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Class: TY BSc

Subject : Psychology of Human Behaviour at Work

Subject Code: PUSASQF601

Chapter: Unit 1 Chp 1

Chapter Name: What is Organizational Behaviour?

Today's Agenda

1. INTERPERSONAL SKILLS

1. What are Interpersonal skills?
2. Importance of Interpersonal skills?

2. MANAGERS

1. Who are Managers?
2. Function/Work of Managers
3. Managerial Roles
4. Managerial Skills

3. OPEN ENDED QUESTIONS

1.1 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

1.2 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

2.1 WHO ARE MANAGERS?

Managers are individuals working in organizations .
But, what is an organization?

- AN ORGANIZATION is:-

- A consciously coordinated social unit
- Composed of 2 or more people
- Which functions on a relatively continuous basis
- To achieve a common goal or a set of goals.
- Eg. manufacturing units, service firms, schools, hospitals, government agencies.

- MANAGERS are:-

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

2.2 FUNCTIONS/ WORK OF A MANAGER

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

● OLD MANAGEMENT FUNCTIONS

- Planning
- Organizing
- Commanding
- Coordinating
- Controlling

● MODERN MANAGEMENT FUNCTIONS

- Planning
- Organizing
- Leading
- Controlling

2.2 FUNCTIONS/ WORK OF A MANAGER

Modern management function -1) PLANNING

1) PLANNING

- a) defining the goals of the organisation
- b) Strategy to achieve those goals.
- c) Detailed plan of activities that help attain goals



Which managerial position spends more time in planning?

Middle and higher positions.

2.2 FUNCTIONS/ WORK OF A MANAGER

Modern management function -2) ORGANIZING

2) ORGANIZING

- a) designing the structure of the organization
- b) Deciding what tasks are to be done, how will it be done, who will do them, how the tasks are to be grouped, who reports to whom, where and how the decisions are to be made.

2.2 FUNCTIONS/ WORK OF A MANAGER

Modern management function -3) LEADING

3) LEADING

- a) Direct and motivate people
- b) Communicating effectively
- c) Resolve conflicts, if any.

2.2 FUNCTIONS/ WORK OF A MANAGER

Modern management function -4) CONTROLLING

4) CONTROL

- a) monitoring performance
- b) Comparing goals that are set and the actual performance.
- c) Correcting deviations, if any

2.3 MANAGERIAL ROLES



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

1. INTERPERSONAL ROLES

- a) Figurehead
- b) Leader
- c) Liaison

2. INFORMATIONAL ROLES

- a) Monitor
- b) Disseminator
- c) Spokesperson

3. DECISIONAL ROLES

- a) Entrepreneur
- b) Disturbance handler
- c) Resource allocator
- d) Negotiator

2.3 MANAGERIAL ROLES

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.

2.3 MANAGERIAL ROLES

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.

2.3 MANAGERIAL ROLES

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 .

2.4 MANAGERIAL SKILLS

ACCORDING TO ROBERT KATZ, MANAGERS NEED TO HAVE 3 BROAD MANAGEMENT SKILLS :-

a) TECHNICAL SKILL

Refers to “the ability to apply specialised 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.

3.0 OPEN ENDED QUESTIONS

Why do you think managers need interpersonal skills?

Why do you think in today's age an authoritative manager may not be successful?

What are the skills the top level management use the most?

A) technical, B) human C) conceptual

ROLE PLAY -

USING THE SAME EXAMPLE AND SHOW ME AN INEFFICIENT AND AN EFFICIENT MANAGER
USING 1 OR MORE MANAGERIAL ROLES.