

23BBT601 - MANAGEMENT PRINCIPLES & ORGANIZATIONAL BEHAVIOUR

ROLES OF A MANAGER

Overview of Managerial Roles

Henry Mintzberg identified 10 roles managers perform, grouped into three categories: interpersonal, informational, and decisional. These roles represent the real behavior of managers beyond theoretical functions.

A successful manager balances all three areas—connecting people, processing information, and making impactful decisions.



Interpersonal Roles

Managers serve as figureheads, leaders, and liaisons. They represent the organization externally, motivate teams internally, and build networks that enhance collaboration.

For instance, Sundar Pichai represents Google globally while fostering a culture of humility and innovation within.



Informational Roles

Managers act as monitors, disseminators, and spokespersons. They gather data, share insights, and communicate the organization's message.

At Reliance Jio, management's strong internal communication helped align thousands of employees during rapid expansion.



Decisional Roles

Managers act as entrepreneurs, disturbance handlers, resource allocators, and negotiators. These roles demand judgment, flexibility, and problem-solving.

Indra Nooyi, as CEO of PepsiCo, restructured product lines and made strategic decisions balancing profit and public health.



Conclusion

Mintzberg's framework shows that management is both science and behavior. A great manager performs multiple roles—each critical to organizational stability and innovation.

