizations pay close attention to how well they are doing. They take fast actions when problems arise and are able to change as needed.

Controlling is the process of ensuring that actual activities conform to planned activities. It is used to evaluate actual performance, to compare actual performance to goals, and then to take action on the difference between performance and goals.

It can be seen that control and planning are interlinked or intertwined. Planning determines the goals while control tries to ensure that the goals are actually achieved. Some managers are particularly interested in, devoted to, or skilled in a couple of the four functions but not in the others. The manager who does not devote adequate attention and resources to all four functions will certainly fail.

SIGNIFICANCE OF THEORY AND PRINCIPLE OF MANAGEMENT

Theory is the embodiment of knowledge, which has been found to be true or to an extent accurate. Theories of management are not exact like in the physical sciences but do describe how one variable relates to another. In other words, what happens when these variables interact? They are not laws and should not be seen as such.

Principles are guidelines, which imply that their effective application will lead to the achievement of the desired objectives. It should be noted that in applying theory to managing, managers must usually blend, or compromise principles with realities.

The significance of theory and principles of management can be seen in the context that it helps in avoiding unnecessary and costly managerial mistakes. The guidelines give one an idea of what to expect when this is done or that is done, so that unnecessary mistakes are avoided.

It also helps in achieving the desired goals with minimal resources. That is, there are no costly or serious waste of resources where principles are followed or applied. Time and other resources are not wasted in trial and error exercises.

Through effective and efficient management of organizations as a result of the management theories and principles, the general society stands to benefit more, socially, economically and politically. The significance of this is that there will be an improvement in society's welfare.

MANAGEMENT OR ADMINISTRATION

There is often this misconception by students as to the difference between business administration and business management or rather difference between management and administration.

There is no difference between the two terms, they mean one and the same thing and can be used inter-changeably. At one time, administration was preferred word in the public sector, while management was preferred word in the private sector. You hear of sole administrator or military administrator in the public sector and general manager or managing director in the private sector. It should be realised that whether an administrator or a manager they do basically the same thing that is, performing management functions.

THE ROLE OF MANAGEMENT IN THE SOCIETY

This means the importance or relevance of management to the society. The importance of management need not be over-emphasised as it can be seen that the problems with most organizations is not that of lack of resources but that of effective management. The collapse of societies or organizations most of the time are attributed to inefficient management. Before the society goals will be achieved, there has to be management intervention.

In other words, the importance of management to the society lies in the fact that it is the pivot or means of attaining any goals of the society. So, for the society to improve or develop there has to be management, otherwise there will not be any progress in the society. This has to be recognised in the context that the resources of the society will remain dormant until management process converts the resources into production and desired outcomes of the society.

Also, it should be noted that a society with little or no resources can through effective and efficient management be able to achieve its objectives, while a society with all the resources but yet no effective management will not be able to achieve its objectives. There abound examples of countries, societies and individuals who can attest to these roles of management. The phenomenal metamorphosis of Japan as an advanced economic country after the devastating Second World War attest to the role of management.

MICROAND MACRO MANAGEMENT

Micro management refer to the management of individual productive enterprises, that is, the several productive units that contribute to the overall national economic performance. It is at this level that the managerial functions of planning, organizing, directing and controlling are performed by the various managers. The performance of the micro managerial functions determines the standard of living of the citizens.

Macro management looks at the management of the entire economy. This is often done by the government through its regulatory and administrative agencies like the Central Bank (monetary management), Revenue Board (fiscal management), Judiciary/Legislative (Justice Administration) etc.

In economies where the government and its agencies are directly involved in the production of goods and services with no free play of forces of demand and supply determining the allocation of resources, the micro and macro management are intricately interwoven. However, in a mixed economy or capitalist economy like Nigeria, the manager's performance of their functions is influenced by the macro management and its structure. However, the micro management is clearly and definitely distinguished from macro management.

MANAGERS

Management as defined by Mary Parker Follet is "the art of getting things done through people". It is the process of planning, organizing, directing and controlling organizational resources (human, financial, physical and informational) in the pursuit of organizational goals. This implies that managers achieve organizational goals by arranging for others to perform whatever task may be necessary and not by performing the tasks themselves. Managers are organization members who are assigned the primary responsibilities of carrying out the management process.

ATTRIBUTES OF A SUCCESS MANAGER

To be successful manager, one needs certain qualities in applying skills and carrying out various managerial roles. The qualities required of a manager are regardless of age, sex, industry, organization size, r corporate outfit of the manager.

The following are some of the attributes of a successful manager:

1. **Provide clear direction:** A manager needs to establish clear goals and standards for the workers. People should be involved in setting the goals and he should be willing to delegate responsibility.

2. **Encourages open communication:** Managers must be candid and sincere in their dealings with people. They must be honest and direct so that an environment of openness and trust can be established between the manager and the workers or people.

3. **Coaches and supports people:** The manager should be helpful to others, by constructive correcting performance problems of the workers and even going to battle with supervisors for subordinates.

4. **Provides objective recognition:** Managers must recognise employees for good performance more often than they criticise them for problems. Positive recognition is what motivates people and not criticism.

5. **Establishes ongoing controls:** This entails following up on important issues and actions and giving feedback to the subordinates.

6. **Selects the right people to staff the organization:** The manager should select the best people in terms of skills and competencies to accomplish the goal of the organization.

7. **Understand the financial implications of decisions:** Managers should be aware that the decisions they make has financial implications or cost to the organization and so should try to make decisions that minimize cost rather than maximize it.

8. **Encourages innovation and new ideas:** Managers should encourage subordinates to be innovative within the limits of their authority and encourage rather than stifle new ideas brought by the subordinates, which may even be in the interest of the organization.

9. **Gives subordinates clear-cut decisions when they are needed:** Subordinates need clear cut decisions not endless debate and so the manager should know when to give clear-cut decisions that will be understood by the subordinates.

10. **Consistently demonstrates a high level of integrity:** Most employees want or even prefer to work for a manager they can respect. So the manager should have a character and attitude that depicts integrity which will make them earn the respect of their subordinates.

TYPES OF MANAGERS

Managers are saddled with the responsibility of carrying out the management process. Managers can be classified in two ways: by their level in the organization and by the range of organizational activities for which they are responsible. Stoner *et al* (2006:16) agrees to this classification by stating that, "managers can practice at different levels in an organization and with different ranges of organizational activities".

1. Management Level

a.) ***First-line managers (management):*** These managers coordinate or supervise the work of other workers who are not managers. First-line managers are responsible for the organization's basic work and are in daily or near daily contact with workers. They do not supervise other managers and are often called supervisors, office managers or foremen.

b.)***Middle managers:*** This term can include more than one level in an organization. Middle managers main responsibilities are to direct the activities that implement the organizations policies and to balance the demands of their subordinates. They plan, organize, lead, and control first-line managers' activities and sometimes those of operating employees as well. In many organization they are often called department managers, plant managers or directors of operations.

c.)***Top managers:*** They are responsible for the overall management of the organization and accountable only to the providers of the resources of the organization. They supervise middle managers and so are more in contact with middle managers. Typical titles of top managers are chief executive officer, executive chairman, and managing director etc.

2. Organizational Range

This is the classification of managers based on the scope of the activities they manage.

a) ***Functional Manager:*** This manager is responsible for only one organizational activity e.g. production, marketing, finance, human resource. The manager heads people and activities that have a common attribute or characteristics. For instance, the marketing manager heads marketing activities and marketing personnel only, which aims to achieve the marketing goals of an organization.

b) ***General Manager:*** This manager oversees a complex unit, such as a company, a subsidiary or an independent operating division. He is responsible for all activities of that unit, such as its production, marketing and finance.

MANAGERIAL SKILLS

Managers at every level plan, organize, lead and control. But they differ in the amount of time they devote to each of these activities. The difference could be as a result of the organization the manager works for and also on their levels in the organization hierarchy. Regardless of the level of the manager and the organization, the manager needs three basic skills in order to carry out his responsibility effectively. Fayol (1949) states that every manager needs three basic skills, technical, human relation and conceptual skills in order to be effective,

The three skills are

1. Technical Skills: This is the ability to use the procedures, techniques, and knowledge of a specified field. Doctors, engineers, musicians, accountants, lecturers all have technical skills in their respective fields.

2. Human/interpersonal Skills: This is the ability to work with and understand others, to lead, to motivate, to manage conflict and to build group effort. Human skills are important to managers at all levels since all managers got things done through people.

3. Conceptual Skills: This is the ability to coordinate and integrate all of an organization's interests and activities. It involves looking at the organization as a system, understanding how its parts depend on others and anticipating how a change in any of its parts will affect the whole organization. The relative importance of conceptual skills decrease from top to middle to first-level management. This is so because upper-level managers often deal with abstract ideas, and lower-level managers spend more time dealing with observable objects and processes.

THE NEED FOR MANAGERS

Every organization – formal or informal that has a goal to achieve needs managers. There are several reasons why organisations need managers and the reasons are:

1. Managers ensure that an organisation serves its basic purpose, which is the efficient provision of goods and services.

2. Managers design and maintain the stability of an organisation's operation.

3. Managers choose the strategies needed to keep an organisation adapting in a controlled way to its changing environment.

4. Managers ensure that the goals of the organization are achieved.

5. Managers serve as the informational link between the organisation and its environment.

6. As formal authorities, managers are responsible for the operation of an organisation's status system and serve as symbol of the organisation in ceremonial activities.

MANAGERIAL ROLES

Managerial roles are behaviour pattern expected of managers as a result of their positions as managers in an organisation. It can be observed that the job of many managers is quite similar. All managers have formal authority over their own organizational units and derive status from that authority. This status causes all managers to be involved in interpersonal relationship with subordinates, peers and superiors, who in turn provide managers with the information they need to make decisions. All managers play a series of interpersonal, informational, and decision-making roles that can be referred to as organised sets of behaviours. Mintzberg (1973) indeed identified the manager's agenda as involving ten activities which can be grouped into interpersonal, informational and decisional roles of managers.

Interpersonal Roles of Managers

Three interpersonal roles of figure head, leader and liaison help managers to keep their organizations running smoothly.

a) Figurehead: The manager is a symbol of the organisation and so performs ceremonial duties by greeting visitors, attending subordinates' weddings, taking customers to lunch and signs legal documents for the organization.

b) Leader: Managers direct and coordinate subordinates' activities. It involves hiring, training, promoting, dismissing and motivating workers. It also entails ensuring that things are going according to plan.

c) Liaison: Managers work with everyone inside or outside the organization who can help them to achieve the organizational goals. Managers must play politics by trying to win support for their activities or decisions and gain cooperation from other people or managers.

Informational Roles of Managers

These roles establish the manager as the centre point for receiving and sending information. Everybody needs and depends on information for carrying out their activities. The information roles include monitor, disseminator and spokesperson.

a) Monitor: The manager looks for useful information from any source. They examine the environment to discover information, changes, opportunities, and problems that may affect the unit.

b) Disseminator: Managers provide important or privileged information to subordinates, which could be based on the manager's analysis and interpretation of events.

c) Spokesperson: The manager represents the unit to other people. Managers speak for their units and also represent the entire organization when dealing with customers, contractors and government officials.

Decisional Roles of Managers

The other two roles of managers serve as basic inputs to the process of decision-making. Some people are of the opinion that decisional roles of entrepreneur, disturbance handler, resource allocator and negotiator, are managers' most important roles.

a) Entrepreneur: In carrying this role the manager continuously seeks to improve the unit in terms of goods or services provided.

b) Disturbance handler: Managers try to solve problems as they arise. They are involved in averting or curbing crisis in the organisation. They must respond to breakdown or disturbances in their environment and restore it to stability.

c) Resource allocator: Managers decide who will get the resources that are available to the organisation in line with the goal of the organization. Money, men, material and machines are the resources of an organization.

d) Negotiator: Managers must bargain with other units and individuals to obtain advantages for their units. Managers negotiate within and without the organisation since they have the knowledge and the authority.