***“*Work Motivation for Performance*”***

***“Performance Appraisal and Rewards”***

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1. You have a colleague who decided the organization should pursue new technology. Nine months into the project of transitioning to the new technology, based on new information you are convinced that the new technology is not going to work out as anticipated. In fact, you expect it to be a colossal failure. However, when you try to talk to your colleague about the issue, she won’t listen to your arguments. She is adamant that this new technology is the correct direction for your organization. Why do you think she is so resistant to seeing reason? Given what you learned in this chapter, what could you do to persuade her?

Answer:

To establish herself and her ideology within the organization, she is putting up a fight against the extreme changes. In order to establish herself and her views within the company, she is resisting radical reforms. According to the Murray’s research, there is a list of basic needs. The logical conclusion comes to saying that, the colleague wants to fulfil her *dominance and autonomy* needs (Rice, Work Motivation for Performance, 2019). Moreover, after studying McClelland’s learned needs theory, it is obvious, that need for Power can be one of the reasons, too (Rice, Work Motivation for Performance, 2019).

In order to deal with this challenge, we might need to take into account Herzberg’s Motivator-Hygiene theory, which states, that we need to “avoid pain”, i.e. avoid dissatisfaction (Rice, Work Motivation for Performance, 2019). After learning the theoretical part of the problem, it is quite useful to know the real reason of her stubbornness, learn why she thinks it is a good idea. And, eventually, after making a good contact with her, try to list all of the pros and cons of the situation and draw a reasonable conclusion. (Perhaps, both sides will find their claims unreasonable, and come to a common point.)

1. Your manager has asked you to take the lead on a new and creative project. She has encouraged you to create your own team (from existing employees) to work with you on the project. What factors would you want to consider in deciding who should join your project team? What would you want to do as the team leader to increase the likelihood that the group will be successful?

Answer:

Since I am a Computer Science Major student, I will look at team members as programmers, I am going to work with.

The team should consist of several individuals, who have different functions, so that no one will be left without a work to do. It is not necessary, that the team members know everything. In programming teamwork, there is an environment to learn constantly. So, for the team, I would choose people from different IT spheres, who are eager to learn, already have done related projects. But most importantly, I want to emphasize on individual’s ability to come up with creative solutions. In the IT team, there should be a business major person as well, who knows marketing, business ethics and management. Nevertheless, even after choosing a team, it is never late to change some team members, due to their irresponsibility, laziness, lack of interest.

To wrap up, here are my criteria for teammates:

1. Ready to learn new information
2. Have some experience in the related area
3. Creative
4. Responsible

After the team is successfully collected, I would like to choose a team leader(probably, business guy), the one who has better communication skills, programming skills, wide world view, more experience.

1. Identify the logical flaw(s) in this argument: ◦ We want to have effective leaders in this organization. ◦ Taller individuals tend to be perceived as more leader-like. ◦ Men are usually taller than women. ◦ So, we should only hire men to be managers in our organization

Answer:

It is obvious, that the author of this quotes, goes too far. Yes, effective leaders are important part of a successful outcome, but neither the height, nor the gender is criteria for being a good leader. However, being flexible and open to risks, being confident and communicable, commitment to the organization influence the efficiency of the leader.

# Works Cited

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