The thrust of advanced technological force is creating a change in the composition of work. Organisations today need specialists. The market research manager is such a personality whose assignment is fundamentally in research. Engineers associate their goals and career opportunities more closely with the employing organization, but the market research managers have greater affinity to their profession and they think that their existence will grow in importance if their performances can reflect acceptance by the management. The work of market research manager is directed toward service which is derived from human effort.

Man is the critical subject related to research work. A market research manager requires a unique combination of knowledge, aptitude and skill. He must have such a personality which is helpful to conduct his team because faith in reputation and personality of a research manager can often compel his subordinates to work. It is correct to say that research work needs a highly professional man, and a manager must be peculiarly sensitive to employee relations in order to handle special operational problems.

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Today a market research manager is greatly concerned with the morale of subordinates. If their morale is high they are satisfied; on the other hand if it is low, it is assumed that they are dissatisfied and the quality of their work must be affected. If any problem arose, he will not express himself as unable to cope with the situation. Rather he needs to take a realistic look at the complexity of his intricate role. In this capacity he must plan and organize the work to be done, direct the subordinates to do the work, motivate and supervise and discipline them, maintain a liaison, represent the best interest of his responsibility in light of the interests of the total organization.

Position breeds authority. The authority of position brings a kind of intrinsic command to tell someone to "do it or else". But now the days have been changed greatly. The world has become complex. In this complex world, the authority of position is less significant than the authority of competence. Demonstrated competence is an effective wrapper that protects a manager from intense degree of criticism, and it also breeds confidence in a manager. If a manager can demonstrate that he is fully aware of what he is operating, others are willing to follow orders, requests, and suggestions. Besides this when others can experience a manager's integrity, contd...
reliability, honesty, sincerity, personal morals and ethics, he would be able to focus himself as a symbol of managerial personality.

Directing the research group is not an easy task, for the market research managers has to accept the fact that human beings are very complex in nature with ever-changing needs. So he must be ready to respond to the needs of his subordinates. Despite his business, he has to budget adequate time to listen and respond to staff requirements. His contact with his subordinates may appear as informational, inspiring and his availability contributes his ability to direct them.

A market research manager must possess some personality traits - the most important of these is that he must have high situational response ability. This style of response will enhance his function. Responding to the needs of subordinates is not the only function of a market research manager but he must also represent his employees. The goals and needs of subordinates must be understood if a market research manager wants to represent them effectively. Whenever these goals, involving retaining job satisfaction, changes of job environment etc, are reported the research

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manager is automatically market as a competent and a loss of higher ability. Market research managers randomly mix with men and women of different intellectual and professional background. By the nature of their activities, they are apt to have district personality characteristics. The market research manager works in a tension-packed creative environment. They are essentially problem solvers. Therefore, they must be curious and professionally sensitive. The sensitive managers tend to become frustrated when they are treated as simply part of a group.

Besides work assignments, responsibility, authority and remuneration, there are also other abstract forms of recognition to which the market research manager is ultrasensitive. He has more need for differential treatment. If he is professionally accepted with importance and if he becomes inspired, he might be able to offer acute device, and would then feel a moral and professional obligation to improve the condition of his organisation.

Every individual has some spark of creativity. Most of them use that spark poorly because they are not exposed to situations in which creative

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response is encouraged or fostered. But in case of market research managers, it is essentially important to fan the spark of creativity for that benefits the organisation. Creativity is associated with observation, awareness, curiosity, imagination, and conceptualisation. A market research manager must be a highly educated, intellectual person. He must be able to give clear insight into problem situations. By the help of his analytical knowledge he identifies problem quickly and directs the intellectual effort properly. So he always suffers from brainstorming because his mental excitement act as a reagent among the neurons to give new ideas.

The most important thing which is much needed by market research managers is freedom. This means how much liberty they should enjoy in determining the pace, the direction and interpretation of work. The personality characteristics of a market research manager are a reflection partly of socially stereotyped conception and partly of some intrinsic qualities. A successful market research manager represents a crystallization of many attitudes and values generally accepted by the majority of the people. The qualities like achievement, self-directness and independent thought are counter balanced by uncertainty, fear of losing ground etc. Social pressure plus increasing demand of business organisation direct the behavior of market research manager into the mould appropriate to his defined role.

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CHAPTER -- III
FUNCTIONS OF MARKET RESEARCH MANAGER.

The role of the manager is an active, dynamic one. The task of market research manager is related to research. To accomplish that task managers plan, organise and control the resources and work routines of a research project. His role is very important and the functions he perform are difficult and more or less scientific. He first identifies problems and the areas where they exist. Defining market area, he starts to think about channeling the product. As the market research operation is a set-process of related activities, the market research manager, in the next step, must ask himself how many competitors there are, what their nature and degree of market concentration is, what will be the product price, what is the competitive structure of package and size, and what is the amount of competitive firms' advertising spending by brand within the market? All these questions help him to render the type of service facility which best meets his needs.

Once needs and problems have been clearly identified he then decide which sourced will answer best. Acting as a watchdog he must realize the practicality of the service. If it is authorized by himself as reliable, at once he asks himself contd...
many questions like: (i) Does it have any reputation for quality work? (ii) How it would respond under pressure?

An experienced market research manager chooses alternate service facilities because of his capability, experience etc. Price is an important consideration of market research manager. A market research manager must have five intrinsic technical worths—viz. accuracy, integrity, ethics, proper training, validation and control. Project selection is one of the most important tasks of market research manager. Selection of research project is completely dominated by marketing and financial considerations. The objectives of this project are (i) to reduce operating costs, (ii) to improve company's competitive position by providing quality products, (iii) to develop new investment opportunities for the company and opening markets for new or present products. Therefore selecting a project is not an easy matter and for its accomplishment, the market research manager has to think about many criteria like skill and technical qualification of the individual, availability of personnel to perform the work the facilities, the anticipated costs, the amount of work on hand.

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The second important task of the market research manager is planning. Planning is a road-map and without having a road-map a person cannot proceed further. Similarly if a market research manager lacks the knowledge of planning, he would not be able to accomplish his project. Plans for the future help an organisation to reach its desired goals; these are based on expectation, need. The requirement of planning is past history and records. The market research manager must be conscious at the time of planning; if adequate attention is not given to it, failures occur. Planning in the market research contains depth and details. At the time of planning the market research manager has to facilitate internal order, cooperation and understanding. The market research manager must be skilled in planning and he must be familiar with the operational aspects of the area for which he is to plan. If he offers an ivory tower approach he will impose some unnecessary burdens on the organisation.

The market research is responsible for his section. The market research manager must check the performance to insure that a standard is maintained. When the employees are proficient in performance, the occasional monitoring by the

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manager is essential because it would then serve as a communication link. The market research manager should allow individuals to work with liberty and to perfect their own performance. He should always indicate his availability and willingness to coach by giving adequate and meaningful assistance.

Discipline helps to establish a climate that is reassuring to the majority of the work force. One of the most important responsibilities of the market research manager is to control a function which involves correlation of functional activities in reporting system which is accurate, objective, fast, and action-directed. In other words, control must give early warning of variances of plans. To define control is management's effective tool and best method of an organization dedicated to understanding of policy. It is a method for resisting management.

Planning and controlling are closely related. It is difficult to understand where one begins and the other ends. So the market research manager can mark himself as a competent by selecting the right individual to handle parts of a job. He must be able to screen his employees carefully for his purpose of controlling the activities of the whole project. Control must be predetermined for use in measuring actual accomplishment. The market

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research manager should have a clear understanding of the process; otherwise he will not have a fair and equitable judgement, and that would cause internal disequilibrium and promote communication among functional groups.

Control is a continuous process; it is not static. Establishing control in a multinational operation is a challenge to the market research manager because operation in such a firm is combined with various kinds of problems. Determining the objectives is possible, but evaluating the whole process is difficult. Evaluation procedure is based on a numerical concept. This involves measurement and is related to pertinent objectives. Evaluation of research effort should start with the appraisal of the individual. In recent years, research function has become increasingly important in industry and is an integral part of operations.

Therefore research management indicates the area of exercising lot of responsibilities to the marketing research manager. Changing technology and competition drastically affects the direction of research. In market research management, there are both technical and business decisions. In case of marketing a new product or to establish contd...
a new product line, market research operation may run into difficulties basing on wrong information and data. The market research manager must be able to assess, and encourage the exchange of ideas and welcome the flow of information. But this is not all, for a market research manager must establish some interorganisational channels through which exchange of ideas between individuals and among groups of the organisation can take place. Obviously it is important to him, because he needs information in order to plan and control operations. Again it is not only perfectly right that he will concentrate his attention in areas which appeal to his technical knowledge and reflect his orientation; he should also take care of other functional areas because the disastrous effect of the neglected functional areas may appear as an unbroken wall to an organisation's performance. Therefore balance is needed.

The creative people are curious and enthusiastic. They want freedom to roam far and wide without limitations. They generally can not go off whenever their activities are not consistent with an organisation's objectives. The market research manager under no circumstances should allow them to go ahead unnecessarily because the flow of money would be

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restricted by the conservative financial people of the parent organization. It is also true that excessive financial restraint can inhibit, disappoint and discourage creative people. Very clearly, excessive conservation is as dangerous as thinking, a "Damn the cost, full speed ahead!".

The service rendered by a research firm is the product of human effort. A market research manager must have the skill of convincing his subordinates at their work. He must be aware of the changes in skill requirements. He must examine the operation at every stage to evaluate its skill composition and the level of attainment within those skills. If the market research manager is not sensitive to operational flexibility, organisational erosion sets in.

Market research work is closely related to creativity. So understanding creativity is important for a market research manager. A market research manager must employ some stimulus to the creativity of the creative people in purpose of removing their monotony and encouraging them innovate. He must always be alert to make them free from different pressures; for example, a prospective employee may be informed that the post being offered requires a great deal of...
creativity and freedom. But after being appointed if he finds that he is nothing but a victim of organizational pressure, he becomes disappointed, confused and embittered. The resulting effect is that a creative individual becomes 'blind'. So it is the responsibility of the market research manager to see that they can operate effectively in an organizational vacuum. To put it in precisely, establishing a creative climate is absolutely essential. A market research manager can promote creativity by taking some steps into consideration: i) permitting freedom, ii) giving time to formulate ideas, iii) encouraging creators to come up with new ideas, iv) allowing for personal differences, v) providing proper tools, vi) setting pace and establishing a pattern for creativity in the organisation.

Sometimes the market research manager faces a big problem, and to solve this problem he acts like a liaison man. The problem is the conflict between management professional and the market research department. The conflict arises because neither side fully appreciates the others' motivation and function. Organizational failure is more crippling to the manager than market research professional and so they want quick result. But when market research professionals do not get a free-flowing fountain contd...
of resources to support their research project, they become disappointed. And they criticize the management on the basis of (i) lack of research knowledge, (ii) an unrealistic approach, (iii) lack of appreciation and recognition of the market research professionals' achievement and contribution, (iv) a tendency to play safe. On the other hand the manager criticizes market research professionals as being, (i) self-centered, (ii) unrealistic in the demands, (iii) independent minded and uncaring about the organization's objectives, (iv) temperamental.

Some market research professionals also think that the managers are paper-worms and that they only go through papers and files that, they are non-creative and put obstacles in the way of creative people, that they are concerned only with money and not with creativity. In this critical situation a middle ground is needed between them and so the role of market research manager is very much interesting. He can resolve this by providing good communication. By his untiring efforts he tries to express in his approach that the future of both groups is correlated with the profound survival of their organization. So he says we must look for successful accomplishment and we must not be involved conflict because...
we are standing under the same tree and enjoying the same shadow. So if anyone of us destroys any branches of it, it would be nothing but callousness to better performance.

The approach of the market research manager to decision making is a crucial one. The approach and information required for intelligent decision-making will depend on situation. The usual factors to be considered in decision making are objectives, policy, resources and organization. At the time of decision-making, the market research manager must identify the problems, problems are not identified the resources may be dissipated in nonessential effort. Problem identification is a process of diagnosis and market research managers must be ready to treat the symptom instead of getting acute problems. When problem is defined, he must take it into account for reaching an acceptable solution as early as possible. Where time is an important factor, the market research can not wait very long for continuous flow of information and it is true that all information can not be gathered. He must identify the data needed in the situation and determine the quickest and accurate channel of information. The next stage of the decision-making process is the analytical stage. In this stage the market research manager analyses the possibility of solving the problem. In the final stage he must use the inputs for making good decision. He must also be aware of and sensitive to social pressures, changes, timing etc.