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THE ROLE OF MICRO BUSINESS MANAGERS

A Replication of Mintzberg's study on "The Nature of Managerial Work"

Master's thesis within Business Administration

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Jönköping October 2005

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Date:	2005-10-04
Subject terms:	Micro manager, leadership, management, roles, activities

Abstract

Background: During decades people have tried to define and explain the role of a manager. Mintzberg (1973) was one of them that made studies about the manager role. He defined ten managerial roles that still are in use today. In later years more people have been interested in the work of Mintzberg. 2003 Tengblad did a replication of his work on large and medium size businesses, and 2004 Florén conducted a similar study on small size businesses. Therefore, it can be of interest to do a replication of Mintzberg's work on micro size businesses as well.

Purpose: The purpose of this study is to describe how the managers of micro businesses work, by doing a replication of Mintzberg's "The nature of managerial work". We also intend to compare our result with earlier studies by Mintzberg (1973), Tengblad (2003) and Florén (2004), to distinguish the similarities and differences in what roles top executives undertake during their working days.

Method: For this thesis we use a qualitative method, and to complete the purpose of this research we collect information from four different observations of micro business managers, to be able to define the role they perform. The empirical findings that we found during the observations are analyzed together in the frame of reference which represents the basis for our conclusions.

Conclusion: The conclusion we can draw from this survey is that the role micro business manager perform are very similar to a pattern of a 'spider in a net', because the micro business manager is a person that is involved in everything that goes on in a micro business. The manager knows everything; s/he is more or less the company.

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1 Introduction

This chapter introduces the reader to the concept of what roles managers perform in their work. Earlier research has shown that Mintzberg's theory of this phenomenon is still useful, but that it can differ due to size. The chapter ends with a formulation of the purpose with this study, were we feel that there is a need to investigate if this theory is functional also on micro businesses.

1.1 Background

Many authors and researcher have for years developed theories, explaining the leaders' role and how to manage a company. The results of these theories show that the manager gives the company a direction, provide leadership, and decide how to use resources to accomplish the organization's goals (Daft & Marcic, 1998). In a lot of literature the manager's primary functions are defined as planning, organizing, leading, and controlling, but for someone who has never worked as a leader and have performed managerial tasks, it might be hard to understand what the manager does on a day-to-day basis. Carlson (1951/1991) claimed that existing literature *"is more concerned with general speculations regarding the functions of the executives than with actual descriptions of their work"*. (Carlson, 1951/1991, p. 25) He was the first one doing an empirical study of managerial work and since then there have been a number of investigations trying to illustrate what they really do.

In the late 1960s, Mintzberg made a detailed study in an attempt to find what working behavior managers use at work. This study has been considered as of great importance, both for the understanding of the subject but also for the continuous improvements within the area (Florén, 2004). Mintzberg presents, in his study from 1973, findings from literature and previous research, as well as a summary of his own study of five top executives. From this extensive material he made the conclusion that the manager performs ten different managerial roles. Mintzberg (1973) also found six sets of characteristics of managerial work. These characteristics describe the manager as reactive and as an individual who favor current, specific and ad hoc information. S/he performs a large amount of activities, preferably through verbal communication, in an unrelenting pace, characterized by; variety, brevity and fragmentation.

According to Robbins and Coulter (1999), a large amount of studies have been published, testing the validity of Mintzberg's (1973) findings, in both different types of businesses and at varying levels within the organization. They all come to the same conclusion; that all managers' perform the same roles. However, some roles are more important for some leader's, and therefore are these more commonly used by these managers.

Since these early studies of managerial work, according to Tengblad (2003), a considerably large amount of management literature has been published, that presents a change in how leadership is performed today. He is questioning the statement, declared by Mintzberg (1973), that the managerial work can be seen as a stable phenomenon. The result of his study shows that managers today work in a less fragmented way. He also found that they spend more time on symbolic activities and instead delegate the administrative tasks to other employees. The role of the manager has changed, according to Tengblad (2003), from the busy administrator, to a manager who communicates values and handles symbols, rituals and ceremonies.

Previous studies of managers' work have only be discussed infrequently the behavior of top executives in small firms. According to Florén (2004) this will result only in a partial understanding of managerial work towards the situation in large companies. Therefore, he

decided to investigate what leaders do in small firms, to be enabled to describe the fundamental characteristics of managerial work in small businesses.

As Tengblad (2003) and Florén (2004) also questioned the ability of Mintzberg's (1973) study to make generalizations, could Florén (2004) distinguish some differences between his and Mintzberg's (1973) study. The manager in Florén's (2004) study rarely worked overtime, because they had a desire to keep control of their firm and therefore did not delegate certain tasks; their working-days were even more fragmented. They spend more time in unscheduled meetings interacting more with clients, suppliers and associates.

From the discussion above we can draw the conclusion that a lot has happened since Mintzberg's (1973) study. Both Tengblad (2003) and Florén (2004) discovered differences in the behavior of the manager, deriving from a change in how leadership is performed today. This because managers' in smaller businesses work under different conditions, compared to managers' in larger businesses. However, when we study various literature and research findings, we discovered that the focus on micro businesses has been overlooked in former studies. We therefore hope that our research will provide previous studies, in the field of managerial work, with a complementary study within micro businesses.

1.2 Purpose

The purpose of this study is to describe how the managers of micro businesses work, by doing a replication of Mintzberg's "The nature of managerial work". We also intend to compare our result with earlier studies by Mintzberg (1973), Tengblad (2003) and Florén (2004), to distinguish the similarities and differences in what roles top executives undertake during their working days.

1.3 Definition of a micro business

Over the years there have been a lot of studies of how to define micro businesses and their owners. According to Brooksbank (2000) there exists no single definition used world-wide, but Chesney (2003) mention that the most frequently adopted, divide the companies according to their number of employees, assets or turnover data. However, we have chosen to use The European Commission's proposed way of defining micro companies; by measuring the number of employees. Depending on how many employees a company has, one is able to determine if the organization is micro, small, medium, or large. We have in our study decided to focus on micro businesses, which employ less than ten employees.

1.4 Disposition

Chapter 1 – Introduction: The introduction chapter aims to give the reader a background to why we choose this problem that leads up to the purpose of this thesis. Further, does this chapter give the reader a definition of a micro business, and a brief overview of the disposition of the thesis

Chapter 2 – Frame of reference: The second chapter provides the reader with the frame of reference. This includes Mintzberg's ten manager roles, an overview of former research, and a characterization of the micro businesses. The chapter ends with a summary of the frame of reference.

Chapter 3 – Method: In this chapter the reader is intending to get an overview of the research approach, the choice of method, the method approach, and the methodology approach. Furthermore, there is also a description on the observation in practice, the data collection and selection of participants.

Chapter 4 – Empirical findings: The empirical findings that are present in this chapter give the reader an understanding and an inspection of the material that has been collected from four observations of micro business managers.

Chapter 5 – Analysis: This chapter aims to present the analysis of the empirical findings, were it is divided into Mintzberg's ten managerial roles, the invented role of the micro business manager and in comparison between the four studies.

Chapter 6 – Conclusions: The last chapter of the thesis provides the reader with a conclusion of the analysis, and a final discussion with own thoughts, and critics of the thesis and further research.

2 Frame of reference

This chapter aims to give the reader a detailed and comprehensive description of Mintzberg's ten managerial roles, an overview of former research done in this field of study, a characterization of the micro businesses, and a finish with a summary of frame of reference. These theories will function as a foundation for the entire study and will provide our analysis with depth and will help us answer our stated purpose.

2.1 Mintzberg's ten managerial roles

Mintzberg (1973) observed five top executives for one week each and then analyzed each task by questioning why they performed this activity. He did studies of how the managers were acting in their role as a manager, and then he categorized their activities into different groups that had similar implications. Everything the manager was performing during his working day was noted by Mintzberg, when he performed observations of five top managers.

The outcome that Mintzberg (1973) came up with in this study resulted in the ten managerial roles that a leader can perform as a manager. These managerial roles can be played by everyone. To keep the most similar ones together, the roles were divided into three segments: interpersonal roles, informational roles, and decisional roles, shown in the table below. (Mintzberg, 1973)

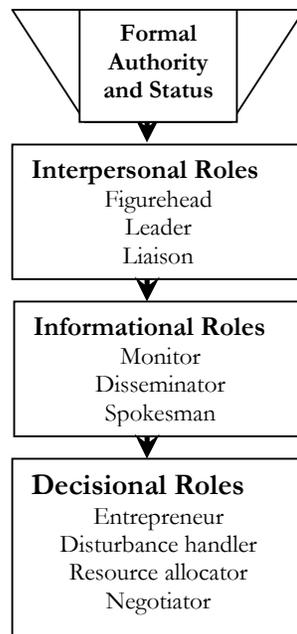


Figure 1-1 The Manager's Role (Mintzberg, 1973)

The first segment is the interpersonal roles, and it concerns the relationship with both external and internal individuals, through which the manager interacts to receive and provide information. The second segment is the informational roles. In this perspective the manager is seen as the centre and the focus of the organization. S/he is the one who collect and receives information, which s/he in turn distributes to the organization or the organizations surroundings. As a result the leader could often be seen as the focal point of the organization and for that reason s/he possesses unique information, which

automatically can identify him/her with certain authorities and status, which in turn gives him/her the position as the decision-maker. The last segment, the decisional roles, deals with these situations, where the manager needs to find solutions or take action. (Mintzberg, 1973)

2.1.1 The interpersonal roles

One of a manager's activities is to establish a relationship with, for the organization, important individuals. This could be achieved through three different roles; the figurehead role, the leader role, and the liaison role. As a *figurehead* the manager works as a representative for his/her organization, performing activities that require the chief executive's presence. In this role the manager works as a symbol, representing the company, towards its stakeholders. This involves events like signing documents or attending a party where s/he represents his company. However, this role does not involve any kind of information-processing or decision-making. (Mintzberg, 1973)

The manager could also take the role as a *leader*, through which the subordinates seek to get advice and motivation. The management could be found in everything the leader does, because his actions are evaluated by the staff, for them to find direction and leadership. Depending on the way the manager acts, the employees can feel either encouraged or inhibited. However, the two most important purposes the *leader* plays, is to integrate individual needs and organizational goals with each other, and to clearly visualize the managerial power. Further mention, there also exist tasks which are perceived as leader-work, and some of them are staffing, motivating, training, judging and promoting of employees. (Mintzberg, 1973)

In the *liaison* role, the manager tries to establish relationships with external parties, from which s/he exchanges information, expertise or favors. The manager is active in different networks or groups, which s/he uses to interact with like-minded to receive information about the environment s/he works in, and also to develop and strengthen his/her reputation. The relationship could be both formal and informal; the manager could be a member of external boards or s/he could attend conferences and other social gatherings. Through the liaison role the manager establishes a link between the organization and its environment. S/he uses the informational roles to possess the information s/he seeks. (Mintzberg, 1973)

2.1.2 The informational roles

Mintzberg (1973) also found in his research that the leader has informational roles, where they receive information, which they later distribute throughout the company wherever it might be needed. The manager works as the centre of the organization and a lot of information must first go through the leader, who passes it on to the person it involves. Because the manager often develops a broad base of information, individuals turn to him/her when they need information, which involve more than one department, or when they do not know exactly who to contact. Through its *liaison* role, the leader has unique access to external information, which makes him/her the best informed about circumstances and events which could occur in the future. The informational roles are characterized by the monitor role, the disseminator role and the spokesman role. (Mintzberg, 1973)

In the *monitor* role the manager is constantly seeking information that will keep him/her updated on what is happening within and outside his/her company. This information will help him/her to discover changes in the company's surroundings, spot problems and

opportunities, and reveal when decisions need to be made. Mintzberg's (1973) survey showed that the manager uses many different sources, both inside and outside his/her organization, to get this information. In an attempt to get a better understanding of the environment his/her organization exists and works in, s/he request and read evaluations and reports, s/he makes tours observing what happens in the company, and s/he attends conferences and other social meetings, to spot changes in its environment. Much indicates that the manager prefer information which is rapidly available and current and therefore rather uses non-documented information. This could be summarized in a statement mentioned by Mintzberg;

"It is not information of a general sort that helps a President see personal stakes; not summaries, not surveys, not the bland amalgams. Rather...it is the odds and ends of tangible detail that pieced together in his mind illuminate the underside of issues put before him. To help himself he must reach out as widely as he can for every scrap of fact, opinion, gossip, bearing on his interests and relationships as President." (Mintzberg, 1973, page 69)

Much of the information s/he receives is transferred further, to his/her subordinates or to an outside contact. (Mintzberg, 1973)

As the *disseminator*, the manager works as a heart, through which all external information is transferred into the organization and all internal information is moved between employees or departments. This information could either be of a factual type or a value type. The factual data could be an invitation to a conference, a written copy of an earlier phone call by the manager or a customer complains, and these are often transferred directly to concern subordinates. The value data on the other hand, is often preference of how something ought to be, and it can neither be correct nor incorrect, because it is frequently the manager that is the larger source of information that reach into the organization. It is often the manager that is reached with peoples statements of preferences, and s/he is also the one that takes in, combines, and distributes, these preferences as organizational values. S/he is the one that creates the organizations value statements, as the nerve center of the organization. Unfortunately the manager cannot do everything in the organization, and s/he therefore sometimes needs to let go of tasks, to other people in the organization. (Mintzberg, 1973)

When dealing with communicating information to its organizational environment, the leader takes the role as the *spokesman*. Since the manager is the central individual in the organization, s/he will have the information that makes him/her suitable to appeal the organizations calls effectively. In this role the manager keeps two groups informed about the company's plans for the future, its policies and its results; the organizations key influencers and its general public. To be able to gain a good reputation and respect from external parties, the manager has to present current data of his/her company and it's surrounding, in an effective way; show the environment proof of accurate knowledge. The manager is also expected to behave as an expert in all affairs the company is active in, since s/he is often requested about recommendations in various matters. (Mintzberg, 1973)

2.1.3 The decisional roles

When not transferring information, the manager uses the information to be able to make decision about various matters, including handling of agreements, scheduling of time, meetings for strategic issues and problem handling, as well as discussions with other organizations. Mintzberg (1973) mention four roles that the manager can exercise in

his/her decision-making; the entrepreneurial role, the disturbance handler role, the resource allocator role and the negotiator role. (Mintzberg, 1973)

Whatever role the manager plays, s/he always has a very large involvement in every decision that is made by the organization. This because of the powerful position s/he posses that makes him/her the one to commit new and important courses of action, as well as with the central point that makes him/her decide if s/he and the organization acquire the right knowledge to make the right decision. Nevertheless, does his/her involvement in every possible decision also generate an easily way to integrate strategic decisions, since s/he is the one that control all of them. (Mintzberg, 1973)

The decision roles could be voluntary, as when the manager seeks to improve functions in its organization, or involuntary, when s/he tries to find a solution to a problem or crisis. The manager spends much of his/her time observing his/her company, to be able to discover opportunities and problems that need solutions. In the *monitor* role, where the leader observes the company, s/he might find something that needs to be modified. (Mintzberg, 1973)

When making the decision of building improvement in a preventative way, the manager takes the role as the *entrepreneur*. These decisions often evolve over time and are the result of a series of indications, which has aroused from various directions. The decision is then followed by a design phase, where a solution is developed. The manager could choose to delegate the whole or just some part of responsibility to a subordinate or s/he can act as the supervisor, which s/he does in most cases, and thereby being fully responsible for the improved project. Often the manager supervises a large amount of improved projects at the same time, which get more or less attention at different point of time. Mintzberg resemble it to a juggler;

“At any one point in time he has a number of balls in the air. Periodically, one comes down, receives a short burst of energy, and goes up again. Meannhile, new balls wait on the sidelines and, at random intervals, old balls are discarded and new ones added.” (Mintzberg, 1973, page 81)

When involuntary situations appear, which are out of control of the manager, s/he instead takes the role as a *disturbance handler*. These situations occur surprisingly and unexpected and create a disturbance in the organization, which require immediate attention from the manager. Typical unforeseen events could be an immediate dismissal of an employee, a disagreement between two co-workers, a fire in a facility, or the lost of an essential client. To be able to handle these kinds of situations the manager do often act from a specific developed program, where there is a kind of pattern to follow when situations like this occurs. This program is developed for the sake of the manager, since everyone involved in situations like this will contact the manager for immediate action. This will hopefully help him/her to solve and find a solution on the problem, even if it can be hard to succeed perfectly. (Mintzberg, 1973)

Another decisional role is the *resource allocator*, and this role plays the heart of an organizations strategy-making system. Here the manager makes decisions about how to distribute resources, like money, time, material, or equipment, in the organization. The manager must throughout every day constantly make decisions how to allocate his/her time, allocate work to the employees, approve decisions and actions; practically s/he need to decide over every decision that are required to be done in the organization. Thus, since the necessary decisions in the organization are more or less all made by the manager, it will also have the consequence of affecting everyone in one way or another, included the

manager. All the decisions made will also show which activities that is important to reach the goal for the organization, and what are being prioritized by the manager. By having the last say and being the one who give permissions to important decisions, the manager are able to better divide resources where they are best needed and make decision that coincide with the company's strategy. (Mintzberg, 1973)

The final manager role is the *negotiator*, which the leader adopt when s/he participate in negotiations with other businesses and individuals. Regularly it is the manager that speaks for the organization and shows the way it wants to go. The manager participate in these proceedings because s/he is the top representative of the organization and adds credibility to the process and, as the top executive, s/he also has the power to quickly approve required resources, needed to persuade the other parts. (Mintzberg, 1973)

2.2 Summary of earlier studies

Over the years there has been made a lot of research on what the manager really do during a working day. The first research were the one done by Mintzberg, in 1973, and since then there has been several replications, which both demonstrates similarities and differences. In this study we want to compare our result with earlier studies done by Mintzberg (1973), Tengblad (2003) and Florén (2004). Both Mintzberg (1973) and Tengblad (2003) where doing their research on large and medium-sized companies, whereas Florén (2004) where investigating small business managers. We believe it to be interesting and valuable to present a summary of these three investigations' and how they differ from each other.

2.2.1 Much work at unrelenting pace

Mintzberg (1973) found that managers constantly think about their work. They always have their own firm on the mind, even in their free-time. He found in his observation of chief executives that they seldom have a break in their daily activities. Their days consist of reading mails, answering telephone calls and having meetings and these activities often absorb all his/her time. The only time they can get a coffee is during meetings and lunchtime, and it is often dedicated to be informal and formal meetings. Mintzberg (1973) also mention that even if a free minute suddenly appeared, this moment was often gone in just a second, by an interrupting co-worker, who where needing his/her time. It is also worth mentioning that even if the manager has a lot of things on his/her mind during his/her working day, s/he also has a hard time escaping it on his/her spare time. S/he is recognized as the head of the firm from his/her surroundings and as the leader, s/he constantly has the business on his mind, always searching for new information.

The high working pressure, described above, is also being recognized both in Tengblad's (2003) and Florén's (2004) research, and according to Tengblad (2003) it was even more evident among his observed managers. He suggests that the leaders in his research worked even more hours in their firm compared to Mintzberg's and Florén's managers', 70 hours/week compared to 45 hours/week, and he believe this could be the result of the strong expectation from the firms' shareholders. The manager needed to do well; else s/he could risk being replaced.

The additional time, found in Mintzberg's (1973) and Tengblad's (2003) studies, was spent on meetings, phone calls and transportation. Because most of the companies were distributed in many different geographical locations, a large amount of the companies had operations in 50-200 different locations; they had to travel a lot when having meetings with subordinates and other associates. They also used the phone more frequently to keep

themselves informed between the meetings. These patterns occurred among small business managers too, but one difference worth mentioning was that the small business manager very rarely brought any work home and they often did not work over-time on evenings and weekends, compared to managers for large and medium-size companies (Florén, 2004). However, both Mintzberg (1973) and Tengblad (2003) implied that their managers' often needed to put in time after daily working hours.

2.2.2 Activity characterized by briefness, variety, and fragmentation

Mintzberg (1973) mean that a manager's activity can be described by three words: briefness, variety, and fragmentation. A manager's working day is characterized of a variety of verbal and written contacts. S/he is often interrupted in his/her work and thereby forced to continue doing other activities. Mintzberg (1973) also found that there were no activity patterns in the manager's work and he could not see any difference in what activities that were performed during the morning compared to the afternoon or that the manager performed some activities on certain weekdays. The manager also devoted oneself to very short time on each activity. Mintzberg (1973) discovered that the manager spent only a few minutes on each phone call, desk work session and unscheduled meeting. One reason for this brevity was the constant interruption from subordinates or others who needed the attention from the leader. But after the latest findings there has been a change, and according to Tengblad (2003), do today's managers work in a less fragmented way, which could be explained by less desk work activities and a longer duration of telephone calls. Today the leaders in large and medium businesses also perform fewer activities which have a short duration. S/he spends most of his/her time on activities that lasts longer than one hour.

However, this change in how leadership is performed has not been recognized in the research on small businesses. According to Florén (2004), the working day of the small business manager is characterized by briefness and fragmentation and it resemble much with Mintzberg's characterization. Most of the activities undertaken by the small business managers' only lasted for a few minutes, and just as Mintzberg (1973) mentioned, it depends on the fact that only a small amount of the activities are completed without any interruption. The small business manager also spend less time on scheduled meetings, which are an activity that requires more time from the leader without any interruption. Florén (2004) also mean that the small business manager's working day is even more fragmented and hectic, because they are supposed to accomplish a much larger amount of activities than the manager of a large business. The leader of the small firm needs to work both as an executive and middle manager and even sometimes perform non-managerial and operational activities.

Mintzberg (1973) also discovered in his research that the leaders choose to have briefness, variety, and fragmentation in their work. Often could it be the managers who choose to end a meeting by interrupted themselves to make a phone call, to have a meeting with an employee, or to make a quick tour through the company. This could be partly explained by the leaders' preference to not hinder the flow of up to date information or that s/he, in the risk of being bored, rather wished for this variety of activities. A more conceivable explanation, according to Mintzberg (1973), is that the manager has developed an ability to recognize the benefits of relinquish one activity for another and s/he is prepared to perform all these activities because s/he knows how much it means to the business. S/he also understand and accept that his/her work and position requires an, at all times, available individual; *“the mail that cannot be delayed, the callers that must be attended to, the meetings*

that require his participation” (Mintzberg, 1973, page 35). S/he is always afflicted by what s/he might do and what s/he must do.

2.2.3 Preference for live action

Mintzberg (1973) found that the managers he was observing preferred activities that were up to date, precise, non-routine, and well-defined. For example, they were more eager to deal with issues that were brought up and discussed in a phone call or in an unscheduled meeting and that needed quick response and immediate action, rather than mail and other desk work which did not require instant feedback and were not dealing with concrete and live situations. Information that was essential and current flowed frequently and informally and received top priority. This kind of information was getting immediate precedence from the manager and was seen as a reasonable cause to stop a meeting or to be interrupted in the office. These strong preferences for current information also lead to an acceptance of uncertain information like gossip, hearsay and speculations. They were more open for this kind of information, than information collected in routine reports that had been thoroughly inspected and were more reliable. These preferences for live action were also found among the large and medium businesses and small businesses that were investigated by Tengblad (2003) and Florén (2004).

2.2.4 Attraction to the verbal media

Mintzberg (1973) found that the manager have five media to his disposal. These are mail (documented communication), telephone (verbal communication), unscheduled meeting (informal face-to-face), scheduled meeting (formal face-to-face), and tour (observation). According to Mintzberg (1973) the managers’ preferred and spent most of their time in verbal interaction, where they could make requests and transmit information rapidly. Deskwork activities only accounted for 20 percent of the manager’s working day and most of the mail and reports were only skimmed.

Tengblad (2003) came up with the same conclusion in his investigation, but in his study the managers spent even less time on desk work. The managers had delegated most of the mailing activities to their secretaries. In Florén’s (2004) case, the result from the research pointed in a direction that seemed like that the quantity of time spent on deskwork increases as the business became smaller. The small business managers’ spent almost half their time on desk-work and the rest of the working day were devoted on verbal contacts. The most utilized verbal media, according to Mintzberg (1973), were phone calls, unscheduled meetings, and scheduled meetings. Telephone calls and unscheduled meetings were often used when information needed to be communicated quickly or when someone needed to make a request briefly and when both parties knew each other well. Scheduled meetings were used when issues were discussed that involved a transmitting of a large amount of information. This could be activities as strategy-making, negotiation and ceremonial activities. However, Tengblad (2003) found that the manager spent most time on exchanging information and ceremonial activities and less time on strategy, negotiations and handling requests. He discovered a change in how leadership was exercised by the CEO’s. Today the leaders perform fewer decisions, handling requests, and various administrative tasks, and instead they are more engaged in broad-topic discussions, speeches, and ceremonial activities.

2.2.5 Between the organization and a network of contacts

Mintzberg (1973) mention further that most of the manager’s contacts are with subordinates or outsiders. On an average, half the time is spent on the subordinates and

the other half on outsiders. The contacts with his subordinates are mostly informal and it is used to get authorization, information, and get advice from the manager. The relationship between the leader and external individuals, such as clients, suppliers or government officials are often formal, in which the manager get access to outside information about product ideas, competitors and future partners. Mintzberg (1973) describes the manager's position as the neck of an hourglass;

“Information and requests flow to him from a wide variety of outside contacts. He sits between this network of contacts and his organization, sifting what is received from the outside and sending much of it into his organization. Other informational inputs and requests come from below, some to be used by him, others to be sent back to different parts of the organization or outside to the manager's contacts.”(Mintzberg, 1973, page. 48)

However, Tengblad (2003), were seeing a shift in who the managers were meeting. The time with external individuals is still the same, but instead he mentions an increase in the meeting time with subordinate. He believed this could be the result of a change in the perception of what work activities a CEO are supposed to undertake. Today the leaders have delegated the *liason* role, where they interact with external individuals, to other managers or non-managers further down in the hierarchy; in particular the contacts with suppliers and customers. According to Florén (2004), do the small business managers, on the contrary, devote more time on their suppliers and associates and less on ceremonial activities.

2.3 Characteristics of the micro business

There is a considerable difference between micro and large businesses. Many authors mention that micro and small companies are not a smaller version of larger ones (Burns, 2001; Westhead & Storey, 1996). One difference, according to Burns, 2001, is that most micro companies are often short of financial resources. Their small sizes prevent them from increasing their capital in the same way as larger firms. This might hinder them from using the strategies they wish to exercise. Generally they will not be able to use traditional ways to get their customers attention, like promotion and advertising, and instead have to put more efforts and time on creating a close relationship with their customers (Burns, 2001; Weinrauch, Mann, Robinson & Pharr, 1991; Carson, Cromie, McGowan & Hill, 1995). The shortages of cash also restrain them from thinking in long-term, because they are in a desperate need of a quick pay-off. Megginson, Byrd and Megginson (2000) also mean that if the company does not have enough capital they will have a hard time being successful, because they will not be able to keep their factories going, employ competent personnel and produce and market their products. According to Lasher (1999), the financing is a critical part of the micro firms and therefore, as mentioned by Burns (2001) and Johnson and Scholes (2002), it is of severe importance to have a good relationship with financial establishments.

Burns (2001) mention further that micro firms are more likely to operate in one market and in that market offer a restricted amount of products. This because they do not possess the resources required to producing larger number of products. According to Bannock (2005) it is also most common that they are working in the domestic market and do not seek markets abroad or engage in foreign trade. Another reason that micro companies seeks more niche markets is that they in that market will not meet heavy competition and instead can dominate that market and thereby have more influence on the price and the amount of products sold. By operating in a narrow market they can, according to Bohman and Boter (1984), obtain a profile and competence, which will help them get a superiors position in

their market. The smaller market also results in a smaller clientele and therefore, as mentioned by Burns (2001), they are more reliable on their customers and losing one could be devastating for the business future success. The limited customer base also constrain them from make use of the effect of economics of scale, which is another reason to why they have a hard time raising their capital.

Another factor that is an important issue is that the micro companies often are very few employees, if there are any besides the manager, and therefore will a micro organization automatically get closer contact between the manager and its employees, which can make it easier to spread information quickly throughout the company.

2.3.1 The micro business manager

Bohman and Boter (1984) mention that the manager of a micro business often receives a more dominant role and thereby s/he becomes the utmost responsible, than managers for larger firms do. Most micro firms are solely owned (Bannock, 2005) and according to Bohman and Boter (1984) it is often the owner who influence which direction the company will take. His/her own perception of the environment the company works in, the company's relation towards it, and strategies for the future will have a large influence on the organization. In large organizations, the responsibility of managers are highly specialized (U.S Department of Labor, 2005). Paolillo (1984) mean that the manager is responsible for the overall performance of one aspect of the organization, such as manufacturing, marketing, sales, purchasing, finance, or personnel. In the micro firms, on the other hand, is the manager often responsible for all those activities. He describes the micro business manager as a generalist. Usually the manager works as both an administrator as well as a practitioner. According to Burns (2001), the smaller the firm, the more the manager needs to be an all-rounder.

If the manager do not possess certain expertise it is important that s/he receives it from elsewhere. According to Bannock (2005), a large amount of micro firms are involved in more than one company; most of them as owners and others as adviser. Through these relations they will provide and receive information concerning new technology, their market, and even obtain advice and exchange former experiences. Bagby (2000) also mention that no micro business manager acts in total isolation. His/her behavior is strongly influenced by its social contacts or other linkages to its surrounding. He means that much of the manager's time is spent on creating and maintaining relationships with, to the company, important individuals. From the relationship with other, the manager can obtain new information and other perspectives on different issues, which could result in a new business opportunity. It is also a useful resource to find everything from potential partners, employees, financing, or customers to information, knowledge or opportunities. (Bagby, 2000; Burns, 2001)

Paolillo (1984) also found that the manager of micro firms spends more time on activities concerning its external environment, as having meetings with its customers, searching for financiers, constantly seeking for new opportunities and planning for improvements in how the company is performing its tasks.

In the micro business environment the manager can play three different parts, and it is owner-manager, the entrepreneur, and the manager. The owner-manager is often connected as being a person that lives quite close to his/her business all the time and s/he is often satisfied with the firm's size, and does not want to growth. The entrepreneur on the other hand, wants to grow, and find pursuit of growth and personal capital important.

As a third part, the manager, does regularly work in a business that belong to someone else, and his/her interested in the business is to build an organization that will become suitable to the control of a larger firm. (Burns, 2001)

The difference between the parts a manager can play in a micro business, can vary depending on what kind of situation they face, but even if the entrepreneur according to Schumpeter (1947) has characteristic of *“doing new things or the doing of things that are already being done in a new way”* (Schumpeter, 1947, page 151), compared to a person that just plays its part as a manager, has we as authors of this thesis decided to not do any distinctive difference between managers that can be categorized as entrepreneur or not. All the managers are being seen in the same way.

2.4 Summery of frame of reference

Mintzberg (1973) categorized his view on a business manager as a person that regularly though about the work and all the commitments it brought to him/her. The manager always felt, as the organizations head, a high pressure to keep the business and its results at a high-quality, but at the same s/he also understood and accepted that the work and the position s/he had required an, at all time, available individual. Even though s/he often were interrupted by employees or other interests groups that forced him/her constantly to switch activities and always kept him/her busy with many things at the same time. Therefore, could it not be found any special pattern of activities among Mintzberg’s managers.

However, the manager could also be the source of the terminated work, since s/he often could end a meeting or finish an activity, because s/he found a phone call more important to perform or a conversation with an employee more given. Thereby, did Mintzberg found a business managers work very fragmented, varied and faced with briefness situations. (Mintzberg, 1973)

Mintzberg (1973) also found that his observed managers liked more up to date, exact and well-defined information, than information collected in routine reports. Thus, his managers were more for verbal contact than written, and therefore may it not be any coincident that much time was spend on phone calls, meetings and tours, even if the manager also performed activities as desk work and transportations.

The written information, desk work, was only given 20 percent out of the managers total time during one week, a week where the manager more or less spend half of his/her time to communicate and work with his/her employees, and half of his/her time to satisfy and doing business with external partners. (Mintzberg, 1973)

In Tengblad’s (2003) survey did he found that his managers also had a high working pressure, even more in some cases than Mintzberg’s managers, which was the effect of shareholders high expectations. These high expectations also generated that Tengblad’s managers worked more hours during one week, and it was not unusual that the managers had to work late weekdays as well as weekends.

The managers that Tengblad (2003) had observed preferred as Mintzberg’s managers, when information came in verbal contact instead of written, since it were easier to be handled and the subordinates were more open for this kind of information.

Tengblad (2003) found out that it had been an change in how long the managers activity lasted, because he established that activities that the manager performed had become fewer,

but much longer than earlier studies had found. As well as Tengblad had found that the environment the manager worked in had become less fragmented than before, and the biggest reason to this was that the activity, desk work, has been less prioritized and phone calls had taken a bigger part of that time. Most of the desk work had in Tengblad's survey been taken over by the secretary, and were less than 20 percent of the manager's total time.

The other activities that the managers perform were as in Mintzberg's case, phone calls, meetings, tours and transportations, where calls, meeting and transportation constituted most time. Especially, transportation was in Tengblad's (2003) case an activity the managers spend time on, when they traveled to meetings with different departments and subsidiaries. (Tengblad, 2003)

Another thing Tengblad (2003) found was that the observed managers spent most time on exchanging information and ceremonial activities and less time on strategy, negotiations and handling requests. He discovered changes in how managers exercised their role as managers, because at the moment the managers perform less of resolutions, handling requests, and various administrative tasks and instead they were more engage in discussions, speeches, and formal activities.

He also found a shift in who the managers were meeting. The time with external individuals was still the same, but instead he mentioned an increase in the meeting time with subordinate. He believed this could be the result of a change in the perception of what work activities a manager were supposed to undertake. (Tengblad, 2003)

As these thing has been mention before, did Florén (2004) also among his observed managers found that they felt a high working pressure at their organization. Their environment endured often of fragmented and hectic days, because they had the responsibility to manage a large amount of activities on their own. It happened that these managers worked as an executive and middle manager, and even sometimes performed non-managerial and operational activities.

However, the activities that were performed were often short, and often did they switched between each other, but the activities still constituted mostly by phone calls, unscheduled meetings, tours, transportation, and now also by practical work. The schedule meetings were few in Florén's (2004) observation, and the biggest reason to that was that schedule meetings required time where the manager could not be interrupt, and in these cases, such time did not exist. (Florén, 2004)

Something that Florén (2004) found in their survey, that both Mintzberg (1973) and Tengblad (2003) had found, was that the manager preferred information in verbal class, rather that in written, however, something that was different between Florén's survey and Mintzberg's (1973) and Tengblad's (2003) surveys was that small business manager rarely brought any work home, they did not have any overtime after work on the weekdays or at the weekends.

In Florén's (2004) case, the result from the research pointed in a direction that the managers spend quite much time on deskwork. The small business managers' spent almost half their time on desk work and the rest of the working day were devoted on verbal contacts. The small business managers, on the contrary, devote more time on their suppliers and customers and less on ceremonial activities.

	Mintzberg	Tengblad	Florén
<i>Year</i>	1973	2003	2004
<i>Size</i>	Large and medium size businesses	Large and medium size businesses	Small size businesses
<i>Result</i>	<ul style="list-style-type: none"> ❖ A manager that felt high-pressure, and often face uncertain and new situations. ❖ Their minds on the firm at all times. ❖ Preferred verbal contact information. ❖ Rather performed mobile activities, than seated activities. ❖ Short amount of time spend on every activity. ❖ Verbal activity time spend 50/50 between employees/external partners. 	<ul style="list-style-type: none"> ❖ High-pressure environment, what forced the manager to work a lot. ❖ Preferred verbal contact information, much for exchanging information. ❖ Performed much more mobile activities, than seated activities. ❖ More time on fewer activities ❖ Increased verbal activity time spend on employees. 	<ul style="list-style-type: none"> ❖ High-pressure, since it demanded that the manager dressed different roles, to keep the control. ❖ Many short activities. ❖ Preferred information in verbal contact. ❖ Few hours of overtime. ❖ Much desk work. ❖ A large amount of time spent on customers and suppliers.

Table 1-1 Summary of frame of reference

3 Method

In this chapter the reader aims to get an understanding of the method used when the empirical material was collected. We will explain why we choose an abductive approach and moreover, way structured observation and a qualitative perspective was chosen.

3.1 Research approach

According to Davidson and Patel (1994), is the purpose with research to produce theories that will present an as true picture as possible of the reality. They also mean that the researchers try to put theories in relation to reality and vice versa. Within research there exist two main procedures when producing theory; induction and deduction. When using deduction the researcher use already existing theories to create hypothesis, which reflect what the empirical investigation will result in (Bryman, 1997). The hypothesis can either be accepted or rejected. Davidson and Patel (1994) further explain that the result of the empirically collected data is used to draw conclusions about individual and specific phenomenon. In this case the existing theory will determine which information that will be gathered, how the researcher will interpret collected information and as well as how the result will be related towards the available theory. Induction, on the contrary, begins with gathering empirical data and then, based on the collected data, new theories are formulated. This approach can never be of absolute truth, because it is built on empirical data and not on accepted theory (Eriksson/Wiedersheim-Paul, 1991).

We believe that the most suitable approach in this thesis is a mix of deductive and inductive, which is called abductive. Alvesson and Sköldböck (1994) describe the abductive approach as a procedure, where a specific phenomenon is interpreted from a general pattern, which aims to explain the specific case. This interpretation should later be confirmed in new observations. The empirically applied area is, during the process, gradually developed and the theory is adjusted and refined. We mean that our thesis is using an abductive approach because we continuously have improved our theory and the content. We will, in this study, do a replication of an earlier study published by Mintzberg (1973), where we will examine the work of a manager. We also aim to use our result in a comparison with earlier findings by Mintzberg (1973), Tengblad (2003) and Florén (2004), to be able to distinguish differences and similarities in our results. To be able to do a replication and later on comparison, we need to gather the information the same way. We also need to be influenced by findings and conclusions from above mentioned researcher. By reading different theoretical literatures and scientifically researcher's, we have improved our knowledge and thereby strengthen our theoretical base. Our empirical study has also brought up new facts, which have created a need for new theories which define and confirm our empirical result. This has also been added to our theoretical framework. This thesis is the results of on-going processes where we have been moving back and forth between collecting theory and gathering empirical material.

3.2 Choice of method

There are a numerous of available methods', within research, to choose from. Svenning (2003) mention interviewing, observation, diary, and protocol. These methods have also been used in the research of managerial work and found both successful and unsuccessful in finding out what managers do (Mintzberg, 1973). An interview can be described as *"repeated face-to-face encounters between the researcher and informants directed toward understanding informants' perspectives on their lives, experiences, or situations as expressed in their own words"*

(Svenning, 2003, page 86). Even though that the interview is, according to Kotler, Armstrong, Saunders and Wong (2002), Mason (1996) and Svenning (2003), seen as the most preferable and frequently used, it is, by Mintzberg (1973), perceived as less effective when investigating what leaders do. Researchers who has used this method when studying leaders' working roles was later stating that this method were inappropriate, because managers are incapable of predicting what activities they undertake at work. They might also be more likely to answer what they think they ought to spend their time in doing. This tool is therefore most appropriate when studying the manager's conception of their own work.

Diary is a form of self-reporting, used to collect information about when, where and how certain activities are performed, as well as to find out individuals' perspective on their own situation (Davidson and Patel, 1994). The authors' also mention that this method requires a lot from the participants' and, thus is the participants' willingness to provide information of severed importance for the quality of the result. The diary method has by researchers been proven to be efficient in characterizing what activities the manager's undertake but useless in describing the work content (Mintzberg, 1973). The form, that needs to be filled in is, according to Mintzberg (1973), designed in such a way that the researcher will only be able to determine time-distribution among known categories, such as place of work, participants etc. One problem with diary is that, even if the categories are properly defined, participant in the research might interpret the content differently. It also has the same weakness as with interview, which is that the respondents' frequently answer what they are, suppose to answer. The managers' working pace might also be too hectic that they simply lack the time to fill in the activity they perform.

The last sampling method, mentioned by Mintzberg (1973), is observation. This method is used to study behavior and events in natural situations', at the same moment as they occur (Davidson & Patel, 1994). An observation can either be structured or unstructured, depending on the purpose. According to Davidson and Patel (1994) a researcher can in advance determine what behavior and events that is to be studied as well as construct a schedule for the observation. This is called structured observation. If the purpose is to obtain as much information and knowledge as possible it is more advantageous to use unstructured observation, where the researcher is registering everything that happens. The advantage with this method is that it, as mentioned by Mintzberg (1973), allows the researcher to obtain a deeper understanding, because if anything was unclear, the manager had the time and opportunity to ask questions. However, unstructured observation require too much of the researcher. The reader has to put a lot of confidence in that the researcher has done a reliable and honest work. Has s/he been able to register everything, or just those parts' that interests him/her? It is furthermore not possible to replicate an unstructured study and thus it is difficult to validate the result scientifically.

Mintzberg (1973) used, as well as Tengblad (2003) and Florén (2004), structured observation when he gathered his empirical work. He used this method because it, as the diary made it possible to predetermine the categories. He was also able to ask questions about phenomenon's he did not understand as well as to develop categories both during and after the observation. If there were situations and behavior that he had not considered before the research, he was able to add these categories afterwards. However, this method also has some shortcomings worth mentioning. Firstly, it is rather inefficient because the researcher need to be present at all times. This often results in few observations of managers. Secondly, the researcher might not be able to participate in all activities because of confidentiality or being able to understand everything that has happened. In these

situations, according to Svenning (2003), the researcher might need to hand over the gathering of data to other individuals, who presumably do not possess knowledge in how to do research and are not conversant with the subject. According to Jacobsen (2002) this method also generates a lot of information and sometimes it is questionable if the researcher is able to be open to all this information. He means that there is a risk that we unconsciously disregard certain information. Jacobsen (2002) also mention that the research might generate incorrect result, where the researcher ends up measuring something that s/he created rather than how the respondents perceive the situation. When doing an observation, for example, the researcher might cause a disturbance, which might result in an unnatural behavior from the participant.

We will, as Mintzberg (1973), Tengblad (2003), and Florén (2004), use structured observation to gather our empirical data. After studying what other researchers' within the research of managerial work have stated about prospects and constrains with different qualitative methods, we have come to the same conclusion as Mintzberg. We also believe that this choice of method makes a comparison between the findings, from earlier research, possible and meaningful.

3.3 Method approach

An important thing to consider when conducting a research is what method to use when collecting empirical data. The choice of method depends on the purpose of the problem and it reflects the most appropriate way to solve the purpose (Bogdan & Taylor, 1984). There exist two different methods; qualitative and quantitative. The purpose with quantitative research is to describe the reality and to explain how variables collaborate and are influenced by each other (Holme & Solvang, 1991). According to Blaxter, Hugher, and Tight (1996), quantitative research is accomplished by gathering and analyzing large-scale cluster of data in numeric form. Qualitative research, on the other hand, tries to get a deeper understanding and is more interested in how the empirical data is reflecting a deeper phenomenon (Holme & Solvang, 1991). Blaxter, et.al (1996) means that it has a tendency to concentrate on exploring and, on a small set of objects, try to accomplish 'depth' rather than 'breadth'. Another difference between the two methods, according to Jacobsen (2002), is that the sampled information is more structured in advance with the quantitative method and more open in qualitative. When using quantitative method, categories need to be created before the survey is conducted. The source of information is therefore steered in what answers they are able to give. Thus, it is up to the researcher to define what is worth knowing and what kind of answers that is relevant for the research. The qualitative method is more open, where the researcher tries to influence what information that is being gathered as little as possible. Instead they structure the information after it has been collected, by dividing it into categories and variables. Consequently is the empirical data, gathered with a qualitative method, more relevant for those that has been interviewed, spoken to, or observed, than it would have been with a quantitative method. Jacobsen (2002) mean that quantitative method usually presents the researchers view and interpretation of the reality, and not the participants.

We have in this thesis decided to use observation as method. As mention before, have we chosen to use observation as it has been used by Mintzberg and we, just as Mintzberg, believe it to be most appropriate to use when we want to research what activities managers' perform in their work. This method can be seen as both qualitative and quantitative, depending on how it is performed (Svenning, 2003). Svenning (2003) mean that observations, were the researcher is participating, can be seen as more qualitative because

this gives a deeper foundation to create a better understanding of the phenomenon. Other authors consider predetermine structure as an important variable for determining if the method is quantitative or qualitative (Bryman, 1997). We believe our method to be qualitative but not in the strictest sense. We do not consider our observation completely structured. We reason as Mintzberg, that:

“Too little structure would result in an inability to record much of the important data and tabulate the findings and reproduce the research. Too much structure would lead to the problems of diaries – an inability to develop an understanding of the things we now nothing about.”
(Mintzberg, 2001, page 89)

We will structure our observation in advance, but just to make sure we collect the same information as Mintzberg so a comparison is viable. Otherwise we have tried to be open for other possibilities and not, as mentioned by Jacobsen (2002), define and structure, in advance, what information that should be gathered. Instead we have written down in a few sentences exactly what activities the managers have been performed. Afterwards we have structured the information into different categories. This has made us open for non-expecting information. Consequently we have to a larger extent gathered information which shows the participants real working day and not how we as researcher believe it to be.

The quantitative method also creates a need for the participant to have a clear recollection of what has happened as well as being able to forward the information in a way that makes it understandable for the researcher (Davidson & Patel, 1994). According to Mintzberg (1973) it could be difficult for a manager to estimate what activities s/he performs and how much time s/he spends on each activity. Therefore it is more suitable, in this thesis, to use a qualitative method, which examines the leader when s/he is actually performing his/her activities. By using this method we will, according to Jacobsen (2002) have a high internal validity. It is the participants who determine what information that will be collected and thus the research will present the ‘real’ view of the phenomenon. The method also provides closeness between the researcher and the participants, which will result in more detailed and unique information (Jacobsen, 2002). However, the disadvantages are that it requires a lot of resources and it is very time consuming. Therefore we will only be using few respondents, which will diminish the ability to make generalizations.

3.4 Methodology approach

The choice of the empirical study, the way the empirical data will be gathered, how the authors will analyze and interpret the empirical data, and the conclusions they will present, are, according to Davidson and Patel (1994), all influenced by the author’s scientific approach. Research can generally be divided into two main approaches; positivism and hermeneutics. Positivism is derived originally from the natural science and it indicate that all knowledge comes from what we are able to observe with our senses and what we can confirm logically (Thurén, 1991). Davidson and Patel (1994) also mention that all propositions and observations should be critically evaluated and that we only are able to use facts that have been proved statistically. Easterby-Smith, Thorpe, and Lowe (1991) mean that *“the key idea of positivism is that the social world exists externally, and that its properties should be measured through objective methods, rather than being inferred subjectively through sensation, reflection or intuition”* (Easterby-Smith, et.al., 1991, page 22). Davidson and Patel (1994) also claim that positivism is about observing in order to obtain knowledge about the true reality. The purpose with positivistic research is to find general theories which have a universal validity and thereby disregard specific and special characteristics (Andersson, 1982).

Hermeneutic, which can be seen as the opposite to positivism, is according to Davidson and Patel (1994) about creating an understanding by interpreting individuals actions and intentions. This approach means that the world and “reality” are not objective and exterior, but instead it is constituted of and given meaning by people (Easterby-Smith, et.al., 1991). Ödman (1991) mean that the hermeneutic science seeks and tries to interpret possible underlying intentions and purposes in the studied objects. Unlike the positivistic approach, hermeneutic does not try to explain phenomenon. Instead this view tries to understand individuals and their actions by analyzing what has been said or written. Hermeneutics are characterized by, according to Carlsson (1997), understanding, meaning, intention, and interpretation. Easterby-Smith et.al. (1991) also mention that human behavior derive from and are influenced by how individuals perceive different situations, rather than a direct reaction towards external incentive.

In this thesis we aim to explain what managers really do in their daily work. We will therefore, as mentioned by Davidson and Patel (1994), use a hermeneutic approach, where we will analyze and interpret the behavior of the managers. By interpreting what they say or write as well as how they act, we will be able to distinguish what roles they perform in their work. We have chosen to do our investigation on four managers. Therefore, we do not claim to gain knowledge about the absolute truth. Instead, by interpreting our managers’ action, we try to understand what activities that are performed by the managers in their daily work.

3.5 The observation in practice

As mentioned earlier, we wanted to do a replication of Mintzberg’s (1973) study. Therefore it was decided to collect data in the same way as Mintzberg, by using structured observation. We have also chosen to use diary as an additional tool to gather information. Because the majority of the participants’ in our research were traveling frequently in their work, we needed to find another way to gain knowledge of how and on what our managers’ distributed their time. Therefore, they were asked to take notes in a diary (See Appendix 2). The reason why we chose to use this method was because we felt it was important that the information was written down in a short period of time after the behavior was conducted. We have also asked them not to use too short sentences and instead write more detailed, which will in a larger sense prevent us from interpreting the information incorrectly. We have also discussed the diary afterwards with the manager, which we believe will increase the reliability of the result.

The managers’ were observed for one working week, in other words for five days, the same as Mintzberg’s (1973) managers was. We used chronology, mail, and contact record presented by Mintzberg (1973) (See Appendix 1). According to Mintzberg (1973) the chronology record describes which activity the manager performed during a working day, for how long and the nature of each activity. This journal shows how phone calls, scheduled meeting, unscheduled meetings, tours, and deskwork were distributed throughout the day. The mail record describes each input and output mail, who they came from, the purpose of the mail, the duration, and what kind of attention and reaction they received from the manager. The last record, the contact record, described the details on meetings, telephone calls, and tours. It contained a description of the purpose, which individuals who participated in the contact, who the initiator was, the duration, and where the contact took place.

Activities that took place but were unable to be observed, like activities undertaken on evenings and weekends or confidential meetings where, as mention before, documented

through a diary written by the manager. The managers' were asked to summarize in a sentence or two, the purpose of the meeting or activity and what individuals who were involved. We thought it to be important to document how much of their time away from the office that were spent on management activities.

Because of lack of time, we did not both simultaneously observe the managers. Florén (2004) argue that a spitted workload would have been favorable, because then it is more likely that every event is registered by the observer. However, we do not believe this has affected our research negatively. We believe that the 'structure' of our observation made it viable to record all activities that were performed by the manager.

3.6 Data collection

When authors collect data for a research, it can be collected from, either secondary data or from primary data. Primary data is material, which is gathered for a specific study and secondary data is already collected information, as official documents or already completed research projects (Svenning, 2003). In our thesis we have chosen to use both forms of data. Jacobsen (2002) mention that it is exemplary to use both primary and secondary data, since different data can generate support to one another and consequently strengthen the findings.

Secondary data

Secondary data are information that has been gathered by others and with conceivably another purpose (Jacobsen, 2002). The secondary data consists of empirical results from studies by Mintzberg (1973), Tengblad (2003), and Florén (2004). The secondary data will be used by us, to be able to get a better understanding of what previous studies have found about managerial work. It will also be used when comparing our result with earlier studies, to be able to distinguish differences and similarities between the studies and thereby, as mentioned by Jacobsen (2002), strengthen our result of the empirical research.

Primary data

Empirical data that is being gathered for the first time is called primary data. The information is collected directly from individuals' or group's of individuals' and is custom-made for the particular case or research (Jacobsen, 2002). Our primary data consist of the data we have collected from our observations that have been performed on the managers of micro businesses. This data will be used to describe what managers in micro businesses do and also to be able to discover if the managers role differ compared to the managers' in Mintzberg's (1973), Tengblad's (2003), and Florén's (2004) studies.

3.7 Selection of participants

We have decided to do our research on four micro business managers. Firstly we intended to use five different companies, equivalent with the amount of Mintzberg's (1973) study. Since, we had a hard time finding participants that were willing to take part of this investigation we had to diminish the quantity.

At first we search for companies with less than 10 employees in a database called "Affärsdata". The database can be found on Jönköping University Library's homepage. (Affärsdata, 2005-02-23). The information about the companies was used to get in contact with the companies, with a request of them to take part in our investigation. An e-mail was written and later sent out to companies matching our criterions of a micro business. To our disappointment, it appeared to be much more difficult to find research objects. Instead our

supervisor arranges contact with two companies and the other two were found from our own contacts.

3.7.1 Information about the managers

Manager A is running a business that operates in the construction industry. The company does only have one employee. This employee is only working part time, helping him with deskwork, for example answering the phone, opening mail and taking care of the economics. The company is serving its customers with construction material. He took over this business 10 years ago and before that he has worked within this industry. He has a lot of experience of the construction industry, since he has been working with this for the biggest part of his life.

Manager B is working in a company that offers services to people who want to start up new businesses. She has been working in this firm for two and a half year and she has seven employees working for her. The company offers its customers advice, an area to work in and a broad contact network. Because she has her clientele in a close distance, she spends a lot of time in her office. Manager B started this company right after graduating from the university and this firm has since then grown to be a very successful business.

Manager C was the second woman in this study, and she has run her own business for about eight years. The company is working with marketing research and focus on measuring customers opinion and perception of their clientele businesses. The company has 8 employees, which all work with doing research. Since, she has offices in both Jönköping and Stockholm, she spends a large amount of time to traveling.

Manager D is working in the printing industry. He started this firm 18 years ago and he has since then run it all by himself, with no employees. The company is doing all kind of printing, everything from visiting cards to advertisements and brochures. As the only employee he has to take care of everything that concerns the company by himself, and therefore he spends most of his time in the office or production hall.

4 Empirical material

In this chapter the empirical findings are presented for the reader. The chapter is supposed to give the reader a better view and understanding of the material that has been collected for this study.

4.1 Manager A

Our first micro business manager that was observed for one whole week work in the construction industry where he served customers with needed material and products.

4.1.1 Chronological record

Chronological record	Manager A				
	Nr. of them	Minutes	Hours	Average duration	Proportion of time
Desk Work	53	447min	7h 27min	8.4 min	17.6%
Unscheduled meetings	227	1410min	23h 30min	6.2min	55.5%
Scheduled meetings	6	55min	55min	9.2min	2.2%
Call	160	461min	7h 41min	2.9min	18.1%
Tour	6	44min	44min	7.3min	1.8%
Transportation	2	49min	49min	24.5min	1.9%
Practical Work	13	74min	1h 14min	5.7min	2.9%
Sum	467	2540min	42h 20min		100,00%

Table 4-1 Chronological record, Manager A

During the time we were on observation of manager A, we found that he often spend a lot of time on customer treatment. As can be seen in the table above, do the part unscheduled meetings stand for more than 50% of the work he perform during one week. He had more than often meetings with customers in the store. On a daily bases the customer flow was high, and when he was interrupt by customers he did always let go of all other work he had in process. Because in his approach the customer are always first priority, it does not matter if the customer are in the store, buying material or products, or at the phone ordering things or asking things, the customer always comes before all other work. But if a situation appeared like when manager A talked in the phone and a customer arrived, he constantly finished the call before he helped the customer out.

After priorities the customer first, and in this case the unscheduled meeting, the phone calls were second. He spend a lot of time on the phone, both incoming as well as outgoing, depending on the situation, but regularly it were customers that called and had some kind of question or wanted to order some material. Otherwise could it be a supplier that wanted to inform the manager about something. However, mention should also be that it happened that manager A sometimes called the customer and the supplier as well, but this did often concern information update about material that had arrived or had not arrived, or other things that concerned the business.

By looking on the table with the chronological record, it can be seen that unscheduled meetings and calls were followed by desk work, where it in manager A's case more or less only included price work, but in some cases also factoring of customer. However, the price work that manager A performed as desk work was when he took the time to look up the right price on products that a customer had ordered. Since more or less every customer bought the products and material through factoring instead of paying in cash, it often brought manager A to search for the right price of the products and material in the new

catalogue that regularly came in an interval of a couple of months. This was therefore a part of the work that took a bit of time.

After the three biggest part of manager A's activities had been discussed, there were four smaller activities left. The biggest out of these four were practical work, and this kind of work he performed when he found it necessary. He took care of these things, as often as possible, but he found it hard to find the right time for it, since the manager had his hands full of customer treatment all day.

Right after practical work, came schedule meetings, and when manager A performed this kind of work, it regularly concerned a customer that had decided with the manager upon some material that was decided to be picked up at a specific time, or as in some cases when a time has been booked by suppliers to discuss material orders.

The two smallest groups transportation and tour did not happen quite often, even if tours appeared a couple of times more than transportation, but on the other hand when transportation took place it lasted longer than the tours. However, when tour activity occurred it did it because manager A found it necessary, and it was only when he spooked to his employee about questions concerning factoring, prices or in some cases facts about one specific customer. The transportation on the other hand did only happen twice, and lasted for less than an hour, and why it did not occur longer was because of that the manager had to be available at the store, and could not disappear from the store for a longer time.

Since the manager had a lot of customer contact during the week, he took time after work and sometimes during the weekend to fulfill the work he did not have time for during ordinary working time.

4.1.2 Contact record

Contact record	Manager A					
Medium	Tot. Time	Tot. No	Proportion with	Participants:	Initiator:	Place:
			himself/2/3/4/more people	O.P./Emp./I-Ot	O.P./Man/Emp./Mutual	Off/St/H-P/Emp.off/Conf./O of org.
Unscheduled meeting	1410min/23h30min	227	0%/ 91%/ 9%/ 0%/ 0%	100%/0%/0%	99%/1%/ 0%/ 0%	0%/100%/ 0%/ 0%/ 0%/0%
Scheduled meeting	55min	6	0%/ 100%/ 0%/ 0%/ 0%	100%/0%/0%	100%/0%/ 0%/ 0%	66%/33%/ 0%/ 0%/ 0%/0%
Call	461min /7h 41min	160	0%/ 100%/ 0%/ 0%/ 0%	95.5%/2%/2.5%	57%/41%/ 2%/ 0%	60%/40%/ 0%/ 0%/ 0%/0%
Tour	44min	6	0%/ 100%/ 0%/ 0%/ 0%	0%/0%/100%	0%/ 100%/ 0%/ 0%	0%/0%/ 0%/ 100%/ 0%/0%
Transportation	49min	2	100%/ 0%/ 0%/ 0%/ 0%	0%/0%/100%	0%/ 100%/ 0%/ 0%	0%/0%/ 0%/ 0%/ 0%/100%
Practical work	74min /7h 14min	13	100%/ 0%/ 0%/ 0%/ 0%	0%/0%/100%	0%/ 100%/ 0%/ 0%	0%/50%/ 50%/ 0%/ 0%/0%
Sum	2093min/34h 53min	414				

Shortening explanation

O.P =Opposite party Emp= Employee	I-Ot =Independent- Other Man= Manager	Off= Office St= Store	H-P= Hall- Plant Conf= Conference	O of org.= Out of organization
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Table 4-2 Contact record, Manager A

The contact record that was done during the week we observed manager A, does involve a lot of information about the different contacts the manager had during these days. If we start with the contact that he had in unscheduled meeting, we can see from the table that out of the 227 activities he had under the week we observed him, were 91% of these cases a meeting with him and one other person, and the rest of these meetings were spend with

him and two other persons. During the unscheduled meetings, it were only the opposite party that participated, except for manager A of course, and in 99% of these cases was it also the opposite party that took the initiation to the contact, which totally took place with no exceptions in the store.

The scheduled meetings that took place under this week did only happen between four eyes, which occurred between manager A and the opposite person. These meeting were totally initiated by the opposite party as well as the opposite party were the one that participated in these meetings. Most of these meetings happened in the office, but some of them did also occurred at the store.

Calls were done with a lot of people, but only with one of the 160 at a time, and often were the participate persons from the opposite party, but it happened that some of the calls that were made were pointed to both employees and other sources. The person that opened up the conversation did mostly vary between the opposite party and the manager, but in some cases the employee was the one that called the manager. The phone calls took place mostly at the office, but also in the store.

The tours that were done by manager A, did only happen between two persons, since this company has no more than on other person as employed, and could therefore not occur in one other way. Since the tours also were an initiation from the manager A's side, were he and his only employee the once that participated in these tours that always happened at the employees office.

Transportation did happen during the week we observed manager A, but only twice and the manager were the only one involved, which then makes him the independent participated person, as well as the initiator of activities that happen out of the organization.

The practical work that took place at this company, were as the transportation, an initiation by the manager, where he lonely participated in places like the store or at the hall/plant.

4.1.3 Mail record

Mail record		Manager A			
Form of:	Input/Output	Attention		Sender/Target	
Letter	0 / 0	Skim	-	Employee	-
Memo	0 / 0	Read	5	Supplier	-
Report	0 / 50	Study	50	Client	0 / 50
Periodical	0 / 5				
E-mail	0 / 0				
No.of pieces received/send	0 / 55				

Purpose of input		Purpose of output	
Acknowledgement	-	Acknowledgement	50
Status requests	-	Replay	-
Solicitations	-	Forward to employee	-
Authority request	-	Write to 3rd party	-
<u>TOTAL REQUEST</u>	-	Acknowledge to verbal contact	-
	-	Write report	-
Reference data	-	Originate letter/report	-
General reports	-		
Periodical News	-		
Events	-		
Reports on operations	-		
Advice on situation	-		
Problems and pressure	-		
Ideas	-		
<u>TOTAL INFORMATION</u>	-		

Table 4-3 Mail record, Manager A

Referring to the mail record above was manager A a person that spend few hours of his work time at mail record and all activities that this kind of desk work brought. Manager A did not have any kind of computer work, because all that work was forwarded to his employee. His only employee was the person that did perform the most of the desk work, the only real desk work that can be noted in the mail record, that manager A did, was to the biggest part reporting, and in a few cases also periodical work. However, the work that he preformed as desk work was only directed towards customer, and his type of work did not ever involve any kind of input and received work. The attention this work was given by manager A was in the most cases deep and carefully promoted, and it did only abound with acknowledgement.

4.2 Manager B

The second micro business manager that we observed for one working week was a female that was manager for a company that worked as a created centre for new creations of businesses.

4.2.1 Chronological record

Chronological record	Manager B				
	Nr. of them	Minutes	Hours	Average duration	Proportion of time
Desk Work	61	687min	11h 27min	11.3min	26.4%
Unscheduled meetings	24	299min	4h 59min	12.5min	11.5%
Scheduled meetings	15	1004min	16h 44min	66.9min	38.5%
Call	32	231min	3h 51min	7.2min	8.9%
Tour	14	152min	2h 32min	10.9min	5.8%
Transportation	7	231min	3h 51min	33.0min	8.9%
Practical Work	-----	-----	-----	-----	-----
Sum	153	2604 min	43h 24min		100,00%

Table 4-4 Chronological record, Manager B

As a manager you fulfill many activities in a broad area, and spend a lot of time at different actions. As can be seen in the chronological record table, did this manager B spend most of her time at schedule meetings, were she put around 40% of her time. These meetings were often booked far ahead, but it also turned out that they could be booked with short of time. However, when she had these different meetings it often concerned projects or bigger plans for the future, with people both inside as well as outside of the organization.

Followed by the first activity, desk work came second, with around one fourth of her time. This activity did the manager perform as a kind of 'head' activity, because she always did some kind of desk work the time she did not have any other stuff to work and coordinate with. The desk work activity involved a lot of e-mailing, since this was her first way to communicate with the environment, but this work did also involve writing of reports of different kind. During the days we observed her, she spend a lot of time on the preparation for the corporation conference, which was planed in a couple of weeks in advance.

The time she did not use to perform schedule meetings or desk work, she use to take care of the unscheduled meetings, which included all kind of people that came and talked to her and interrupt in the work she were doing. It engaged conversations with companies involved in some project or just some employee that asked a question about something. Even if these meeting were unplanned, they often lasted relatively long for being something that was unplanned.

After unscheduled meeting, this manager B spend the same amount of time on calls and transportations, which were about four hours on each activity in a perspective of five working days. The calls were quite scattered over each day with balance between incoming and outgoing calls, and it often concerned issues around present projects, reports, problems and so forth. The transportation on the other hand happened these times when manager B was forced to get to a place for an important meeting, or as in the other case, when manager B was on a trade fair in Stockholm.

As the activity that were given least of manager B's time, was tour and it occurred only a couple of hours per week. But when it happen it often concerned current questions that manager B had, or as in some cases, when she walked around to the clients and companies in the building that had a connection to manager B's organization.

The activity, practical work, was not performed at all in this micro business, since it did not involve this kind of work in this organization. However, to cash up with work that had not been done during the day, manager B did quite often work one to two hours over time everyday, to get needed thing done.

4.2.2 Contact record

Contact record	Manager B					
Medium	Tot. Time	Tot. No	Proportion with	Participants:	Initiator:	Place:
			himself/2/3/4/more people	O.P./Emp./I-Ot	O.P./Man/Emp./Mutual	Off/St/H-P/Emp.off/Conf./O of org
Unscheduled meeting	299min/4h 59min	24	0%/83.5%/12.5%/0%/4%	21%/33%/46%	37.5%/33.5%/29%/0%	58%/0%/17%/4%/0%/21%
Scheduled meeting	1004/16h 44min	15	0%/20%/13.5%/0%/66.5%	0%/33.5%/66.5%	0%/73.5%/6.5%/20%	13.5%/0%/0%/0%/26.5%/60%
Call	231min/3h 51min	32	0%/97%/0%/0%/3%	6%/6%/88%	28%/69%/3%/0%	81%/0%/0%/0%/0%/19%
Tour	152min/2h 32min	14	0%/79%/7%/0%/14%	21.5%/64%/14.5%	14%/79%/7%/0%	7%/0%/14.5%/57%/0%/21.5%
Transportation	231min/3h 51min	7	57%/43%/0%/0%/0%	0%/28.5%/71.5%	0%/72%/14%/14%	0%/0%/0%/0%/0%/100%
Practical work	-----	-----	-----	-----	-----	-----
Sum	1917min/ 31h57min	92				

Explanation of shortenings

O.P =Opposite party Emp= Employee	I-Ot =Independent- Other Man= Manager	Off= Office St= Store	H-P= Hall- Plant Conf= Conference	O.of.org.= Out of organization
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Table 4-5 Contact record, Manager B

For the activities that were noted in the contact record for manager B, did the unscheduled meetings that occurred 24 times, deal with meetings mostly involving proportion with one person except the manager. However, meetings with both three persons as well as meetings with a large group of people did also occur. The participants in these meetings were split between independent/other group, employee group and opposite party group, where the independent/other group most be seen as the biggest of them three. The initiator did also vary between the persons, and were relatively distributed between the opposite party, manager and employee. However, was the office the first place the unscheduled meetings happened in this company, followed by; out of organization, hall/plant and employees office.

The scheduled meetings at this business did mainly involve meetings with a large group of people, but meetings with two-to-three persons took also place. However, out of the 15 meetings that happened were it often people that were categorizes as independent/other the once that participate most, but it happened that employees also participate in these meetings. The initiator to these meetings were often manager B by herself, and the meetings were often booked to be kept outside the organization, but when it took place inside the organization, the conference room and the office were the places were the meeting were held.

The third activity in the contact record, were calls, and they did all happen with only two persons involved, except for the one call that were a phone committee meeting. Otherwise,

was it the independent/other group that were the biggest group that participated, as well as it was the manager that was the one that often took a initiation to the phone call, and the calls were often preformed at the office, but also out of the organization.

When a tour occurred the proportion often included two people, but it happened that it also was in a larger group, where the participants from employees were the biggest group, and where the manager was the biggest group of the initiator. When a tour happen it frequently happen at the employees office, but also out of organization, hall/plant and at the office.

As the last contact record activity, did manager B's transportations involve either two persons or just one person, and as participator to these activity were independent/other the biggest, follow by employees. The initiator to this was manager B to almost three thirds, but it was followed by initiation from employees as well as a mutual initiation. All transportation activity did of course happen out of the organization.

4.2.3 Mail record

Mail record		Manager B			
Form of:	Input/Output	Attention		Sender/Target	
Letter	1 / 3	Skim	19	Employee	0 / 7
Memo	6 / 0	Read	20	Supplier	-
Report	0 / 9	Study	22	Client	8 / 37
Periodical	0 / 5				
E-mail	6 / 31				
No.of pieces received/send	13 / 48				

Purpose of input		Purpose of output	
Acknowledgement	1	Acknowledgement	10
Status requests	1	Replay	22
Solicitations	-	Forward to employee	7
Authority request	-	Write to 3rd party	2
<u>TOTAL REQUEST</u>	2	Acknowledge to verbal contact	1
	-	Write report	5
Reference data	-	Originate letter/report	1
General reports	2		
Peridical News	1		
Events	2		
Reports on operations	2		
Advice on situation	1		
Problems and pressure	3		
Ideas	-		
<u>TOTAL INFORMATION</u>	11		

Table 4-6 Mail record, Manager B

Concerning the mail record that was noted by manager B's activities, did this record show that this manager used much of her time to these activities. Manager B did both received and send mail records, even though the sending part was bigger. The major group was e-mailing both input and output, but activities as reporting, memo, periodical and letter did also occur.

The activities were relatively split up between each other, concerning the attention they were giving, and the target group of the mails that were outgoing did often concern clients

but also employees. The purposes of the input and output of the mail record were shifting. Input did mostly concern the total information receive through reports, news, events or problem, output on the other hand did often concern replies or acknowledgement of activities, but also messages forwarded to employees, and report writing.

4.3 Manager C

The third micro business manager, that we observed, was a female that were operating in the marketing industry.

4.3.1 Chronological record

Chronological record	Manager C				
	Nr. of them	Minutes	Hours	Average duration	Proportion of time
Desk Work	39	1206min	20h 6min	30.9 min	43.4%
Unscheduled meetings	14	128min	2h 8min	9.1min	4.6%
Scheduled meetings	5	275min	4h 35min	55.0min	9.9%
Call	36	173min	2h 53min	4.8min	6.2%
Tour	10	74min	1h 14min	7.4min	2.7%
Transportation	4	832min	13h 52min	208.0min	30.0%
Practical Work	10	89min	1h 29min	8.9min	3.2%
Sum	118	2777min	46h 17min		100,00%

Table 4-7 Chronological record, Manager C

In the information we received from this observation, we found out that manager C did spend very much time on desk work. Manager C use about two fifths out of the total time of the five days on desk work, which included writing reports, e-mailing, writing letters, do administration work and so forth.

Another group she also spend a good amount of time on was transportation, since she traveled a lot in here work, and then often to Stockholm. However, she often kept her in process with work during these journeys, so no time went by without notice.

The third largest group after desk work and transportation was scheduled meetings since this activity used around 10% of the time manager C used on her work for one week. These meetings were often planned in advance, even though that they could appear and be planned with short of time too. Further were these meeting often held between manager C and one or a few employees.

After time had been spend on desk work, transportation and scheduled meetings, the activity calls were next. With a smaller amount of time than scheduled meetings, did manager C often perform this activity, even if every single call was not so long, did this activity happen quite man times during the observation time. The calls did mostly involve customer calls, but calls from and to employees did of course also occur.

When the activity calls did not occurred, the unscheduled meeting was given attention by manager C. These meetings did frequently happen the times when one or two employees came to the manager and asked or needed something. The employees did interrupt with their manager when it was needed, and they could not go on without asking manager C.

Furthermore, were the activity practical work, the next action that was given time. When this activity was done, it often concerned the time that manager C spend on helping the

employees, when they were short of people, as in this case when one of the employees were sick and manager C assisted with help.

The last activity that manager C put time on was tours, and when tours were on the time schedule it often concerned meetings between the manager and some employees, or some other thing that manager C wanted to check with her employees.

4.3.2 Contact record

Contact record	Manager C					
Medium	Tot. Time	Tot. No	Proportion with	Participants:	Initiator:	Place:
			himself/2/3/4/more people	O.P./Emp./I-Ot	O.P./Man./Emp./Mutual	Off/St/H-P/Emp.off/Conf./O of org
Unscheduled meeting	128min/ 1h 8min	14	14.5%/78.5%/7%/0%/0%	14.5%/57%/28.5%	0%/64.5%/35.5%/0%	64.5%/0%/0%/28.5%/0%/7%
Scheduled meeting	275min/ 4h 35min	5	0%/40%/20%/40%/0%	40%/60%/0%	20%/80%/0%/0%	80%/0%/0%/0%/20%/0%
Call	173min/ 2h 53min	36	0%/100%/0%/0%/0%	30.5%/36%/33.5%	14%/78%/8%/0%	100%/0%/0%/0%/0%/0%
Tour	74min/ 1h 14min	10	20%/40%/0%/20%/20%	10%/50%/40%	10%/80%/10%/0%	30%/0%/30%/40%/0%/0%
Transportation	832min/13h 52min	4	50%/50%/0%/0%/0%	25%/25%/50%	0%/100%/0%/0%	0%/0%/0%/0%/0%/100%
Practical work	89min/ 1h 29min	10	0%/100%/0%/0%/0%	100%/0%/0%	0%/100%/0%/0%	100%/0%/0%/0%/0%/0%
Sum	1571min/26h11min	79				

Explanation of the shortenings

O.P =Opposite party Emp= Employee	I-Ot =Independent- Other Man= Manager	Off= Office St= Store	H-P= Hall- Plant Conf= Conference	O of org.= Out of organization
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Table 4-8 Contact record, Manager C

The contact record that were formed from manager C's activities, demonstrate that most of the cases involving an unscheduled meeting did frequently happen between two persons, and in some cases only the manager. The participants were most employees, but also the two groups independent/other and opposite party were represented, even if it only were the manager and the employee that took the initiation to these meetings, which mostly took place at the office.

The contact activity, scheduled meeting, did not happen so many times, but when it did it were held between two to four people, often at the office, with initiation from manager C. The participants did vary between employees and opposite party.

When calls took place as a contact factor it was held between manager C and with one other person, always at the office. The calls did involve all the three participants in the size order of employees, independent/other and opposite party, but only with a small percent difference. However, the initiative was most taken by the manager, but that was for the reason that it was included as a part of the work at this company.

The tours were an activity that engaged proportion with people from the number of one-to-four or more. These actions where mainly an initiation from the manager, and they took place from office to hall/plant and further to some employees office. The biggest group of people participated in the tours were employees, close followed by independent/other, and then opposite party.

As when the transportation activity took place, did manager C often perform this on her own, but the two times she had company was it with a customer and case with an

employee. However, the initiator to the traveling was manager C completely responsible for, as well as all of the transportation activities took place outside the organization.

When practical work took place, it only involved the manager and one other person as long as it kept going. The initiator to this activity that only happened at the office to the manager C were the manager herself, which in its turn meant that the opposite part were the only one that participated in this cases when this action occurred .

4.3.3 Mail record

Mail record		Manager C			
Form of:	Input/Output	Attention		Sender/Target	
Letter	1 / 2	Skim	5	Employee	6 / 3
Memo	5 / 0	Read	18	Supplier	-
Report	3 / 13	Study	18	Client	5 / 21
Periodical	2 / 0				
E-mail	4 / 11				
No.of pieces received/send	15 / 26				

Purpose of input		Purpose of output	
Acknowledgement	2	Acknowledgement	1
Status requests	5	Replay	2
Solicitations	-	Forward to employee	2
Authority request	-	Write to 3rd party	1
TOTAL REQUEST	5	Acknowledge to verbal contact	-
	-	Write report	3
Reference data	-	Originate letter/report	-
General reports	5		
Periodical News	2		
Events	-		
Reports on operations	-		
Advice on situation	-		
Problems and pressure	-		
Ideas	-		
TOTAL INFORMATION	12		

Table 4-9 Mail record, Manager C

As can be seen from the mail record above, did manager C perform a lot of activities that concerned mail and desk work. Manager C did include all forms of activities from letter, memo, report, periodical and e-mail, with the heaviest part on report and e-mailing, where the mainly part of these two activities were output mail. However these three activities concerned more input mails than output, except letters that were quite balanced between input and output mail.

Out of the numbers of received and send items were the most read or study in a closer way, as well as ingoing and outgoing mails were heading for both clients and employees. The purpose for the received and send items on the other hand differed between each other, because out of the inputted once, five concern issues around total request and 12 did concern around total information. The purpose of output mail concerned mostly writing of reports, but also replays, forwarded to employees and third parties as well as acknowledgement.

4.4 Manager D

The fourth observed micro business manager operated in the printer industry and was the second man out of four people in this study.

4.4.1 Chronological record

Chronological record	Manager D				
	Nr. of them	Minutes	Hours	Average duration	Proportion of time
Desk Work	7	290min	4h 50min	41.4min	12.8%
Unscheduled meetings	3	53min	53min	17.7min	2.3%
Scheduled meetings	2	40min	40min	20.0min	1.8%
Call	21	76min	1h 16min	3.6min	3.3%
Tour	-----	-----	-----	-----	-----
Transportation	-----	-----	-----	-----	-----
Practical Work	8	1810min	30h 10min	226.3min	79.8%
Sum	41	2269min	37h 49min		100,00%

Table 4-10 Chronological record, Manager

The time we were on observation for manager D we found out quite fast that he spend a whole lot of time on practical work, and in his case it concerned the work he performed when he printed things for his customers. He almost spends as much as 80% of his ordinary working time by printing material for different kind of work for his customers. He often stood for hours, by himself and printed stuff.

Since this manager spend almost all his time printing, there were not much time left for other activities, but as the second activity he spend time on was desk work and it were almost five hours per week. It did frequently involve work with the invoices of the week, but also paying of different bills and other stuff that needed to be paid. Added to this should also be the desk work this manager did when he was checking in catalogue for material he needed to order.

After manager D had spend more than 90% of his ordinary working time on two activities, there were only three activities left and they were calls, unscheduled meeting and scheduled meeting. Each and everyone in size order, with calls taking the biggest part of the time left. The time manager D used on the phone was finite, but the moments when he did, it more than often concerned a customer's willingness to order printed material, or as in few times, a question about prices or material issues. The calls were immediate incoming once.

The second smallest activity, unscheduled meetings, did not occur much but when it did it lasted a few percent of manager D's time, and it were often issues when a customer came and picked up material and stuff that had been printed.

The smallest group, scheduled meetings, did only happen twice during the days we observed this manager, but it concerned the same things as the unscheduled meetings, which were people coming by and pick up printed material, but the biggest difference were that the knew when they could pick the things up.

The two activities, tours and transportation, did not take any place during the week we observed manager B, and the reason for that tours did not occur was that manager B were the only employee in this company, and therefore could no time be spend on this activity.

The transportation on the other hand did not happen during these days, for other unknown reasons.

Over time did happen when some work were not done, and in these cases manager D often worked a few hours to cash up with work.

4.4.2 Contact record

Contact record	Manager D					
Medium	Tot. Time	Tot. No	Proportion with	Participants:	Initiator:	Place:
			himself/2/3/4/more people	O.P/Emp./I-Ot	O.P/Man/Emp./Mutual	Off/St/H-P/Emp.off/Conf./O of org
Unscheduled meeting	53min	3	0%/100%/0%/0%/0%	100%/0%/0%	66.5%/0%/0%/33.5%	0%/0%/100%/0%/0%/0%
Scheduled meeting	40min	2	0%/100%/0%/0%/0%	100%/0%/0%	100%/0%/0%/0%	0%/0%/100%/0%/0%/0%
Call	76min/1h 16min	21	0%/100%/0%/0%/0%	86%/0%/14%	90.5%/9.5%/0%/0%	71.5%/0%/28.5%/0%/0%/0%
Tour	-----	----	-----	-----	-----	-----
Transportation	-----	----	-----	-----	-----	-----
Practical work	1810min/30h10min	8	100%/0%/0%/0%/0%	0%/0%/100%	0%/100%/0%/0%	0%/0%/100%/0%/0%/0%
Sum	1979min/32h59min	34				

Explanation of the shortenings

O.P = Opposite party Emp = Employee	I-Ot = Independent- Other Man = Manager	Off = Office St = Store	H-P = Hall- Plant Conf = Conference	O of org = Out of organization
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Table 4-11 Contact record, Manager D

The contact record done for manager D shows quite clear that this manager did not promote so many activities during one week of work, on the other hand did he spend a lot of time on the activities he perform. If we starts with unscheduled meeting did this happen only three times during the week we observed him, and the biggest reason to this was that he did not have so many people coming to him at work, the only people that came were persons that often picked up material that were finished, or just to visit him. However, when this happen it often were participants from the opposite party, and these meetings were only between the manager D and the other person, and they often took place in the hall/plant. The initiator was split up in both opposite party and mutual.

If we continue with scheduled meetings, did they also appear a small number of times during our observation week, and the reason to this was the same as in unscheduled meetings. Because the two times manager D had a scheduled meeting it concerned meetings that were booked in advance, but since manager D did not have a lot of personal contact with the environment, they did not occur often. However, when these meetings happened, they took place at the hall/plant, between two persons, where the initiator and participants were the opposite party.

The phone contact manager D had with its environment, did in most cases engage calls from the opposite party, but also from independent/other factor. The calls did of course only involve two people at the same time, and the initiator to the calls was more than often the opposite party, and when manager D got a phone call he often answer it at the office, but sometimes he also answer it at the hall/plant.

The two parts transportation and tour did not happen at all during the week we observed manager D, and the biggest reason to this were that he never needed anything outside the

organization during this week, and secondly that he did not have any employees and thereby he could not perform the tour activity.

The last and biggest group of manager D's contact record were practical work, since this activity did almost involve all the time that were located in the contact record. Practical work was a one man work that he was performing roughly all week at the hall/plant, on his own demand.

4.4.3 Mail record

Mail record		Manager D			
Form of:	Input/Output	Attention		Sender/Target	
Letter	0 / 0	Skim	-	Employee	-
Memo	0 / 0	Read	1	Supplier	-
Report	3 / 2	Study	6	Client	4 / 3
Periodical	1 / 1				
E-mail	0 / 0				
No.of pieces received/send	4 / 3				

Purpose of input		Purpose of output	
Acknowledgement	-	Acknowledgement	-
Status requests	2	Replay	3
Solicitations	-	Forward to employee	-
Authority request	-	Write to 3rd party	-
TOTAL REQUEST	2	Acknowledge to verbal contact	-
	-	Write report	-
Reference data	-	Originate letter/report	-
General reports	-		
Periodical News	2		
Events	-		
Reports on operations	-		
Advice on situation	-		
Problems and pressure	-		
Ideas	-		
TOTAL INFORMATION	2		

Table 4-12 Mail record, Manager D

In the mail record was manager D noted for very few activities, since his work demanded a lot of independent work by printing material, and not as much mail records activities, even though that he performed the necessary mail record work, report and periodical work. The time he spends on desk work, were often concentrated to a specific time during the week, but of course did it happen at other times as well.

The report and periodical work that he received under this week, concerned status requests and news, and the things he were sending concerned replays to clients, and even if there were few activities in this field, did the once that happen get high attention.

4.5 Total record

Category	Composite	Manager A	Manager B	Manager C	Manager D
Desk Work					
Nr. of them	160	53	61	39	7
Minutes	2630min	447min	687min	1206min	290min
Hours	43h 50min	7h 27min	11h 27min	20h 6min	4h 50min
Average duration	16.4min	8.4 min	11.3min	30.9min	41.4min
Proportion of time	25.1%	17.6%	26.4%	43.4%	12.8%
Unscheduled meetings					
Nr. of them	268	227	24	14	3
Minutes	1890min	1410min	299min	128min	53min
Hours	31h 30min	23h 30min	4h 59min	2h 8min	53min
Average duration	7.1min	6.2min	12.5min	9.1min	17.7min
Proportion of time	18.4%	55.5%	11.5%	4.6%	2.3%
Scheduled meetings					
Nr. of them	28	6	15	5	2
Minutes	1374min	55min	1004min	275min	40min
Hours	22h 54min	55min	16h 44min	4h 35min	40min
Average duration	49.1min	9.2min	66.9min	55.0min	20.0min
Proportion of time	13.1%	2.2%	38.5%	9.9%	1.8%
Calls					
Nr. of them	249	160	32	36	21
Minutes	941min	461min	231min	173min	76min
Hours	15h 41min	7h 41min	3h 51min	2h 53min	1h 16min
Average duration	3.8min	2.9min	7.2min	4.8min	3.6min
Proportion of time	9.1%	18.1%	8.9%	6.2%	3.3%
Tour					
Nr. of them	30	6	14	10	-----
Minutes	270min	44min	152min	74min	-----
Hours	4h 30min	44min	2h 32min	1h 14min	-----
Average duration	9.0min	7.3min	10.9min	7.4min	-----
Proportion of time	2.6%	1.8%	5.8%	2.7%	-----
Transportation					
Nr. of them	13	2	7	4	-----
Minutes	1112min	49min	231min	832min	-----
Hours	18h 32min	49min	3h 51min	13h 52min	-----
Average duration	85.5min	24.5min	33.0min	208.0min	-----
Proportion of time	10.2%	1.9%	8.9%	30.0%	-----
Practical Work					
Nr. of them	31	13	-----	10	8
Minutes	1973min	74min	-----	89min	1810min
Hours	32h 53min	1h 14min	-----	1h 29min	30h 10min
Average duration	63.6min	5.7min	-----	8.9min	226.3min
Proportion of time	21.5%	2.9%	-----	3.2%	79.8%

Table 4-13 Total record

As can be seen in the table above, the total record, do the four observed manager differ a bit in what activity they prioritize to work with most. However, in the column composite can it be seen how much time a micro business manager generally spends on each activity.

If we starts with desk work, do the average micro business manager spend around one forth of his time on this activity, which you may say is quite much time, but on the other hand does it make sense, since as a micro business manager you have to spend a lot of time on each activity. However, if you continue to look on each and every single individual do the table show that the manager do not differ very much from the average time spend on this activity, even though that manager C and manager D is two end-points, that lies a bit from average time.

Unscheduled meetings is an activity that the average micro manager do not spend as much time on as desk work, and if we look closer on each manager can we see that it is manager A that raises the proportion of time. Because it is only him that performs this activity in a large amount of time, since the other once spend time on other activities.

Going further to scheduled meetings, does the table show an amount of time that is less than both desk work and unscheduled meetings. Here do we also see the same kind of patter as in unscheduled meetings, which mean that it is one of the managers that raise the average time spend on this activity.

After scheduled meetings follows calls, and this activity do the average micro manager fulfill to almost one tenth out of total time. The managers do almost spend the same amount of time on this activity, but of course are their some that diverge from the others, and in this case it concerns manager A that spend more time on calls than the rest.

Tours is the only activity that we looked at that collect the four micro managers in the average of the proposition of time. Here do all four managers perform more or less same amount of time, except for manager D that did not practice this at all.

Next activity according to the table are transportation, and as the same as calls, do the average manager custom this activity around one tenth, but as the patter has been before, can we see that one, manager C, do this activity significantly more than the rest.

The last activity, practical work is the activity that is perform secondly most, after desk work, but the cause to it is that manager D almost spends all of his time on this activity, and therefore do the proportion of time raise much more than it would if you see it in an overall perspective.

5 Analysis

This chapter will present the analysis of the empirical findings with comparatives to the frame of reference. The chapter first presents what role micro business manager play, and is than followed by a comparison between the findings from this thesis and earlier findings.

5.1 Mintzberg's ten managerial roles analyzed on micro business managers

We will in our analysis characterize the micro business manager. We will first, by using Mintzberg ten roles, discuss what kind of activities the manager performs in his/her work. After that we will discuss similarities and differences between our study and earlier studies done by Mintzberg (1973), Tengblad (2003), and Florén (2004).

5.1.1 The interpersonal roles

The interpersonal role contains activities that the leader performs to establish relations with other individuals and organizations. These are activities that the manager needs to execute just because s/he is the leader and the representative for the company. The first role mentioned by Mintzberg was the *figurehead* and this can be found among all the leaders in our study. In this role the manager needs to be present and the one external individuals contact because s/he is seen as the leader and the 'face' of the organization. We found in our observation that activities that the leader performed were, for example, attending conferences and meetings, being present in meetings with potential customers, and the manager was also the one that external people at first contacted when they wanted to get in contact with the business. The manager was seen as the person who possesses most knowledge about the company and automatically, the one that people contacted for advice and information. Often the manager was interrupted in his/her work by an employee or a customer who needed his/her approval or knowledge about certain issues.

In the *leader* role, the manager is seen as the person to whom employees turned to for guidance and motivation. This role was only performed by two of our managers. This can be explained by the fact that the other two, manager A and manager D, did not have any or only one employee. Therefore, it was difficult for them to fulfill this role as the leader. The other two managers did act as a leader when they were helping their employees with difficulties. Manager B's dressed this leader role when she acted as a supervisor for her employees concerning different problems and issues, since the employees found her in the position to be able to know an answer to their questions. The same goes for manager C, when she helped her employees out with things that they needed to solve. They also helped motivating their employees by making sure that everyone was following their time schedule and if they had faced any problems that needed to be solved. We believe that this concern of the employees' well-being made them more motivated and satisfied with their situation.

Through the *liaison* role, the manager is involved in different relations with other external individuals and groups, from were s/he exchange information and services. These contacts generate a flow of knowledge and expertise, where individuals exchange something in order to get something in return. We observed this role among all the participants. For example, manager B and manager C both had there office in a building were other businesses were located, and therefore they were in constant contact with different leaders. Since they had other managers in a close distance they could easily turn to them in need of advice and knowledge. The *liaison* role was also performed by Manager A and manager D. Because

they have been in the same industry for lots of years, they have both built up a large contact net, from which they received information and services. We believe this role to be very important for micro business managers. Because of their small size they do not have a lot of resources (Burns, 2001). Therefore it is even more important for them to participate in different relationships, from where they can get expertise and knowledge.

5.1.2 The informational roles

The different informational roles a manager can play have all a common issue, which is that they are all filled with information that goes through them. Since, the manager is the centre of the company s/he is the one that gets the information, and then pass it on to the whole organization. In the *monitor* role the manager frequently seek information that keep him/her up to date and informed. This can be achieved through different sources, both inside as well as outside the organization. It seemed like all the managers in our study were seeking new, updated information through their customers, suppliers and other contacts to be able to create an understanding of what was going on in their business. They continuously received information about their activities and operations, external stakeholders, and trends in their environment. We did also, just as Mintzberg, see that the manager more often received information that came from informal information systems, rather than formal.

The second role among the informational role is the *disseminator*. In this role the manager is seen as the heart of the organization, which handles all the information that comes from the outside and into the organization, and then act as intermediary, by forwarding the information to employees and departments. All of the four managers' were seen performing this role, except for manager D. Because he did not have any employees, he obviously did not have anyone to forward received information to, who was in better need of this information. Since the manager is seen as the heart of the business and the one who is best informed in different issues, s/he is also the one that first gets informed. We noticed that the manager was constantly interrupted by phone calls from customers and other external individuals, who choose to inform the manager about certain issues. Sometimes these were intended for another person. In these cases these were forwarded to the person responsible.

The last role among the informational roles is the *spokesman* role and in this role the manager communicates information to the environment and the surroundings of the organization. All of the four managers had the role of the central person of their organization, and by that they were also the centre of information knowledge. Thereby, they all also play the role as a spokesman. Because they often were the one through which all information flowed, and the one most suited for this task.

5.1.3 The decisional roles

In the field of the decisional roles, the manager has to dress himself/herself as the one that makes assessment and the one that judge how to go from one point to another. S/he is the person that is involved in every decision the organization takes, and these decisions can be made through different parts. The first one is through the *entrepreneurial* role, which means that the manager tries to develop the company in a precautionary way. The manager often work over time and tries to develop something out of indications that has aroused from variety of directions, to form a solution and a model to follow. This role could be recognize in all four of the observed managers', and the biggest reason to that could be that micro business manager often been identified as a person that often works over time as well as

put its heart and soul into his work. All the observed managers had the ability to execute this role, because they were always involved and could not let go off any part of their organization which can be compared with managers for bigger businesses that often do not have the same involvements in every part of the organization.

The role followed by this are the *disturbance handler*, and by that it means that the manager can dress this role when s/he face a situation surprisingly and unexpected, because when situations like this occur, the manager has to act immediate. These unplanned conditions often concerns instant dismissal of an employee, a disagreement between two co-workers, a fire in a facility, or the lost of an essential client. These things have to be handled right away, and who could be a better a person than the company's central point to handle this than the manager. In our case did the managers of course custom this part, because they all faced situations where a fast decision needed to be taken. As when manager B during ordinary work needed, in short notice decide if she could attend at a conference in China, for a project proposal she handed in a couple of months before. Or as in manager D case, when one of his printing machine broke down and he needed spare part immediately, to be able to continue the work that needed to be done.

The next role that follows are the *resource allocator*, and when to dress this role the manager plays the heart of the organizations strategy development. S/he possess the power to distribute resources to the organizations different departments, as well as s/he has to decide how to distribute his/her time, employees' time, approve decisions and actions, to make the business work as smooth as possible. This role was also seen among all the managers, except that it differed in how it was performed. For example, these companies that had less than one employee did not make any decisions regarding to whom they would assign different task. However, all managers were faced with a numerous of decision regarding time, implementing changes and authorizing actions. These all show which activities that were prioritized by the manager and what were of interest for the organization.

The very last role is the *negotiator*, and to fulfill this role, managers' has to be able to negotiate with other businesses and individuals. They have to be able to speak for the organization in different cohesions, and once again did all of the observe manager dress the role, although a bit differently. Since both manager B and manager C had more negotiation contact with organizations outside the business, they often faced situations like this, and thereby got more used to it. However, manager A and manager D did also play this role, but it was not in the same extend, even if they were the persons that always participate in these proceedings.

5.2 The invented role of the micro business manager

The implications that we can draw from putting the observed managers into the ten managerial roles by Mintzberg (1973), is that a micro business manager is a person that often dress all of the roles. However, we discovered a connection between what role they performed and the size of the company. Some roles were not performed by the managers of micro businesses with less than one employee. The micro business manager is always involved in things that revolve around the organization, and thereby s/he also gets the responsibility and the pressure that comes with it.

S/he dresses the interpersonal role when it is in need, as when s/he promotes the company as the *figurehead* and in that way s/he gets in verbal contact with the organizations interest groups. S/he also has verbal as well as written contact when s/he fulfills the informational

role when s/he handles the information that flows in and out of the organization as the *disseminator*. However, most of the receive information is of verbal consistence, since micro business managers often have short forms of activities as in unscheduled meetings, phone calls and tours, which demands a fast and easy way of information flow. The verbal information flow are thereby a prioritized way of communication, even though that the written way sometimes are needed.

Since the managers' task demands a lot of time from him/her in many ways s/he more or less works over time every week to be able to deliver what is expected. To accomplish this s/he always try to divide resources into the departments that needs it, discuss businesses with interests groups and perform the other work that needs to be done in the company. This way of working, often make the environment very hectic and fragmented for the micro business manager, since s/he has to perform so many different tasks to be able to run his/her business.

Further do the micro business manager spend quite much time on the written activity, desk work. The biggest reason to this is that s/he as so few employees, and thereby s/he has to dress that kind of role as well. Therefore, the time spend on activities with employees are rated lower than activities spend with interest groups and other organizations.

	Mintzberg	Tengblad	Florén	Andersson & Liliegren
<i>Year</i>	1973	2003	2004	2005
<i>Size</i>	Large and medium size businesses	Large and medium size businesses	Small size businesses	Micro size businesses
<i>Result</i>	<ul style="list-style-type: none"> ❖ A manager that felt high-pressure, and often face uncertain and new situations. ❖ Their minds on the firm at all times. ❖ Preferred verbal contact information. ❖ Rather performed mobile activities, than seated activities. ❖ Short amount of time spend on every activity. ❖ Verbal activity time spend 50/50 between employees/external partners. 	<ul style="list-style-type: none"> ❖ High-pressure environment, what forced the manager to work a lot. ❖ Preferred verbal contact information, much for exchanging information. ❖ Performed much more mobile activities, than seated activities. ❖ More time on fewer activities ❖ Increased verbal activity time spend on employees. 	<ul style="list-style-type: none"> ❖ High-pressure, since it demanded that the manager dressed different roles, to keep the control. ❖ Many short activities. ❖ Preferred information in verbal contact. ❖ Few hours of overtime. ❖ Much desk work. ❖ A large amount of time spent on customers and suppliers. 	<ul style="list-style-type: none"> ❖ High-pressure environment, that forced the manager to dress a lot of different roles, to be able to run the business. ❖ Preferred verbal information contact. ❖ Often over time work. ❖ Fragmented and hectic environment ❖ Much desk work

Table 5-1 Comparison between the four studies

5.2.1 Comparison between the four studies

As can be seen from the table above do the four studies, which have been found in the field of business manager during the years, show both similarities as well as differences in how to act and perform the role as a business manager. One thing that all of the studies has in common is that they all feel high-pressure in their place of work. They all have the central gestalt of the organization that has the highest responsibility for it to work, and thereby do they also feel the high-pressure from the environment. Their environment is often fragmented and full of hectic actions.

Another thing that they all have in common is their view on how they prefer verbal information contact, in front of written information. They all find it easier and a quicker way to deal with verbal information than with written, and this has not changed during the years. It does not matter if the study is from early 1970's or if the manager works in a large, a medium, a small or in a micro business; they all prefer the verbal way of communicate.

One other thing that is interested to mention is that Mintzberg's study from 1973 show a patter of how the manager at that time could not let go of the firm at their spare time, they always had it on their minds. In studies from presently time, on the other hand, do none of them show a pattern comparable with the same as Mintzberg's (1973) study did. However, it can be discussed that even though later studies show that the manager do not think so much on the firm as Mintzberg's manager did, they certainly think about their position as manager for their organization considerably.

A pattern that can be found from Mintzberg's (1973) and Tengblad's (2003) research is that managers from their studies prefer more mobile activities than seated activities, and a thought that emerge with this is that manager for large and medium size businesses may prefer this more. Because in small and micro companies you have fewer employees and therefore you are forced to perform both mobile activities as well as seated activities.

One thing that Florén (2004) found in their study of small size businesses that differ from the rest are that their manages perform rarely any overtime, which we believe to be remarkable, since you may think that a small business manager has to work a lot besides the ordinary time of the day.

However, Florén's (2004) studies are not the only one that differs from the other ones, because in Tengblad's (2003) research was it found that these managers had changed their behaviors, from doing a lot of short activities, to focus more on fewer activities but now spend more time on each and every single on. However, did Florén's (2003) and our own study show pattern that manager work more as Mintzberg's manager do, and spend short amount of time on many activities.

Further, can it be mention that the studies have differences in how the managers' time is split between activities. In the large and medium size businesses do they often spend less time on desk work, which can be explained by the fact that there are often other people than the manager that do these kinds of activities. On the other hand, among managers in small and micro businesses are they forced to perform these activities by themselves, since they often have fewer people in their organization. Therefore, do managers for large and medium size businesses often have more time they can spend on employees and external partners, than small and micro businesses have. Because according to Florén (2004) survey did their observed managers spend almost half of their activity time on desk work, and in our research did the average manager spend around one fourth of the time on this activity.

Therefore, was it no chance that these manager could spend the same amount of time on other activities. As a result of this, can it thereby be said, from a perspective of these surveys that the smaller a business are, the more time you need to be able to allocate to the activity of desk work.

6 Conclusions

This chapter presents our conclusions drawn from the analysis. It states the findings and reveals our thoughts regarding this research, critic of the thesis, and recommendations for further research.

6.1 Conclusions

The reason for this thesis was to categorize the role of a micro business manager. When trying to explore the nature of being a manager with help from our empirical material, which was assembled through four observation studies with micro manager from different kinds of companies, we were able to conclude the following.

We would describe the micro business manager as a person that frequently has a lot of things to do, s/he is that kind of person that always has something going on, and the person that are very goal-oriented. S/he also performs activities of all kind, since s/he is the one that is involved in everything around his/her company. You often found the environment around a micro business manager to be fragmented and hectic, just because his/her involvements in things. S/he is the one that has to handles so many things at the same time, and to be able to establish this s/he often work in an environment where every second is valuable. No time can get lost, because his/her surroundings count on him/her when it comes to things, and do often interrupt in his/her daily work, because they need to ask things that concerns activities that only s/he knows about. Because of these constant interruptions the micro business manager also need to be flexible. S/he started his/her business to serve a kind of consumer group among the market, and if s/he does not want to be disturbed s/he has nothing in the business to do. Because as a micro business among all big ones you have to give and get, you have to be able to serve your consumer group. Therefore, do the micro business managers live in a very complex and dependable world, from its surroundings. It is often filled with uncertainty, and a manager will only succeeded if s/he plays his/her cards right, and care about the people s/he serves.

This pattern that micro businesses managers often face can be recognized among managers for bigger business too, as in Mintzberg's (1973), Tengblad's (2003) and Florén's (2004) surveys. Their observed managers do also face situations like the micro business manager do in these researches, however, the smaller a business are the more do the manager in that company fulfill a pattern of a 'spider in the net'. A pattern where the person plays every possible role in a company, a person that fulfills every role of informational head, interpersonal communicator, as well as the decision maker. However, can it also be discussed that with a company and its business comes a responsibility for all the people involved and depended on it. This responsibility creates a pressure on the business manager which can be found among micro business managers as well as large business managers.

The 'spider in the net' pattern that we want to call the activities that a micro business manager performs when s/he acts as manager for the company, do mostly involve all the activities that every manager performs in large, medium, small and micro organizations. Their work do not vary much from each other, it is generally the same, but in a micro business the manager works with the activity in a smaller scale, but on the other hand is the micro manager's working field activities broader and wider.

Therefore, do we want to categorize the manager role in a micro business with the pattern of a 'spider in the net', since we mean by this that the micro manager is 'the' person that knows everything and 'the' person that is involved in everything. S/he is the company,

without him/her no activity would ever exist, and as Burns (2001) mention in his findings was that, the smaller the firm, the more the manager needs to be an all-rounder, which we have to consider as both trustworthy and true.

6.2 Final Discussion

When we started to work on this thesis, it was at the beginning difficult to get a grip of how we were supposed to find out the nature of the managerial work. How we were assumed to get an understanding of what kind of things a manager perform in his/her work. As we knew had Mintzberg (1973) done a study within this field many years ago, and that Tengblad (2003), and Florén (2004) had done a replication on his work, just a few years ago. These earlier surveys helped us a lot through the whole thesis, because it gave us a structure and backbone to build on. We could with their help easier orient us through oppositions and problems that we faced.

When this was done and performed we could start to focus on the research and the result from our replication survey, done in the shadow of Mintzberg's work. The result showed an interesting pattern among our observed micro managers, which was really interesting in our opinion, because it gave us an understanding in how the managerial work is performed. We really got a good perspective in how micro manager work in their companies, as well as how manager works in large, medium and small businesses. This research in the field of management generated a lot of interested and important information to us, and hopefully for others too.

We do also think that this thesis that learned us about knowing how the manager for a micro business operates can be used as an advantage for many people that work in this field. Because knowing how the micro managers are in their role, can generate advantages to other managers in all kinds of organizations, large as well as small ones. We think that the human being is never full-learned, and therefore can this thesis hopefully generate something as well as be an inspired source for those who are interested.

6.2.1 Critics of the Thesis

The structured observation was already at the beginning a quested method, and it has as everything else both positive and negative sides. However, one thing that we think can be question is the trustworthiness of how the empirical material was collected. We are awarded of that the situations when we observed the managers sometimes could be very complex and difficult to follow, and therefore could we in a few sequences of the observed managers' activities, draw the wrong conclusion, and thereby also get a significant misdirection of the result.

Another critic that can be discussed is that we did not cover any micro business within the field of three to four employees. We did only have micro businesses with either very few employees, or micro businesses with seven to eight people employed. Therefore, would our survey give a better whole impression and more understandings, if we would have included managers with three to four employees too.

Further, can it be worth mentioned that if we would have included more observations at the field, our thesis would have been even more truthful, and you would be able to draw more conclusions, and get a better understandings for the role of a micro business manager.

The last thing that can be seen in a critical perspective is that we were never able to observe the manager during the time they were out of the organization, on different trade fairs. Of course, did they take diary notes, but as we already know is that not the same as being at the place and observe with its own eye.

6.3 Further Research

- It would be interesting if a research could be performed were the authors would apply a quantitative perspective instead of a qualitative perspective, since this thesis has connections to both these perspectives. Because the interesting thought here is if the result would be any different compare with ours.
- Another research that would be of interest, is if someone would do a similar study in a few years, as Tengblad (2003), Florén (2004) and we did, to see if the micro manager role change further over time.
- At last, would a survey within the micro manager role, be of interest if it would be possible to do a research with micro business manager from different kinds of industries, and thereby try to describe the differences between different kind of micro businesses.

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Appendix 2

Time	Participants	Activity