

PHB UNIT 1 & 2 > Assignment

1. Explain in detail management and managerial skills according to Robert Katz.

A- 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 skill: Technical skill refers to "the ability to apply specialized knowledge or expertise". It is a person's knowledge and ability of any particular type of process or technique. For example, the skills possessed by engineers, surgeons, accountants, etc. Technical skills involve things.

Technical skills may be acquired through formal education and ~~training~~ training in universities or through direct experiences on the job.

(b) Human Skill: 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~~ technical skills but lack good human skills, may be because of poor listeners or not motivated, etc.

(c) Conceptual skill: Conceptual skill "is the ability to analyze and diagnose complex situations". It is the

ability to logically process and interpret information. Conceptual skills ~~don't~~ 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.

A manager who has good technical and interpersonal skills may still fail if he does not have conceptual skills. As people rise up the organisational ladder, technical skills become less important and human and conceptual skills assume greater importance.

3. Explain Fredrick Herzberg's two factor model and its application in workplace.

A- Fredrick Herzberg's two-factor model consists of ~~many~~ factors producing satisfaction were entirely ~~seper~~ separate and different from factors ~~responsible~~ responsible for dissatisfaction. For example, although ~~up~~ unpleasant working conditions may cause dissatisfaction, ~~pe~~ pleasant working conditions may not lead to satisfaction. Herzberg also found that satisfaction is due to intrinsic or ~~external~~ ^{internal} factors and ~~dissatisfac~~ dissatisfaction is due to extrinsic or external factors.

Herzberg labeled the ~~fa~~ factors that motivate or produce job satisfaction as 'motivators'. Motivators include the following factors:

- (1) Authority and responsibility.
- (2) Advancement opportunities.

- (3) ~~Reg~~ Recognition and appreciation
- (4) Work itself.
- (5) Achievement

Herzberg labeled the factors that are related to job dissatisfaction as 'hygiene' or maintenance factors. Hygiene factors include:

- (1) Company policy and administration.
- (2) Supervision
- (3) Salary
- (4) Interpersonal relations.
- (5) Working conditions.

Taken together, the hygiene factors and the motivators come to be known as the two-factor theory of job satisfaction.

According to Herzberg, hygiene factors are only preventive in nature. They simply prevent dissatisfaction. Taking care of them will prevent ~~dissatis~~ dissatisfaction among the employees but will not motivate the employees. Motivators are those factors that cause good ~~fe~~ feelings and lead to satisfaction.

2. Write a note on job ~~sats~~ satisfaction and how it relates to various factors like Absenteeism & Job Performance. Illustrate the same with the help of a corporate example.

A- Job satisfaction and Job Performance

It has been believed for a long time that happy workers are productive workers. Hence ~~managers~~ managers used to concentrate on improving work conditions and work environment to make their employees happy. They were hopeful that ~~this~~ this will result in increased productivity. ~~Some~~ There is an explanation to this theory also which was:

(1) When we do a good job, we feel good intrinsically (from within).

(2) Besides high productivity results in greater economic, sociological and psychological rewards in the form of pay ~~rise~~ raise, greater recognition, ~~pro~~ promotion, etc. This in turn increases our job satisfaction.

There has been support ~~for~~ for both the ideas. A number of studies have found that there is a strong positive correlation between job ~~sats~~ satisfaction and productivity. That is, satisfied employees tend to more productive and effective.

Job satisfaction and Absenteeism

A number of research studies have consistently found that there is a negative correlation between job satisfaction and absenteeism. That is, lower is the employee's satisfaction with his job, the greater is the possibility that he/she will remain absent from work. Employee

absenteeism disrupts organisational schedules and disrupts the production process.

Sometimes organizations encourage absenteeism by providing liberal sick leave benefits. The idea is to allow employees to take days off to follow their other interests and passions. This in turn makes work more satisfying. Absenteeism levels are high when employees have alternative jobs available.