

SM302: Principles of Management

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Motivational theories that can be applied for talent optimisation are as follows:-

1. Communicating the vision of an organisation to employees.

Leaders of the organization need to communicate the common purpose (vision) towards which the employees need to work. People get motivated by work that impacts the organisation and society. Example :- Google's vision motivates employees to develop their skills and work towards achieving goals. This aligns people's strategy to business strategy.

2. Evaluate and ensure a fit leadership team.

An important driver for employee engagement is trust in senior leadership. This extends to executive's ability and trust to make intelligent decisions for best interest of the organisation.

Example:- A team that aims to design new products should have a leader ^{who} is innovative, inspiring, fast-acting, ambitious and obsessive. Elon Musk, CEO of Tesla is an example of a leader with the mentioned qualities.

3. organisational structure.

The way an organisation is structured can enable or inhibit workers' ability to accomplish goals. The right organisation structure is one that matches your strategic goals.

Example:- In Microsoft, product type division organisation structure is the primary structure. There is a division based on the output products and this helps in distributing and optimising talent.

4. Strong organisational culture.

The culture of an organisation designs the employees drive towards investing and testing their talent and skillset.

Example:- An organisation that encourages risks will explore more of its domains than being stagnant.

5. Behavioral job fit

Asking a person to do job they're not behaviorally wired to do is a waste of time and energy. They will end up not giving their best.

6. Understand what behavioral preferences employees have.

Employees need to be managed in the way they should be. This brings out the best talent in them.

Example, a person with great communication skills should be given ^{work} that involves interaction.

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Performance appraisal is a regular review-evaluation based system of employee's job performance. This helps in value addition to the business. Managers at different levels play a role in performance appraisal.

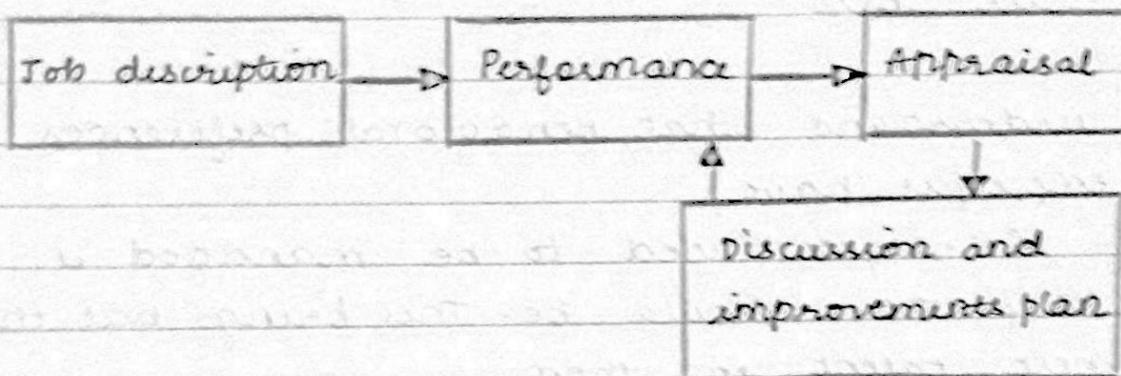
Role of managers in performance management.

Objectives

- to improve communication and motivation
- to raise standards of performance and efficiency.

3.

- to strengthen employee / management relationships.
- to identify learning and development needs.



2. HR in Performance management.

Roles :-

- The first and foremost responsibility is to design the entire appraisal process.
- make the appraisal process transparent and clear.
- ensure the process is taking place properly and on time
- To implement the review and evaluation process and plans for improvement.

3. Project head in performance management.

Roles :-

- Project management throughout the

project life cycle.

- defining project governance and deadlines
- monitoring progress
- managing project's budget
- coordinating between team members
- Reviewing and evaluating the process of production.

4. Employees in performance management

Roles:-

- Self regulation and evaluation.
- coordination with senior managers and co-team members.
- Participate in 360 degree assessment schemes
- Discuss their roles and competencies required and define objective with their supervisors

Example:- Amazon follows a continuous feedback system in which employees are rated against each other in an annual review. Employees and managers give their opinion about working at Amazon.

(3)

Training for disaster management is a way to be prepared and reduce adverse effects of a disaster. It is a systematic acquisition of knowledge and skills with the goal of developing competencies.

Individual training

- Awareness of disasters.
- Give some informal training before the real one
- understanding the style of an individual that helps them learn better e.g. some people learn better by looking at others while others do it better by listening.
- Funding individuals to recover from the disaster.

organisation training

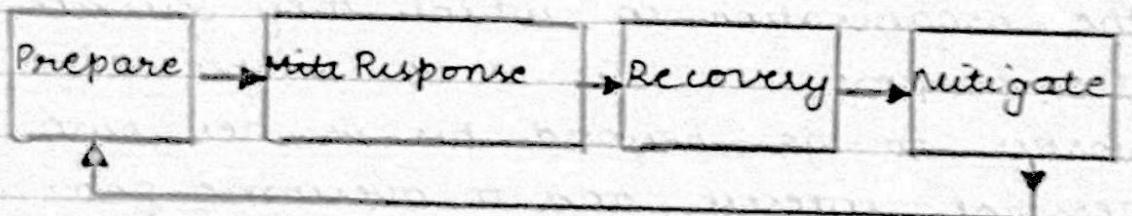
- Adopt new policies to incorporate training of disaster management.
- Prepare people to help themselves as well as people around them to minimize loss
- conversion of technology through people into better organisational performance.
- Strategic human resource training and

development in developing the work-force skills capacity and achieving the business goals.

- Preparedness with resources to deal with after effects.
- Developing preventive and safety measures to minimize the adversities.

Example :- oracle has a programme called Risk Management Resiliency Program (RMRP) to establish in order to recover from a disaster.

Phases of disaster management.



④

Three types of leadership influences media industry

Visionary leadership

A leader's vision is the focus and leader should mobilise the employees. The visionary leader develops a charisma and his/her behaviour reflects the value he or she claims to embody. The self confidence

and positive view of leaders in this category is based upon their own communication skills, their non-conformist behaviour and their power of conviction.

Transactional leadership

This type of leadership resorts to motivation and management of their subordinates through variable practices based on reward.

Transformational leadership

This encourages employees to transform their own vision of the world and of the organisation in which they operate. The purpose in this is to enable each worker to go beyond his or her own personal interest and to overcome fear of change.

In radio broadcasting company, as a leader the following models can be applied to motivate the employees to stay:-

- ① combination of transactional and transformational styles.

For example, the company can have open discussion of ideas to promote and advertise.

Employees that contribute to a successful idea or broadcasting can be rewarded with a financial/non-financial incentive.

② leader as an individual.

A leader's personal dimension and assets be they technical, human or conceptual seem to be the central element that fosters emotional endorsement among his/her followers.

③ Relying on psychoanalytical approach.

The psychological trait of a leader decides and contributes majorly to the position of an organisation. A leader that inspires, motivates and at necessary times convinces employees to stay are important.

| Proposed model | Type of leadership | Benefits |
|----------------|-----------------------------------|--|
| Model 1. | Transactional Transformational | Employees feel valued |
| Model 2. | Visionary Transformational | Drive to produce better in the organisation. |

| | | |
|----------|----------------------------|--|
| Model 3. | visionary Transactional | Influences employees in a positive way |
|----------|----------------------------|--|

⑤

Middle level managers act as an intermediate level between top level managers and low level managers. They need to possess good communication skills to make the process easier.

Middle level managers need to ensure the following -

- Execute organisational plans in conformance with the company's policies and objectives of top management.
- Defining and discussing information and policies from top management to lower management.
- Inspiring and providing guidance to low level managers towards better performance.

As a middle level manager in book publishing company, the following plans can be incorporated

- designing an efficient, hierarchical communication system that resolves conflicts.
- determine, define and monitor group level performance indicators
- encourage open ideas and involvement of low level managers in book publication.
- mitigate talents in the organisation to top level managers for acknowledgement.
- communicate top level managers goals to the low level managers.
- employ a feedback system to review process changes.
- Incorporate a feedback and feedforward control system to be future ready.

Human resource planning .

Identify current supply of employees.

Determine future of workforce.

Balance between demand and supply.

Talent management.

Motivation through right communication.

Develop plans that support company's goals.

