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Answer

**1. Planning**

It is the basic function of management. It deals with chalking out a future course of action & deciding in advance the most appropriate course of actions for achievement of pre-determined goals.

**2. Organizing**

It is the process of bringing together physical, financial and human resources and developing productive relationship amongst them for achievement of organizational goals.

**3. Staffing**

It is the function of manning the organization structure and keeping it manned. Staffing has assumed greater importance in the recent years due to advancement of technology, increase in size of business, complexity of human behavior etc. The main purpose o staffing is to put right man on right job

[**4. Directing**](https://www.managementstudyguide.com/directing_function.htm)

It is that part of managerial function which actuates the organizational methods to work efficiently for achievement of organizational purposes. It is considered life-spark of the enterprise which sets it in motion the action of people because planning, organizing and staffing are the mere preparations for doing the work. Direction is that inert-personnel aspect of management which deals directly with influencing, guiding, supervising, motivating sub-ordinate for the achievement of organizational goals

  **5.** [**Controlling**](https://www.managementstudyguide.com/controlling_function.htm)

It implies measurement of accomplishment against the standards and correction of deviation if any to ensure achievement of organizational goals. The purpose of controlling is to ensure that everything occurs in conformities with the standards. An efficient system of control helps to predict deviations before they actually occur.

**Management Roles**

## **Interpersonal Roles**

These roles relate to the manager’s behavior that focuses on interpersonal contact Interpersonal roles are roles that involve people (subordinates and persons outside the organization) and other duties that are ceremonial and symbolic.

### 1. Figurehead

The figurehead performs symbolic legal or social duties. All social, inspiration, legal and ceremonial obligations.

In this light, the manager is seen as a symbol of status and authority.

### 2. Leader

The Leader builds relationships with employees and communicates with, motivates, and coaches them.

Duties are at the heart of the manager-subordinate relationship and include structuring and motivating subordinates, overseeing their progress, promoting and encouraging their development, and balancing effectiveness.

### 3. Liaison

The liaison maintains a network of contacts outside the work unit to obtain information.

Describes the information and communication obligations of a manager. One must network and engage in information exchange to gain access to knowledge bases.

## **Informational Roles**

Informational roles involve receiving, collecting, and disseminating information.

These informational roles are all about receiving and transmitting information so that managers can serve as the nerve centers of their organization. The informational roles are;

### 4. Monitor

The monitor seeks internal and external information about issues that can affect the organization.

Duties include assessing internal operations, a department’s success and the problems and opportunities which may arise.

All the information gained in this capacity must be stored and maintained

### 5. Disseminator

The disseminator transmits information internally that is obtained from either internal or external sources.

Highlights factual or value-based external views into the organization and to subordinates. This requires both filtering and [delegation skills](https://www.iedunote.com/delegation-of-authority).

### 6. Spokesperson

The spokesperson transmits information about the organization to outsiders. Serves in a PR capacity by informing and lobbying others to keep key stakeholders updated about the operations of the organization.

## **Decisional Roles**

Decisional roles revolved around making choices. Managers’ interpersonal role leads to decisional roles.

Information and resources that are collected and gathered by the interpersonal make a manager able to play the decisional roles or responsibilities that he is obligated to.

The four decisional roles include being an [entrepreneur](https://www.iedunote.com/entrepreneurship-definition), disturbance handler, resource allocator, and [negotiator](https://www.iedunote.com/third-party-negotiation).

### 7. Entrepreneur

The entrepreneur acts as an initiator, designer, and encourage change and innovation.

Roles encourage managers to create improvement projects and work to delegate, empower and supervise teams in the development process.

### 8. Disturbance handler

The disturbance handler takes corrective action when the organization faces important, unexpected difficulties.

A generalist role that takes charge when an organization is unexpectedly upset or transformed and requires calming and support.

### 9. Resource allocator

The resource allocator distributes resources of all types, including time, funding, equipment, and human resources.

Describes the responsibility of allocating and overseeing financial, material and personnel resources.

### 10. Negotiator

The negotiator represents the organization in major negotiations affecting the manager’s areas of responsibility is a specific task which is integral for the spokesman, figurehead, and resource allocator roles.

**Management Skills**

A good manager has all the skills and can implement those skills for running the organization properly. 5 managerial skills are technical skills, conceptual skills, interpersonal and communication skills, decision-making skills.

## **Technical Skill**

Technical skill is knowledge of and proficiency in activities involving methods, processes, and procedures.

## Thus it involves working with tools and specific techniques. Technical skill is the ability to use the specialized knowledge, procedures, and techniques of a field of activities.**Conceptual Skill**

Conceptual skill is the ability to see the “big picture,” to recognize significant elements in a situation and to understand the relationships among the elements.

Conceptual skill is the ability to coordinate and integrates all of an organization’s interests and activities.

It requires having the ability to visualize the enterprise as a whole, to envision all the functions involved in a given situation or circumstance, to understand how its parts depend on one another and anticipate how a change in any of its parts will affect the whole.

A manager’s ability to think in the abstract and to view the organization holistically is important.

## **Interpersonal and Communication Skills**

Communication skill for a manager is a must.  The manager must be able to convey ideas and information to others and receive information and ideas from others effectively.

A manager’s job is to control the subordinates and gives high-level managers or administrator’s information about what’s going on.

## **Decision-Making Skill**

In simple words, a manager’s job is to make decisions that will lead the organization to the attainment of is goals.

Decision making skill is the skill that makes a manager able to recognize opportunities and threat and then select an appropriate course of action to tackle them efficiently so that the organization can benefit them.

## **Diagnostic and Analytical Skills**

A good manager has Diagnostic and Analytical skills in his bags. Diagnostic skill refers to the ability to visualize the best response to a situation.

Analytical skill means, the ability to identify the key variables in a situation. Manager diagnostic skill and Analytical skill helps him to identify possible approaches to a situation.

After that is also helps a manager to visualize the result or outcomes of these approaches. This skill sounds similar to the decision making skill, but it is the skill required to make the decision.

Question 2 Answer

Understanding organizational behavior has never been more important for managers. Take a quick look at dramatic changes in organizations. The typical employee is getting older; more women and people of color are in the workplace; corporate downsizing and the heavy use of temporary workers are severing the bonds of loyalty that tied many employers to their employers; global competition requires employees to become more flexible and cope with rapid change. The global recession has brought to the forefront the challenges of working with and managing people during uncertain times.

During difficult economic times, effective management is often at a premium. Anybody can run a company when business is booming, because the difference between good and bad management reflects the difference between making a lot of money and making a lot more money. When times are bad, though, managers are on the front lines with employees who must be fired, who are asked to make do with less, and who worry about their futures. The difference between good and bad management can be difference between profit and loss or ultimately, between survival and failure.  In good times, understanding how to reward, satisfy and retain employees is at a premium. In bad times, issues like stress, decision making and coping come to the fore.

Challenges and Opportunities for Organizational Behavior:

1. **Increased Foreign Assignments**
2. **Working with people from different cultures**
3. **Improving customer service**
4. **Stimulating innovation and change**
5. **Coping with temporariness**
6. **Helping employees balance work life conflicts**
7. **Improving ethical behavior**
8. Responding to Globalization.
9. Empowering People.

## **Question 3 Answer**

## **Biographical Characteristics**

* Personal characteristics - such as age, gender, race, and length of tenure - that are objective and easily obtained from personnel records. These characteristics are representative of surface-level diversity

## **Biographical Characteristics Explanation**

Biological attributes are characters or characters that impact an individual. These attributes regularly influence an individual in one manner or the other inside an association or inside society. Individual attributes, for example, age, sexual orientation, race and length of residency that are target and effectively gotten from work force records are instances of true to life qualities.

 Think about "memoir," which means a story or point by point portrayal of somebody's life. To create a memoir, explore regarding the matter of the life story must be done, and true to life qualities are noted. Numerous businesses do inquire about on these attributes to pick the most ideal possibility for the activity