

Class: TY BSc

Subject : Psychology of Human Behaviour at Work

Chapter: Unit 1 Chapter 1

Chapter Name: Introduction

Today's Agenda

1. What are Interpersonal skills?
 1. Importance of interpersonal skills
2. Who are managers ?
 1. Functions of managers
 2. Planning
 3. Organizing
 4. Leading
 5. Controlling
 6. Managerial roles
 7. Managerial skills

1 What are interpersonal skills?



Interpersonal skills refer to the ability to work well with other people. They are a part of social skills.

- Self awareness
- Empathy
- Leadership
- Communication skills- verbal and non verbal
- Good listener
- Dealing with disagreements and conflicts

1.1 Importance of Interpersonal skills

Organizations benefit tremendously when their managers have good interpersonal skill set.

- Attract and Retain high performing employees
- Job satisfaction -> Motivation -> more profits
- Less stress -> more positivity
- Positive work relationship -> employees flourish -> life satisfaction

Eg. Facebook, Google, Tata Motors

2 Who are managers?



A manager is a professional who takes a leadership role in an organisation and manages a team of employees.

- They get things done through other people. Take decisions
- Allocate resources
- Direct other people towards goals.

2.1 Functions of managers



According to Henri Fayol, a French industrialist, the five management functions but these have been revised by the modern management gurus.

- Planning
- Organizing
- Leading
- Controlling

2.2 Planning



Planning is the process of determining an organisation's goals and how to achieve them.

Managers brainstorm different alternatives and then choose the best course of action. They help in making strategic decisions that set a direction for the company.

While planning, the managing director can allocate resources as per the project needs.

Here are the several types of planning they may perform:

1. Strategic planning
2. Tactical planning
3. Operational planning
4. Contingency planning

2.3 Organizing



Organizing involves delegating tasks, keeping in mind your team's strengths and weaknesses. It may also mean reassigning tasks or adding more team members to achieve a specific goal

As a manager, it's important that you have organizational skills to help you plan and improve your workflow.

Here are some skills that may help you stay organized:

- Scheduling
- Time management
- Goal setting
- Record keeping
- Event coordination
- Deadline management
- Filing
- Project management

2.4 Leading

To achieve organisational goals, managers promote a teamwork environment that fosters cooperation and loyalty. As a leader, it's important that you feel confident and comfortable delegating tasks and following through to see that they achieve the objectives.

There are several approaches to leading:

- Coaching
- Directing
- Supporting
- Delegating

2.5 Controlling



Controlling involves taking the necessary action to ensure that the company achieves its goals and objectives.

If the project is going differently from planned, the manager can make adjustments. Typically, controlling pursues that everything works efficiently. Some of the adjustments you can make include:

- Staffing adjustments
- Budget adjustments

2.6 Managerial roles

As per Henry Mintzberg, managers perform 10 different but highly interrelated roles. These roles can be grouped into 3 categories :-

Interpersonal roles

- Figurehead
- Leader
- Liaison

Informational roles

- Monitor
- Disseminator
- Spokesperson

Decisional roles

- Entrepreneur
- Disturbance handler
- Resource allocator
- Negotiator

2.6 Interpersonal roles

a) Figurehead

Duties that are symbolic, ceremonial, routine due to social or legal duties

Eg. orientation on the first day of college

b) Leader

Includes hiring, training, motivating and disciplining employees.

c) Liaison

Develop and maintain a network of people both inside and outside the organization who will provide information and favours.

Eg. sales managers obtaining information from the quality control manager – internal liaison

Eg. sales manager connecting with other sales executive through a marketing trade association– external liaison.

2.6 Informational roles

a) Monitor

Receiving information from various sources inside and outside the organization about the competitors and their planning, changes in public taste, etc.

b) Disseminator

Sharing the information received from above sources to other members of the organization

c) Spokesperson

Shares information to outsiders on organization's plans, policies, actions and results. Thus representing the company to outsiders.

2.6 Decisional roles

a) **Entrepreneur**

Study the environment and organization, in order to look for opportunities and start new projects.

b) **Disturbance handler**

Take Necessary corrective measures when faced with unexpected problems

c) **Resource allocator**

Distributing human, physical and momentary resources to bring the organization maximum benefits.

d) **Negotiator**

The manager negotiates and bargains for the benefit of his own unit or organizations

2.7 Managerial skills

According to Robert Katz, managers need to have 3 broad management skills:-

a) Technical skill

Refers to “the ability to apply specialized knowledge or expertise.”(Robbins and Judge,2013) eg. civil engineers, accountants, surgeons ,etc. this skill can be acquired through formal education or through on job learning.

b) Human skill

Refers to,” the ability to work with, understand and motivate other people, both individually and in groups.” (Robbins and Judge,2013). They should be good listeners, sensitive to the team, resolve conflicts and get things done from other Employees.

c) Conceptual skill

“The ability to analyse and diagnose complex situations.” (Robbins and Judge, 2013). These skills deal with idea, logically processing information. This skill is very important in decision making, identifying problems, developing solutions, evaluating them and selecting the best one.