

**Department of Electrical Engineering**  
**Engineering Management and Economics**

**Assignment**

Spring-2019-20, Dated 13-4-2020

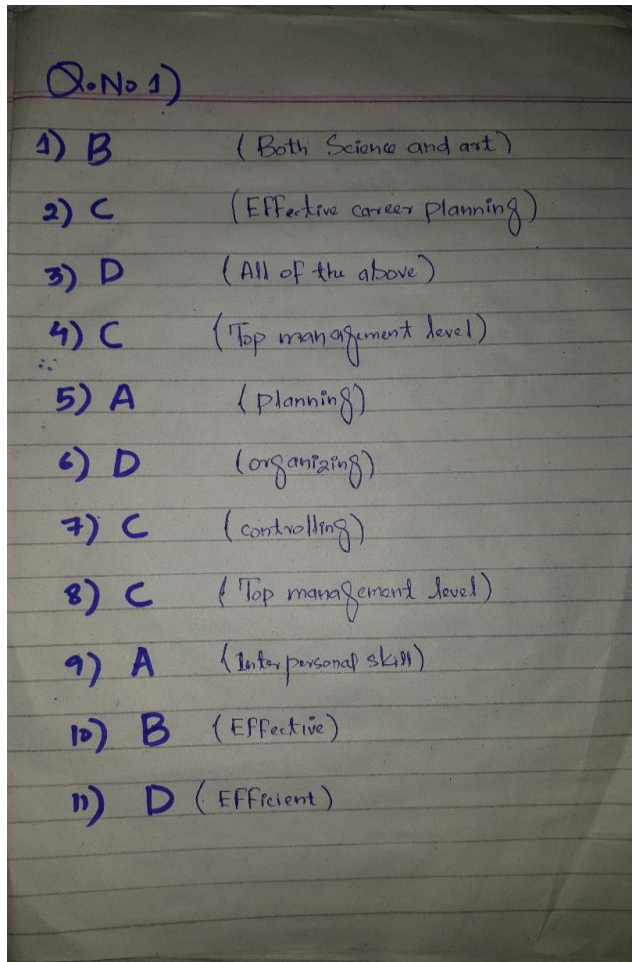
Instr: Dr. Jehanzeb Khan

Time= 5 Days

Marks 30

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## Question 2

### a) part

Q. 2 a) part Page ①

A Manager's Job is Complex and multidimensional and requires a range of skill

- Conceptual skill.
- Human skill.
- Technical skill.
- Diagnostic skill.

### Conceptual skill.

is the ability to see the organization as a whole and the relationship among its parts

- Conceptual skill involves the manager's thinking, information processing and planning abilities.
- Knowing where one's department fits into the total organization and how the organization fits into the industry, the community and the broader business and social environment.
- The ability to think strategically (broad long term view)

Conceptual skill is very important for managers at the top. For example, Microsoft reflects the conceptual skill of its chairman, Bill Gates. General business goals are clearly stated and communicated

## Page (2)

throughout the company, contributing to Microsoft's leadership reputation and billion dollars revenues.

shortly, many of the responsibilities of the top manager, such as decision making, resource allocation and innovation - require a broad view.

### - Human skill

- The ability to motivate, coordinate, lead, communicate and resolve conflicts
- Allow subordinate to express themselves without fear of ridicule and encourages participation
- Relies on the quality of its people for its success.
- Like other people and is liked by other
- Have a good judgment for decision, such as hiring and setting company policy.
- He makes employees feel value and inspired and promote close working relationships that are fun
- effective managers are cheer leader, facilitators, coaches and nurturers.
- Excellent manager don't take people for granted
- Measure employees satisfaction using formal questionnaire

## Page (3)

- Tries to increase the frequency, quality and degree of informative (news, lecture etc)
- Getting things done through people.

### Technical skill.

- Technical skill include mastery of methods, technique and equipment involve in specific function such as engineering, manufacturing, finance, forecasting and marketing skills
- Specialized knowledge, analytic skill, competent uses of tools and technique to solve problem in specific discipline.

### Diagnostic skill.

- Manager ability to visualize the most appropriate response
- Diagnose and analyze a problem and then developing solution
- For example high turnover - possible reason - dissatisfaction with pay or not favorable environment or poor interpersonal skill - find solution by interviewing of employees. For example in favorable situation, sales more at high rate than anticipated cause, low price or greater demand than predicted or high price by the competitor - diagnostic skill

## Part)2

(1)

### Question No 2

b)

#### characteristics of authority

1) Authority is vested in organisational position not people. Because of the position that manager hold.

2) Authority is accepted by employees: Authority flow top down through the organization's hierarchy, employees comply because they believe that managers have legitimate right to issue order.

3) Authority flow down vertically hierarchy: Position at the top of the hierarchy are vested with more formal authority than are position at the bottom.

4) Responsibility: is the flip side of the authority coin. It is the duty to perform task or activity an employee has been assigned. When the manager have responsibility for task outcomes but little authority, the job is possible but difficult. But when the manager have authority exceeding responsibility, they may become tyrants.

(2)

**5) Accountability:** Is the mechanism through which authority and responsibilities are brought into alignment. It means that people with authority and responsibility are subjected to reporting and justifying task outcomes to those above them in the chain of command. Employees must be aware that they are accountable.

**6) Delegation of authority:** is the process by which a manager assigns a portion of his total work load to other. Subordinate help ease of the manager's burden. In some instance, a subordinate may have more expertise than manager. It also develop subordinate. Delegation of authority involve three steps, assigning responsibilities, giving the authority to do the job and establishing subordinate accountability. Problems with delegation are that subordinate well do too well and pose threat to manager advancement, no reward for accepting additional responsibilities. Other view is that subordinate satisfactory performance is not treat but an accomplishment, other view is that subordinate's satisfactory performance is a not treat but accomplishment by both (subordinate, did the job, manager trained him).

(3)

## 7) Decentralization.

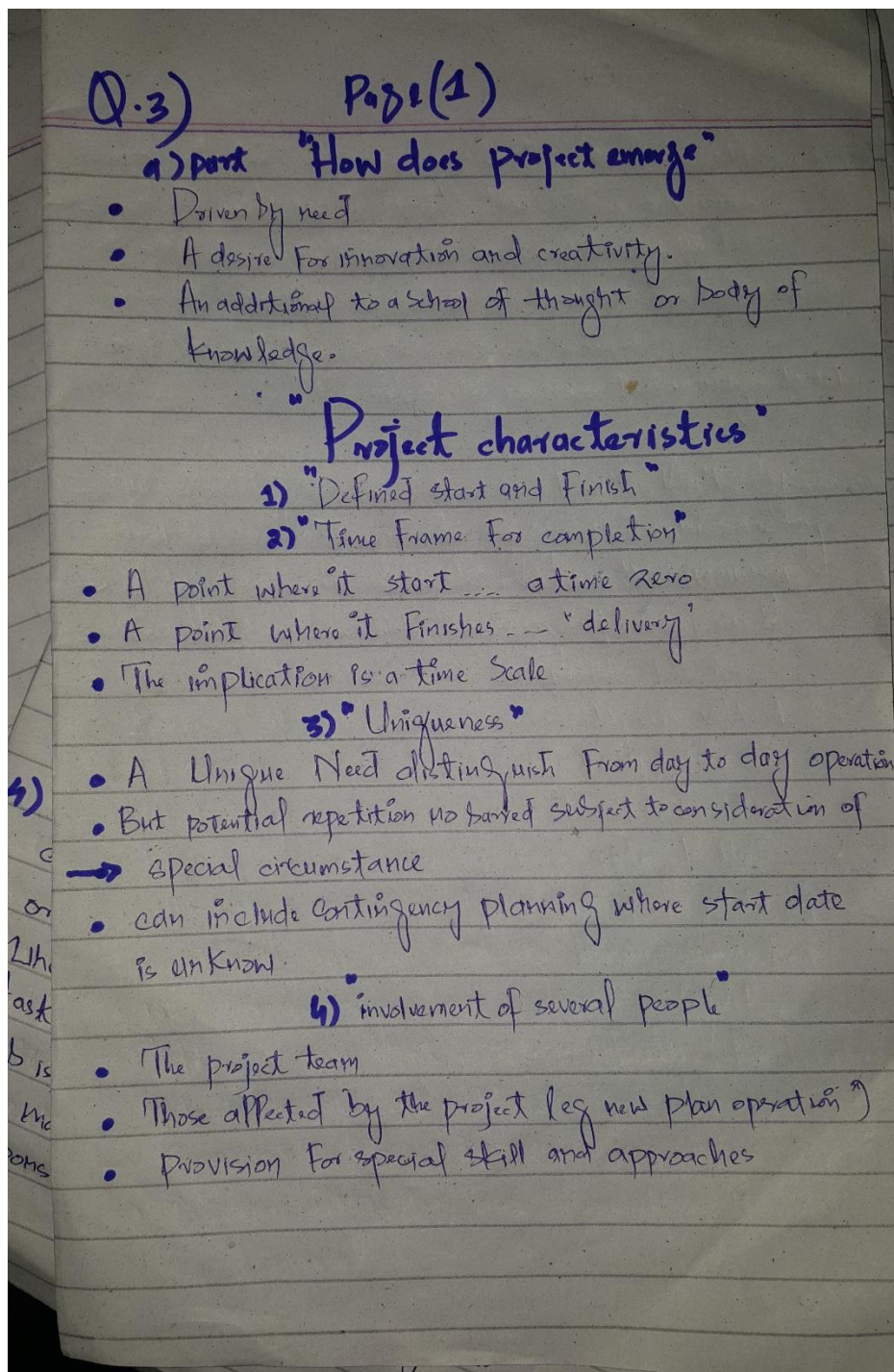
The process of the systematically delegation of power and authority throughout the organisation to middle and lower level managers. The greater is the complexity and uncertainty of the environment, the greater is the tendency to decentralize. Successful organizations are usually decentralized.

## 3) Centralization

The process of the systematically retaining power and authority in the hand of the high level managers. Decision making power and authority are with top manager. In the time of crises or risk organization failure, authority may be centralized at the top.

### Question no 3

a) part





## Page (2)

### (5). Limited resource

- People, materials, money and time all constrained
- Potential trade off between these possible
- Potential of technology almost limited

### (6) Sequence of activities

- Interdependence of some activities
- step by step progress
- opportunity for overlapping
- Need for careful planning of step order.

Question) 3

Part) b

