

PHBKI-Assignment-1

Q1. Management and Managerial skills - according to Robert Katz
⇒ Managers are individuals who get things done through other people. Managers take decisions, make resources available and direct people towards attaining goals. Managers are usually found in organizations.

The key to being an effective and successful leader lies in the display of appropriate behaviour, skills and actions. According to Robert Katz, managers need to have three broad management skills:

- (a) **Technical skills**: Technical skill refers to "the ability to apply specialized knowledge or expertise. It is a ~~per~~ person's knowledge and ability of any particular type of process or technique. For example, the skill possessed by engineers, surgeons, accountants, etc. Technical skills involve things.
Technical skills may be acquired through formal education and training in universities or through direct experiences on the job.
- (b) **Human skills**: Human skill refers to the ability to work with, understand and motivate other people, both individually and in groups. It is the ability to deal effectively with people and build teamwork. Human skills are concerned with people. Since managers get things done through other people they must have good human skills, unfortunately many employees have good technical skills but lack good human skills. They may be poor listeners or insensitive to the need of others or cannot resolve conflicts among people or cannot delegate or motivate, etc.

(c.) **conceptual skill**: conceptual skill is the ability to analyse and diagnose complex situations. It is the ability to logically process and interpret information. Conceptual skills deal with ideas. Conceptual skills are important in decision making. Managers need to spot problems, identify solutions that can correct them, evaluate those solutions and select the best one.

As people rise up the organizational ladder, technical skills become less important and human and conceptual skills assume greater importance.

Q3.

Q4. The big 5 model assumes that there are 5 basic dimensions of personality that underlie many specific traits. The 5 basic dimensions are:

- ① **Extraversion - introversion**: It is the degree to which a person is social, ambitious, energetic, outgoing, assertive, talkative and expressive.
- ② **Conscientiousness**: It is the degree to which a person is dependable, disciplined, committed; organized, thorough, perseverant and honest.
- ③ **Agreeableness**: It is the degree to which a person is polite, trusting, good-natured, accepting, co-operative and forgiving.

④ Emotional stability: Its the degree to which a person is emotionally stable, secure, content and free from depression.

⑤ Openness to experience: Its the degree to which a person is curious, imaginative, flexible, artistic, playful & creative.

Research based on the big five model has found consistent support for personality traits related to leadership.

1. Extraversion has been found to be a very good predictor of who will emerge as a leader. It includes being social, dominant and assertive is an important determinant of becoming a leader.

2. Extraversion is not a reliable determinant of leader effectiveness. In fact leaders who are very high on assertiveness are less effective than those who are moderate on assertiveness.

3. Conscientiousness and openness have been found to be consistently related to leadership.

4. Agreeableness and emotional stability are not strongly related to effective leadership.