

# INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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## APPLICATION OF ROLE OF PROFESSIONAL MARKETING MANAGERS IN A DYNAMIC BUSINESS ENVIRONMENT

**DR. ABDULSALAM JIBRIL**  
**DEAN**  
**FACULTY OF ARTS, SOCIAL & MANAGEMENT SCIENCES**  
**ADAMAWA STATE UNIVERSITY**  
**MUBI**

**DR. MUHAMMAD ISA BAZZA**  
**SR. LECTURER**  
**FACULTY OF MANAGEMENT SCIENCES**  
**DEPARTMENT OF BANKING & FINANCE**  
**UNIVERSITY OF MAIDUGURI**  
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### ABSTRACT

The study analyses the role of professional marketing managers in a dynamic business environment. The researchers made use of secondary information of Henry Mintzberg ten management roles in doing the explanation of the applications of individual role. The researchers grouped these roles into three categories into a chart, and its role attached. The roles are categorized into interpersonal, informational and decisional respectively. The key objective of this paper is to improve understanding and management skills of managers as per management roles of Mintzberg, its applications and change management of business environment. The concept of dynamic environment were discussed, which involves management and change and two different situations which could produce the need for change-the performance gap and change as a result of knowledge of in balance in the organization. ADKAR model that identified five building blocks of successful change was presented and among others is awareness of the need for change management. The study reviewed that to respond quickly to jolts to the economy or market change, organization must build sets of capabilities-One of it is the need for incremental improvement which helps managers to become better at executing the current business model. The paradigm of changing in environment of business was clearly presented to form the basis of dynamism in organization-traditional and new organizations. The challenges of marketing managers often have to make do with limited resources was identified. The study based on the review, recommended that the general applications to individual role should be strictly adhered to and it should be based on the marketing managers' prevailing situation(s).

### KEYWORDS

marketing managers, business environment.

### 1. INTRODUCTION AND MANAGEMENT DISSECTIONS

It is very difficult to give a precise definition of the term "Management". Different scholar from different disciplines' view and interpret Management from their own angles. The economists consider management as a resource like, land, labor, capital and organization. The bureaucrats look upon it as a system of authority to achieve business goals. The sociologists consider managers as a part of the class elite in the society. Now, let's consider some of the leading management thinkers and practitioners' definitions:

A. Management consists in guiding human and physical resources into dynamic, hard-hitting organization unit that attains its objectives to the satisfaction of those served and with a high degree of morale and sense of attainment on the part of those rendering the service (Appley, 1963).

B. Management is the process used to accomplish organizational goals through planning, organizing, leading, and controlling people and organizational resources (Nickels, McHugh & McHugh, 1999).

C. Management is a multipurpose organ that manages a business and manages managers and manages workers and work (Drucker, 1954.)

D. Marketing management is a business discipline which is focused on the practical application of marketing techniques and the management of a firm's marketing resources and activities (Joshi, 2005). Marketing managers are often responsible for influencing the level, timing, and composition of customer demand. In part, this is because the role of a marketing manager can vary significantly based on a business' size, corporate culture, and industry context. (Kotler & Keller, 2006).

Professional managers, probably fulfill many different roles every day. They lead their team; they might find themselves resolving a conflict; they negotiate new contracts and issues, they represent their department or unit at a board meeting, and they approve a request to purchase new office equipment, raw materials and other items. When you put all these in a simple language, you are constantly switching roles as tasks, situations and expectations change.

This paper adopted Henry Mintzberg concept of managerial roles which has ten roles or behaviors that can be used to categorize a manager's different functions. The marketing managers are not exception of these roles. The analysis of these roles and how marketing managers can use their understanding of them to improve their management skills and other relevant issues in their organization is of key objective in this study. The paper is an analysis of Mintzberg managerial roles and it's therefore a secondary descriptive study. Mintzberg (1998) stated in "inside our strange world of organization" published his Ten Management Roles.

S/N	Category	Role
1.	Interpersonal (Providing information)	a. Figurehead b. Leader c. Liaison
2.	Informational (Processing information)	a. Monitor b. Disseminator c. Spokes person
3.	Decisional (Using information)	a. Entrepreneur b. Disturbance Handler c. Resource Allocator d. Negotiator

Source: Author's Concept, 2013.

We look at the **provision of information and ideas as category "A"**.

**1. FIGUREHEAD:** professional marketing managers are expected to have responsibilities which may include social, economical, ceremonial and legal. They are also expected to be a source of inspiration and eye-opener for their subordinates in various offices which they manned. Generally, people regarded them as a source of authority and as an apparent head of the organization.

In application, they should represent their teams, organizations and need to do the followings; 1.The manager here is in charge and need to improve and build confidence in his/her subordinates to make success, 2. The manager has to start with their image to make organization successful in their undertakings. The image issue is a serious matter in marketing and professionals must maintain good image both in person characteristics and products' characteristics, 3.Good behavior and reputation of both persons and products are not left beside in marketing. Ability to be courteous and diplomatic to customers makes a manager successful; 4.The head of a unit, department, or an organization should cultivate humility and empathy in his management principles, and; 5.The need for managers to bring in good example into practice at work and think how to be a good role model cannot be over emphasized.

**2. LEADER:** This is where marketing manager provide leadership for their team; department/unit or probably the entire organization. It is about how to manage performance and responsibilities of all workers in the group. This is the role managers probably spent most of their time fulfilling. Managers need to be an authentic leader to earn lots of respect from his/her team. They should improve on their emotional intelligence to bring skills that managers need to make an effective leadership. A skilled and well-supported leadership team in organizations can help foster a sense of ownership and purpose in the way that employees approach their job.

Francois (2012) states that two levels of communication required in most leadership roles: group presentation and interpersonal. Leaders must have excellent public speaking and presentation skills. The ability to inspire, motivate, and communicate is a central requirement of this role. Professionals who aspire to this type of position should take courses in public speaking to learn this essential skill. Interpersonal communication includes the ability to persuade, negotiate, and resolve issues. The written and oral communication standards should be very high, as this is a central leadership competency.

Leaders should have multiple writing styles, depending on the situation, strategic position, and long-term goals. The ability to work with people from a wide range of industries and very different backgrounds is essential in any leadership role.

Managers must acknowledge that it is important to remember that business ethics must play a large part in all interpersonal relationships. Good leaders are able to resolve issues without resorting to heavy-handed tactics.

**3. LIAISON:** Marketing managers must communicate with internal and external contacts. They need to network effectively on behalf of their organizations. Applying the model, managers need to improve their liaison skills and work on their professional networking techniques. They need diplomatic and good communication model to succeed in these undertakings. The managers have mandate to coordinates communication between employees and groups, management and labor, organization and other party (ies) as the case may be. This role is vitally very important as outsiders usually depend on relationship of liaison officer of an organization for more information on issues of importance. Then training is very important for workers in this unit.

**The Category "B" involves processing information.**

**4. MONITOR:** Information related to professional marketing manager's organization and industry is usually sought for by managers and other stakeholders. They look for relevant changes in the business environment and are concerned about development that can yields positive results. Managers therefore, monitor their team in terms of both productivity and well-being.

Application of this model and to improve monitoring, they learn how to gather information effectively and overcome information overload. They use effective reading strategies so as to process material quickly and thoroughly. They learn how to keep up-to-date with industry news.

**5. DISSEMINATOR:** This role has to do with where marketing manager communicates potentially useful information to their colleagues and team. To be a good disseminator, professional marketers need to know how to share information within and outside his company and have a good use of management of information effectively. This means that communication skills are very vital to marketing management and their subordinates in organization.

**6. SPOKESPERSON:** Managers represent and speak for their department/unit and organization. In this role, managers are responsible for transmitting information about their organization and its goals to the people outside it. External environment application: To be effective in this role, Managers must make sure that they know how to represent their organization at a conference. Managers may also need related articles for delivering great presentations and working with the media (if applicable to his/her role).The presentation from managers portrays who they are and their capabilities in the industry.

**Category "C" involves using information.**

**7. ENTREPRENEUR:** Professional marketing managers create and control change within the organization. They solve problems, generating new ideas and implementing them. The managers have a key and important role to play here. They also have certain applications to apply and observe systematically. Marketers must build on their change management skills and learn what to do when implementing change in their organization. This is a policy issue; believing in what to do and what not to do abiding company regulations. Managers must also need to work on their problem solving and creativity skills so that they can come up with new ideas and implementing them successfully.

The secret of entrepreneur success also involves having to offer your customers more value than your competitors do; take advantage of economies of scale – being flexible, innovation that really come from entrepreneur because of their independent invention; and close relationship to customers and neighborhood on a personal level brings more success to business(Hatten,2000).

Application: Managers must build on their change management skills and learn what not to do when implementing change in their organization. Marketing managers also need to work on their problem solving and creativity skills so that they can come up with new ideas and implement them successfully.

**8. DISTURBANCE HANDLER:** If there is any unexpected roadblock, it's the manager who must take charge. Professionals need to help mediate disputes within his/her department/unit or organization.

Application: In this role, a manager needs to excel at conflict resolution and know how to handle team conflict. This role is also helpful to be able to manage emotion in their team as it happens. The knowledge of origin of problem is very crucial and paramount to enable managers understand the root causes or situations accordingly. So, as a handler of disturbance, they need to know more of the problem and be proactive in solving conflicts.

**9. RESOURCE ALLOCATOR:** Manager needs to determine where organizational resources are best applied. This role involves allocating funding as well as assigning staff and other organizational resources.

The application of this role is to improve on resources allocator's needs to learn how to manage budgets. Know how to cut costs and prioritize on what to do with resources so that they can make the best use of it. This role application is very vital as it affect management of resources of the organization.

**10. NEGOTIATOR:** Manager may be needed to take part in, and direct important negotiations within their team, department/unit or organization.

The application of this role involves managers' need to improve on their negotiation skills. Learning about Win-win Negotiation and Distributive Bargaining is a necessary weapon for professional manager as a negotiator. Manager needs to read article on role-playing to get technique which can help him prepare for difficult negotiations.

## 2. THE CONCEPT OF DYNAMIC BUSINESS ENVIRONMENT

Creating an environment for new ideas and initiatives is the essence of social relationships. The global business environment becomes more complex following recurring dynamics that comes from external environment of a business. Professional managers both in public and private sectors have specific ways to perform their role and do what is ethically right in their environment.

Adaptation to the environment or changing environment to Manager's "Capabilities" is in fact, the process of managing change. However, this idea is dependent on our approach to change and power to change the environment on the other side.

Management and change, which may be "acceptance or resistance" depends on the rational approach that involves the identification of mechanisms of change; which may come from the internal or external and build a strategy towards a dynamic environment. Environment that characterizes the current period is more dynamic and turbulent (i.e. marked by changes and unrest).



The dynamics that arise as a result of changes in all aspects of business environment includes; Technological, economical, social, political, ethical, cultural, demographical, ecological, and competition; while the turbulence characteristics upset by the changes of environment targets and levels (Tushman, 2002). The totality of dynamic and turbulent environment provides special complicated and difficult features that are expressed as indices that are hard to measure and uncertain for the future of an organization.

The basic question is who can resist this environment?

This study as explained earlier, acknowledges the management concept and managerial role of professional marketing managers in dynamic environment as two different situations can produce the need for change. The **first is a performance gap**; where real problems trigger the change, **and second, everyone knows the organization has to change because it's not doing very well**. Managers initiate change because they see opportunity. They also make a move because they have to, addressing an opportunity gap (Tushman, 2012).

**IMPORTANCE OF MANAGERS AND SUPERVISORS IN TIMES OF CHANGE ENVIRONMENT**

In times of change, managers and supervisors can be both the greatest ally and the greatest obstacle for change teams. Getting managers and supervisors together and taking the lead in supporting employee change is crucial. Here, good relationship between these officers is very important.

In discussing the times of change importance, the application of this role is coaching. Here, coaching is very important to stakeholders in the organization. This role involves supporting employees through the process of change they experience.

The Prosci's (2012) ADKAR model describes this individual change as five building blocks of successful change. The model states simply that for someone to effectively engage in their role in change management, the managers need to understand the followings:

- (i) Awareness of the need for change management.
- (ii) Desire to participate and support the application of change management.
- (iii) Knowledge on how to management change.
- (iv) Ability to implement the required skills and behaviors of their role in change management.
- (v) Reinforcement to sustain change management.

This model makes a compelling case for the value change management delivers, and how it directly supports the work of managers.

**A. How Manager's Job is Changing in a Dynamic Business Environment**

The increasing importance of customers is an issue and reason that organization exists.

- (i) Managing customer relationships is the responsibility of all managers and employees.
- (ii) Consistent high quality customer service is essential for survival.

**B. Innovation** - This involves doing things differently, exploring new territory, and taking risks. To survive over long periods of time, managers in organizations must be able to simultaneously exploit their existing business model and innovate into new spaces. To respond quickly to jolts to the economy or market change organization must build two very different sets of capabilities;

- A. they need capabilities for incremental improvement which help them become better at executing the current business model and;
- B. they must have executives who are skilled at leading change, developing innovations, and maximizing the value of the innovations that emerge (Tushman, 2012).The application here is that managers need to encourage employees to be aware of and act on opportunities for innovation.

**C. Changes Impacting the Manager's Job:**

S/N	Changes	Impact of Changes
i.	Changing Technology (Digitization)	Shifting organizational boundaries. Virtual workplaces, flexible work arrangement.
ii.	Increased threats to security	Risk management. Globalization Concerns. Restructured workplace.
iii.	Increased emphasis on organizational and managerial ethics	Redefined values. Rebuilding trust. Increased accountability.
iv.	Increase competitiveness	Customer service. Innovation. Globalization. Efficiency/Productivity

Source: Robbins, S.P. and Coulter, M. (2005) Management 8<sup>th</sup> edition, Prentice Hall, Inc.

**D. The changing organization:** The paradigm of changing in environment of business clearly shows one that forms the basis of dynamism in organization. We need to observe the tradition and new organizations to show these changes.

Traditional Organization	New Organization
a. Stable	1. Dynamic
b. Inflexible	2. Flexible
c. Job-focused	3. Skills-focused
d. Work is defined by job position	4. Work is defined in terms of tasks to be done.
e. Individual oriented	5. Involvement-oriented
f. Managers always make decisions	6. Diverse workforce
g. Relatively homogenous workforce	7. Work anywhere, anytime.
h. Work at organizational facility during specific hours	

Source :Authors' concept,2013.

**E.Challenges of Being a Professional Manager:**

The challenges of professional marketing managers are common and related to other managers' in other fields. These are some of them mentioned below;

- i) To create a work environment in which organizational members can work to the best of their ability, managers do hard work.
- ii) Managers have to deal with a variety of personalities. These pluralities create difficulty for managers.
- iii) Managers often have to make do with limited resources.
- iv) Sometimes professional managers motivate workers in disordered and uncertain situations.
- v) Manager's success depends on others' work performance. This is a true and very difficult situation for managers.

**CONCLUSION AND RECOMMENDATION**

In conclusion, managers not only manage people, they provide guidance, run operations, and in some cases may be involved in innovative strategies that could bring positive changes in the organization. Effective managers should possess managerial skills and knowledge of the Mintzberg's ten roles of management and applications of the role as suggested in this study is an important issue for them to note in their various organizations. The change environment is always dynamic and turbulent. This usually provides special complicated and difficult features that are expressed as indices that are hard to measure and uncertain for the future of an organization.

Based on this study, the analysis of Mintzberg Management Roles, it's possible applications and changes in organization, the following recommendations are necessary to observe;

- 1. That the general applications to individual role should be strictly adhered to and it should be based on the Marketing manager's prevailing situation(s).
- 2. Managers should be encouraged to focus on the basis of dynamism in organizations. That they should acknowledge that work can be done anywhere and anytime.-This is the spirit of new global trend.

3. Managers should clearly understand the trend of internal and external environments which they must study well to know how to take internal decisions and lobby the external agents to cope with individual factors under study.
4. The principle of managers' success that depends on other's performance is putting managers in tight situations, so subordinates of managers should be trained accordingly to earn the desired results as expected.

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