Assignment 1

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

According to Robert Katz, managers need to have three broad management skills:

(a) Technical skills.
It 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 techniques.
Technical skills can be acquired through formal education and training in universities

(b) Human skill
It 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.

(c) Conceptual skill:
It "is the ability to analyze and diagnose complex situations. It is the ability to logically process and interpret information.
Conceptual skills deal with ideas.
It is important in decision-making.

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2. Job satisfaction is the positive feeling about one's job resulting from an evaluation of its characteristics.

It is believed that happy workers are productive workers. There is a positive correlation between job satisfaction and productivity. Satisfied employees tend to be more productive and effective.

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 will remain absent from work. Job satisfied workers report more regularly to work. Employee absenteeism disrupts organisation schedules and disrupts the production process.

3. Herzberg found that factors producing satisfaction were entirely separate and different from factors responsible for dissatisfaction.
He found that satisfaction is due to intrinsic and dissatisfaction is due to extrinsic.
He labeled the factor that motivate or produce job satisfaction as 'motivator'
He labeled the factors that are related to job dissatisfaction as 'hygiene' factor.

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

Hygiene factors are necessary to maintain the human resources of a company, but they are not sufficient to motivate the employees. It is the motivators that are important.
Herzberg strongly believed that only a job having opportunities for advancement, responsibility, challenge and achievement will truly motivate the employees.

4. The big five model assumes that there are five basic dimensions of personality that underlie many specific traits. These five basic dimensions are :

(1) Extraversion - Introversion :
It is the degree to which a person is social, ambitious, energetic, talkative and expressive.

(2) Conscientiousness :
It is the degree to which a person is dependable, disciplined, committed, organised, perseverant and honest.

(3) Agreeableness :
It is the degree to which a person is polite, trusting, good-natured, accepting and forgiving.

(4) Emotional stability.
It is the degree to which a person is emotionally stable, secure and free from depression.

(5) Openness to experience :
It is the degree to which a person is curious, imaginative, playful and creative.

(1) Extraversion has been found to be a very good predictor of who will emerge as leader.

(2) Although extraversion is a good predictor of who will become a leader, it is not a reliable determin of effective leader.

(3) Conscientiousness and openness to experience are two other traits that have been found to be consistently related to leadership.

(4) Agreeableness and emotional stability are not strongly correlated to leadership.

5. The equity theory focuses on the social comparisons people make among themselves and its influence on motivation. The equity theory takes in to account the influence of other co-workers.

According to the equity theory, employees compare their outcome with the outcome of others to determine whether they are being treated fairly or unfairly by the organisation. These comparisons result in 3 states.

(1) Overrewarded inequity
(2) Underrewarded inequity
(3) Equity

Overrewarded Inequity:
A person feels overrewarded when his outcome/ ~~income~~ inputs ratio is greater than the corresponding ratio of another person with whom the person compares himself.
Equity theory states that overpaid workers feel guilty

(2) Underrewarded Inequity:
A person is said to experience underrewarded inequity when the ratio of his outcome/input is less than the corresponding ratio of another person with whom the person compares himself

Equity theory states that underpaid workers feel angry.

(3) Equity
A condition of equitable payment is said to exist when the outcome/input ratio of a person is equal to the corresponding ratio of another person with whom the individual compares himself.

Equitable paid workers are said to feel satisfied.

6. The challenge of globalisation.

Organisations no longer operate within national borders. They operate all over the world. For example, software companies like Infosys and TCS earn a major revenue from the US market.

The challenge of managing a diversified workforce.
The employees of modern organisations are very different from those in the past. They come from diverse backgrounds.

The modern workforce is becoming increasingly diverse and heterogenous. They differ from each other with regard to gender, age, education, race, talent /ability, sexual orientation and values.

The challenge of coping with temporariness.
Temporariness mean that everything in the organisation is transient or temporary.
Ex:- In the past, employees would be assigned to a work group with whom they would work for days together. This give the employees a sense of security and stability. Unfortunately this is not the case today. Jobs are continuously redesigned to cope with changes in technology.

The challenge of striking work-life balance
People have both work and nonwork lives. Employees in the past worked 8 to 9 hrs for 5 days in a week. This is no longer the case with modern workers.

The challenge of creating a positive work environment.

Creating a favorable and conducive work environment is another challenge that manager face. Managers have ~~set~~ realised that putting additional pressures on employee to cope with fierce competition will not work. Rather creation of a positive work environment will be more beneficial in the long run.

The challenge of improving ethical behaviors.
Managers are constantly under pressure to perform better and increase profit. This often results in managers cutting corners to engage in unethical practices.