

Introduction to Management

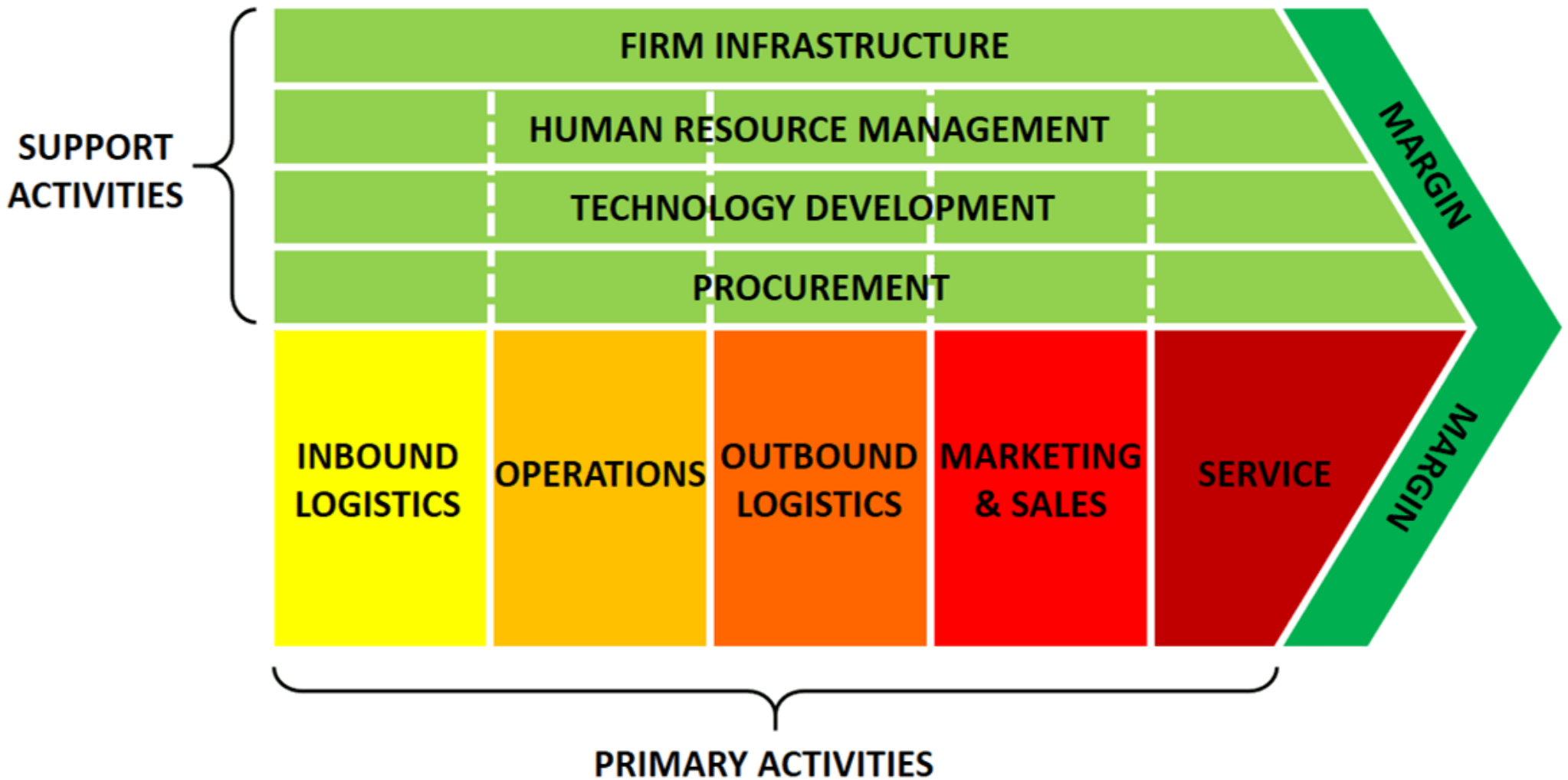
Module 1: Organisation & Marketing Management

Odd Semester (2023-24)



Prof. Amit Shukla

A Typical Business Process

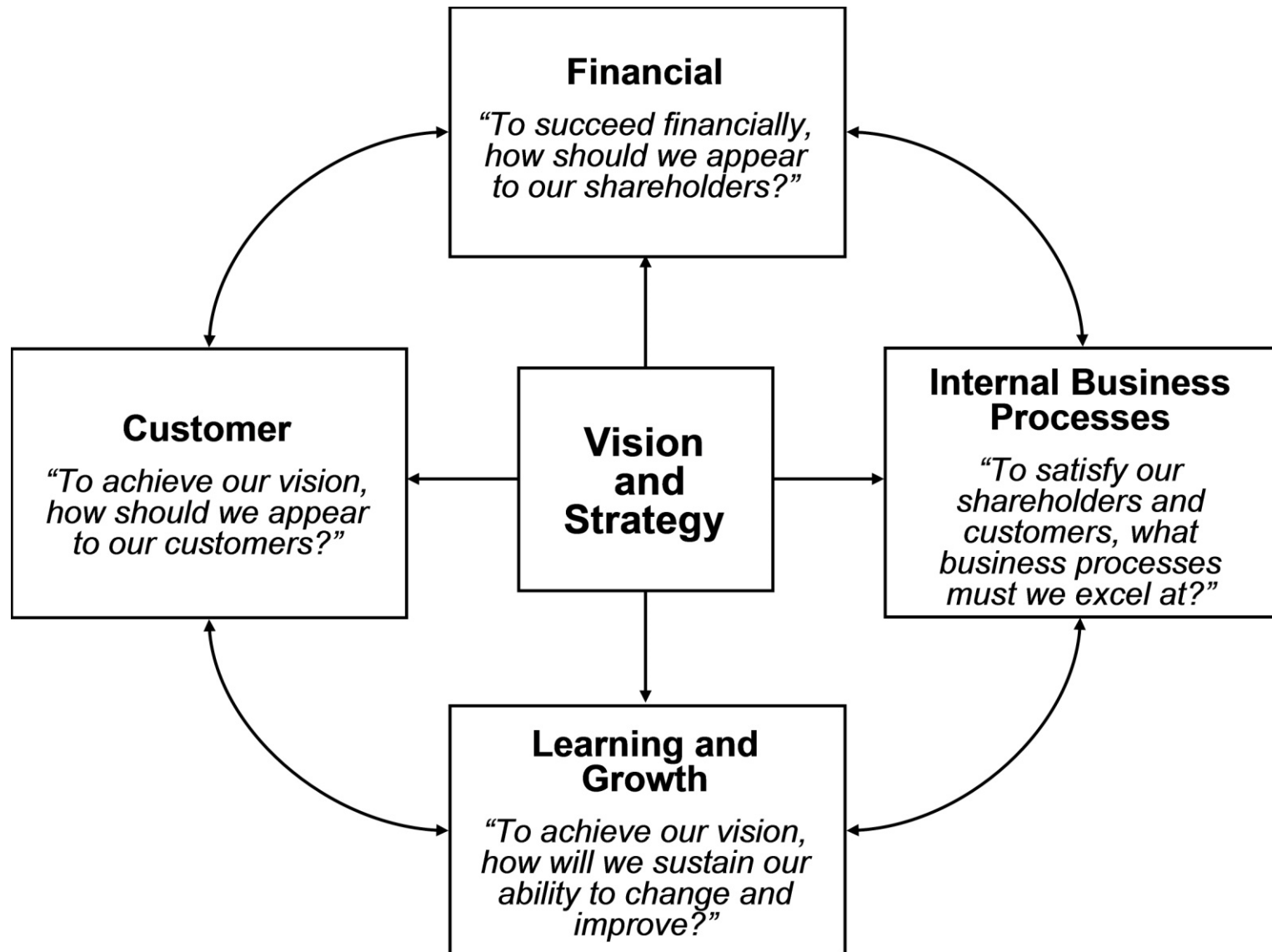


Porter's Value Chain Model

A Typical Business Process

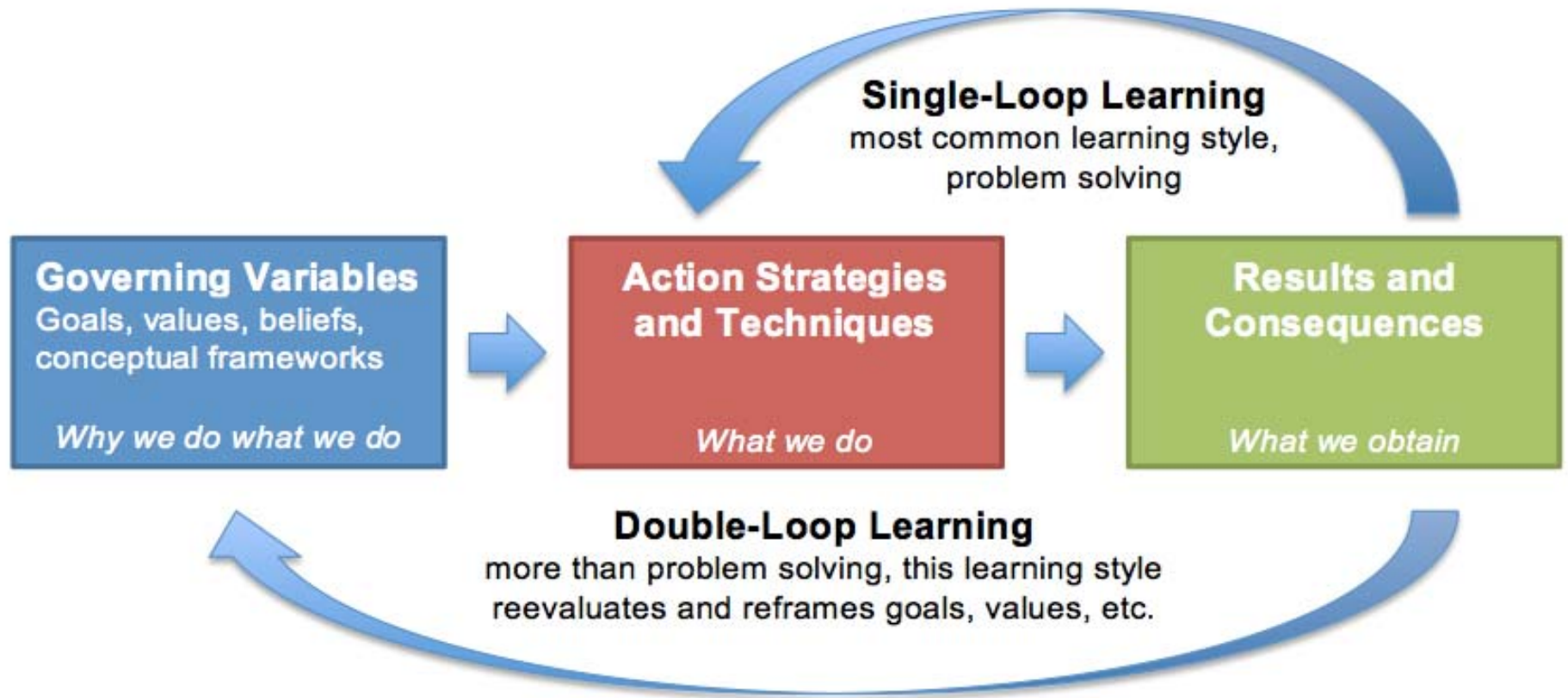
- Raw material
- Internal processes
- Output
- Associated secondary entities
- **Identify top three for IIT K and a media house!**

Effectiveness: Balanced Scorecard



(Kaplan & Norton)

Learning & Change Management



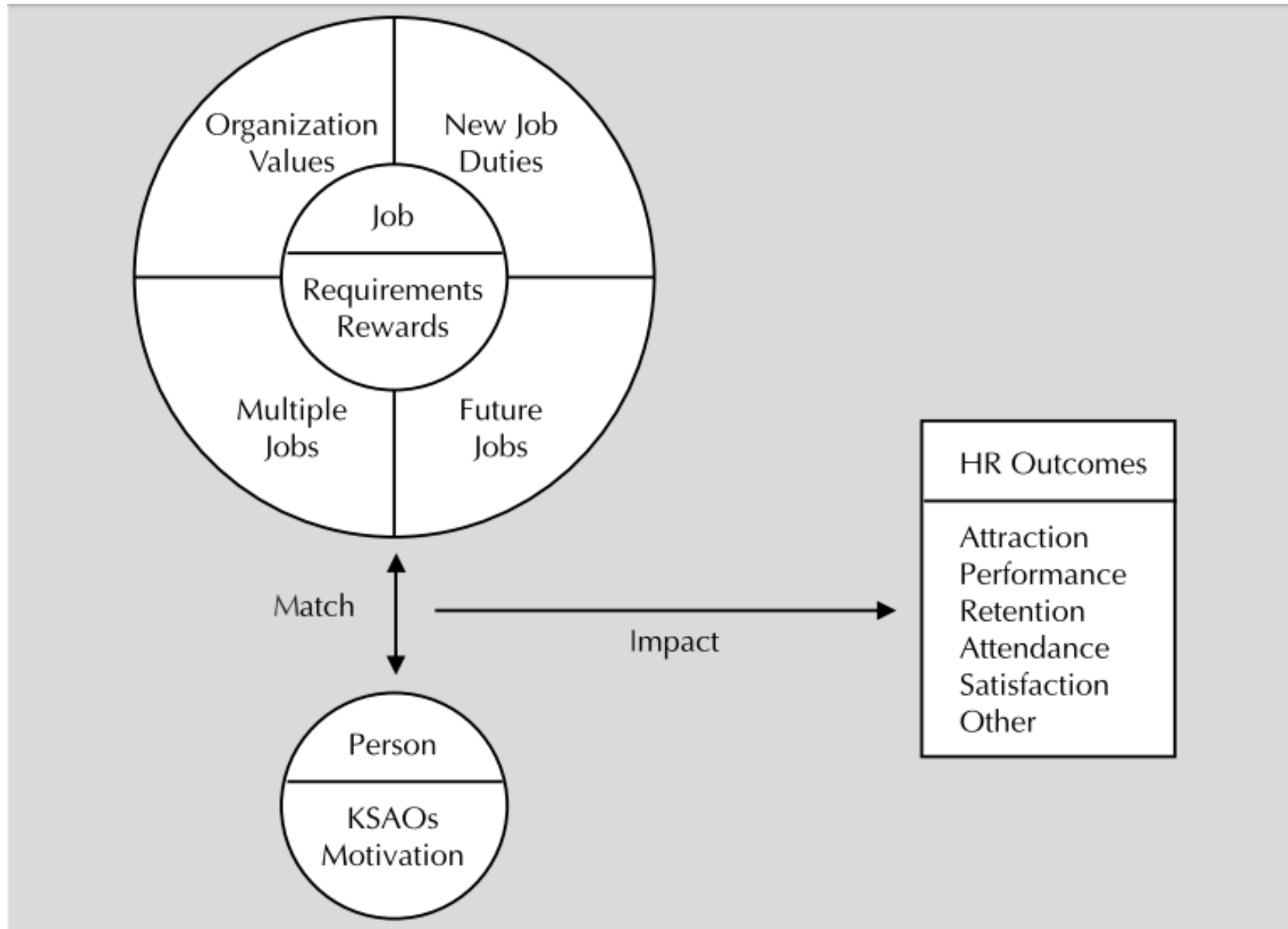
Sub-Module: B

Organisational Behaviour & HRM

HRM: Major Activities

- HRM (Direct)
 - HR Planning
 - Recruitment and Selection
 - Training and Development
 - Performance Management
 - Compensation Management
 - Career Management and Development
 - Employee/Industrial Relations
- HRM (Indirect)
 - Managing Diversity
 - Motivation/Engagement
 - Other soft skills

Staffing: Issue of Match



Job Analysis: Matter of Fit



(Holland's Code)

New Trend: Competency Mapping

- **Competence:** Demonstrable KSAs
- **Competency:** Ability to use those KSAs; resulting performance or behaviour
- Competency Mapping
 - Mapping between ***Job Demand*** and ***Resource Supply***

Competency List

- Job/Technical Knowledge
- Proactivity
- Innovation/Creativity
- Judgement
- Cooperation/Teamwork
- Work Quality
- Reliability
- Safety Commitment
- Communication Skill
- Problem Solving
- Flexibility
- Responsiveness
-

Competency-Based Job Analysis

Officer Like Qualities (OLQs) for Indian Armed Forces

- Planning and Organizing (Cognitive Dimension)
 - Effective Intelligence
 - Reasoning Ability
 - Organizing Ability
 - Power of Expression
- Social Adjustment (Emotional Intelligence)
 - Cooperation
 - Sense of Responsibility
 - Social Adaptability
- Social Effectiveness (Leadership)
 - Initiative
 - Self Confidence
 - Group Influencing Ability
 - Liveliness
 - Speed of Decision
- Dynamic (Courage)
 - Determination
 - Courage
 - Stamina

Staffing: Selection

Selection: What to Test?

- Attitude
- Personality
- Leadership
- Other soft skills

Freud's Psychic Apparatus

- Id
- Superego
- Ego

extroversion

A personality dimension describing someone who is sociable, gregarious, and assertive.

agreeableness

A personality dimension that describes someone who is good-natured, cooperative, and trusting.

conscientiousness

A personality dimension that describes someone who is responsible, dependable, persistent, and organized.

The Big Five Model

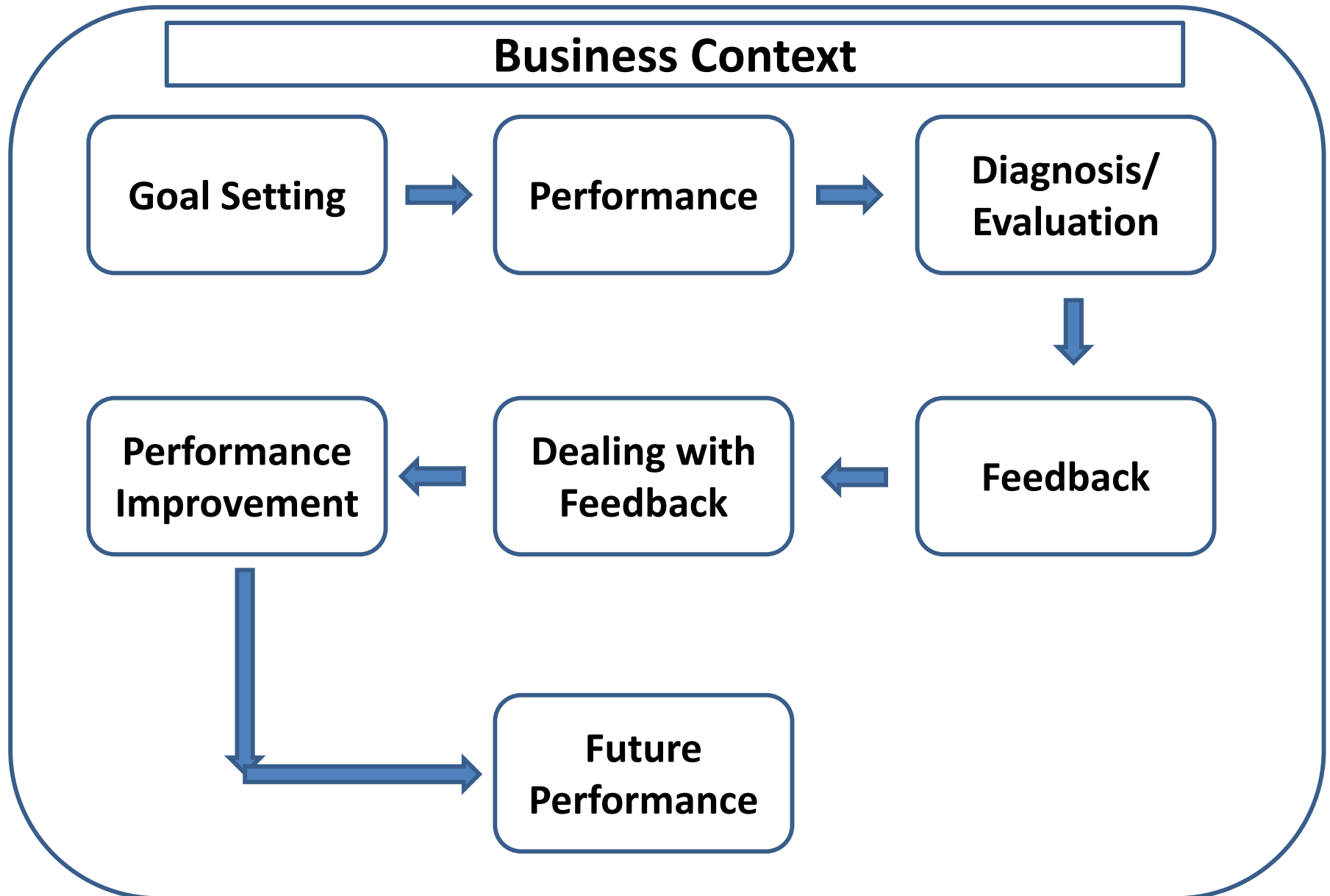
openness to experience

A personality dimension that characterizes someone in terms of imaginativeness, artistic, sensitivity, and intellectualism.

emotional stability

A personality dimension that characterizes someone as calm, self-confident, secure (positive) versus nervous, depressed, and insecure (negative).

PM Process



Compensation: Basic Tenets

- Equity Theory

$$\begin{array}{lll} \text{(i)} & \frac{\text{PERSON'S OUTCOMES}}{\text{PERSON'S INPUTS}} = \frac{\text{OTHER'S OUTCOMES}}{\text{OTHER'S INPUTS}} & \longrightarrow \text{EQUITY} \\ \text{(ii)} & \frac{\text{PERSON'S OUTCOMES}}{\text{PERSON'S INPUTS}} < \frac{\text{OTHER'S OUTCOMES}}{\text{OTHER'S INPUTS}} & \longrightarrow \text{NEGATIVE INEQUITY} \\ \text{(iii)} & \frac{\text{PERSON'S OUTCOMES}}{\text{PERSON'S INPUTS}} > \frac{\text{OTHER'S OUTCOMES}}{\text{OTHER'S INPUTS}} & \longrightarrow \text{POSITIVE INEQUITY} \end{array}$$

ADAMS'S EQUITY THEORY

What is Leadership?

leadership

The ability to influence a group toward the achievement of goals.

management

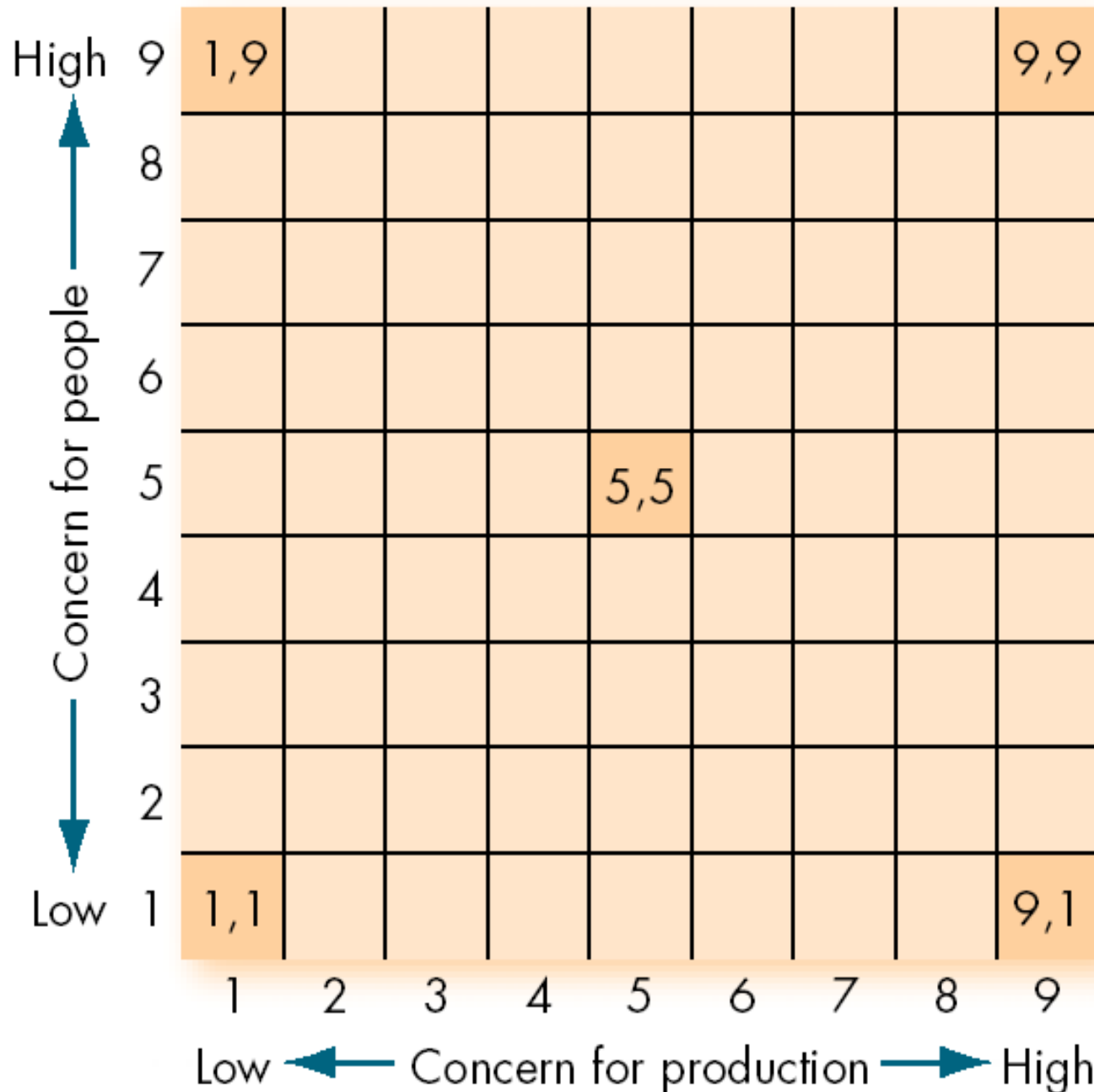
Use of authority inherent in designated formal rank to obtain compliance from organizational members



What is Leadership?

- Trait theory
- Behaviour theory
- Contingency theory

Behavioral Theories



The Managerial Grid

A nine-by-nine matrix outlining 81 different leadership styles.

Contingency Theories

- No specific style works in all situations
- Style must vary from context to context
- We study here:
 - SLT

Contingency Theories

Situational Leadership Theory

- An extension of Behaviour Theory

Contingency Theories

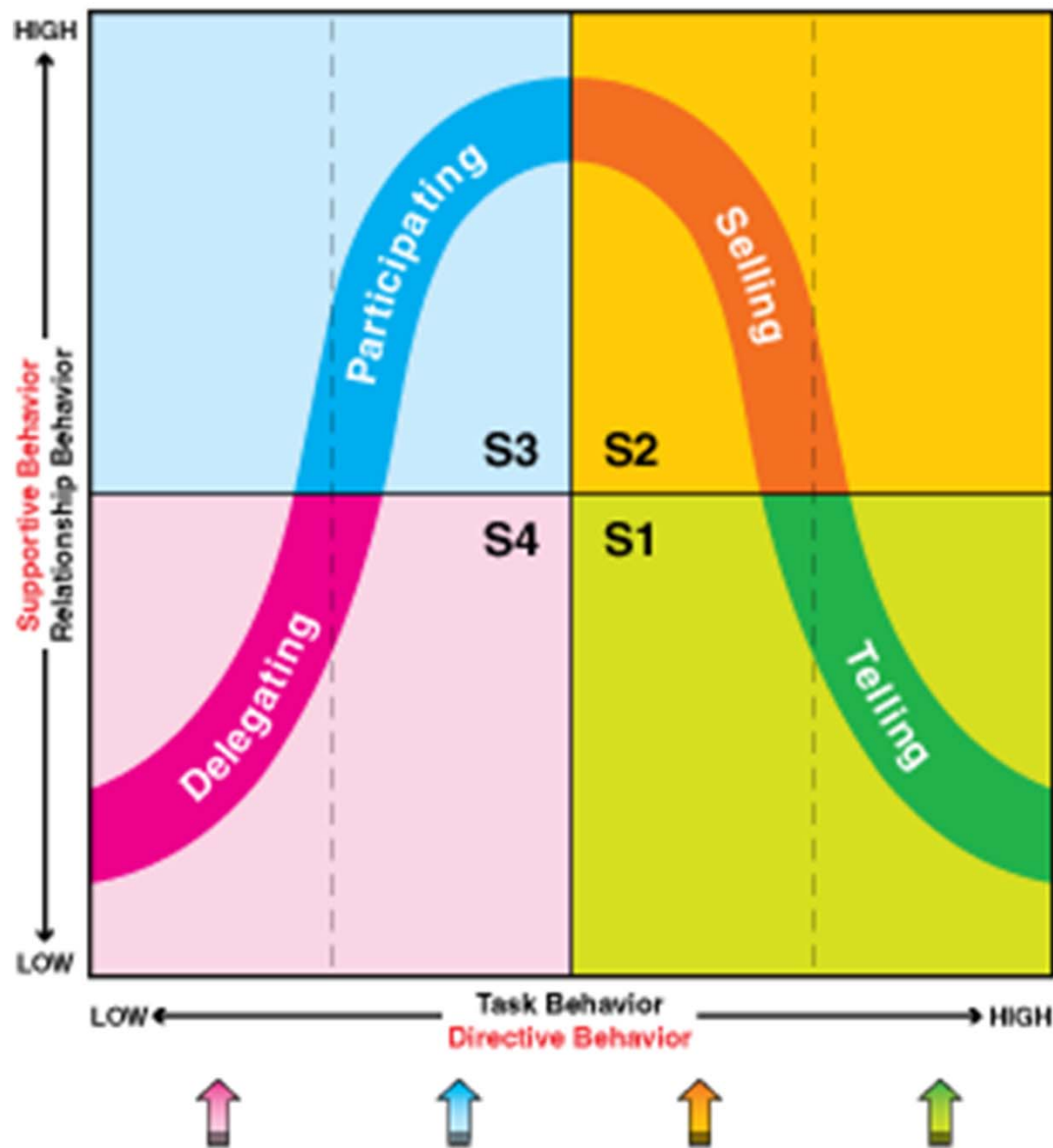
situational leadership theory (SLT)

A contingency theory that focuses on followers' readiness.



Situational Leadership®

Influence Behaviors



Performance Readiness®

HIGH	MODERATE		LOW
R4	R3	R2	R1

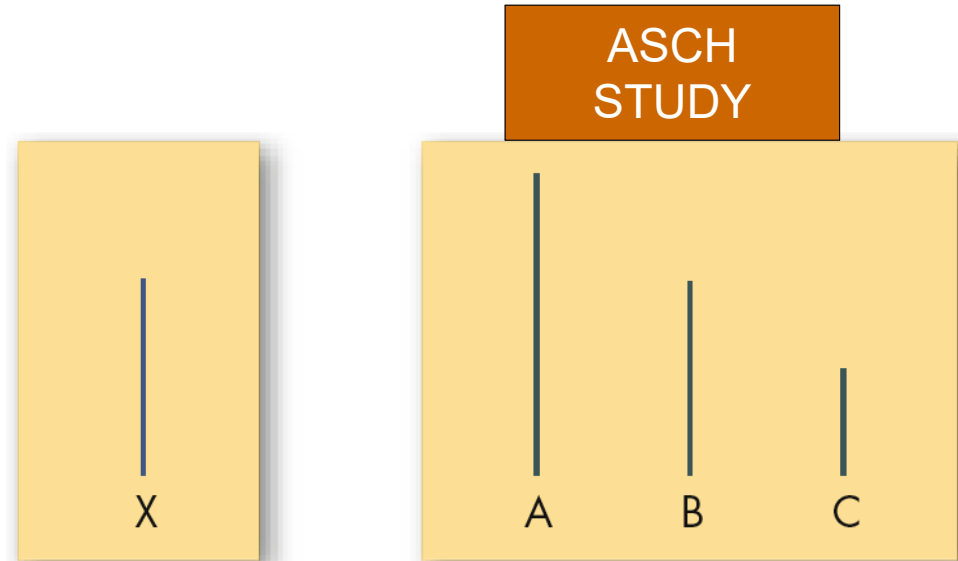
Group Properties – Norms

Conformity

Adjusting one's behavior to align with the norms of the group.

Reference Groups

Important groups to which individuals belong or hope to belong and with whose norms individuals are likely to conform.

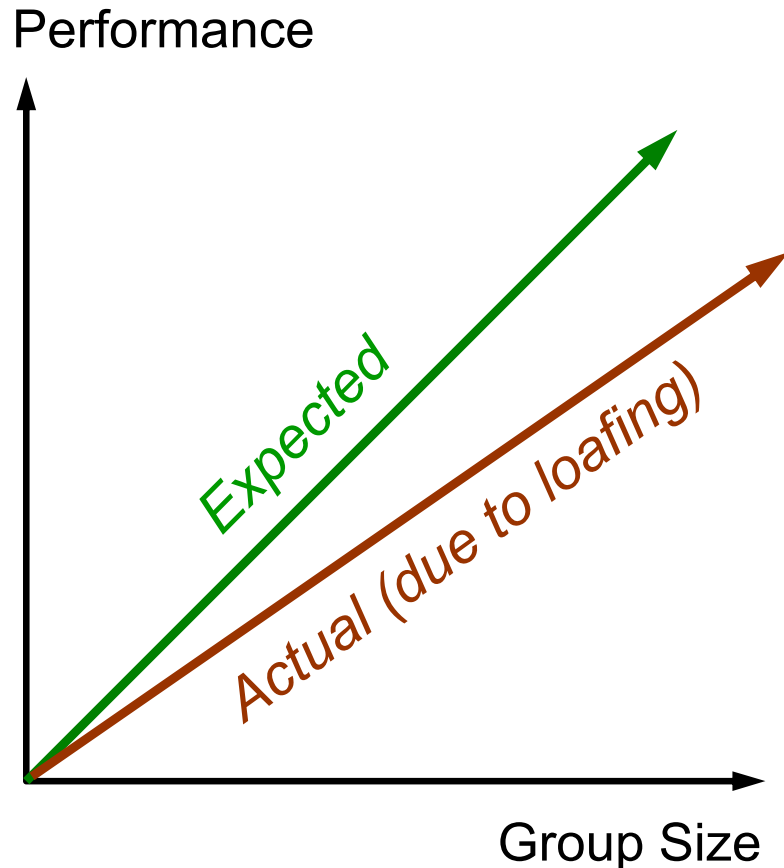




Group Properties - Size

Social Loafing

The tendency for individuals to expend less effort when working collectively than when working individually.



Other conclusions:

- Odd number groups do better than even.
- Groups of 5 to 7 perform better overall than larger or smaller groups.

Group Properties - Cohesiveness

Cohesiveness

Degree to which group members are attracted to each other and are motivated to stay in the group.

		Cohesiveness	
		High	Low
Performance norms	High	High productivity	Moderate productivity
	Low	Low productivity	Moderate to low productivity

Emerging Work Systems

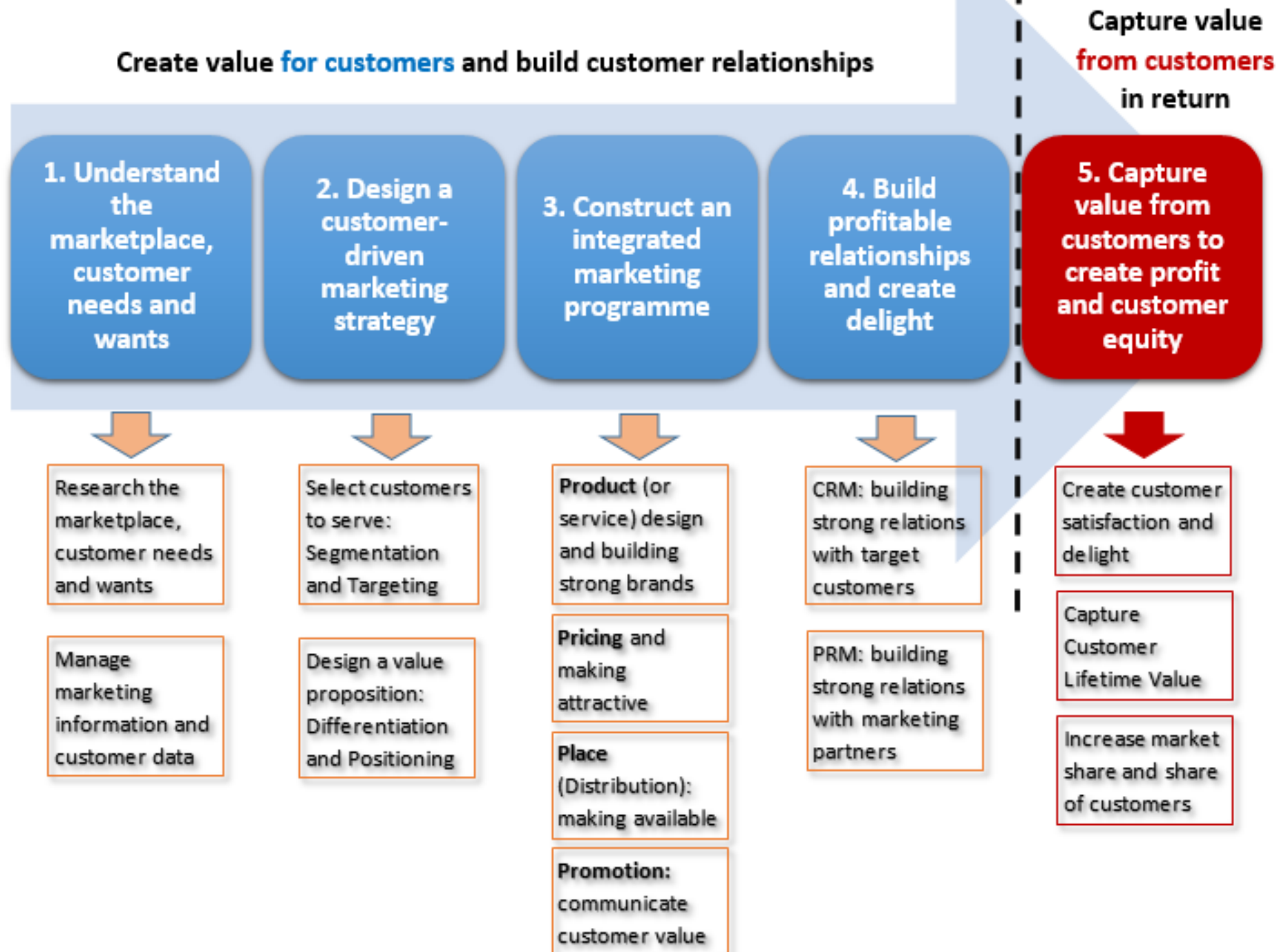
- Gig economy
- Remote work (WFH, WFA)
- Flexi-hours

Sub-Module: C
Marketing Management

Marketing

- A need fulfilment process
- Meeting needs profitably
- “An organizational function and a set of process for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders” **AMA**

Marketing Process



Historical Orientation of Firms

- Production based
- Product based
- Selling based
- Marketing based
- Reasons??

Purpose of Marketing

- Need
- Want
- Demand

Purpose of Marketing

- Need
 - Stated
 - Real
 - Unstated
 - Delight
 - Secret

Marketing Mix

- 4 Ps of Marketing
 - Product
 - Price
 - Place
 - Promotion

N H Borden; Jerome McCarthy

Marketing Mix

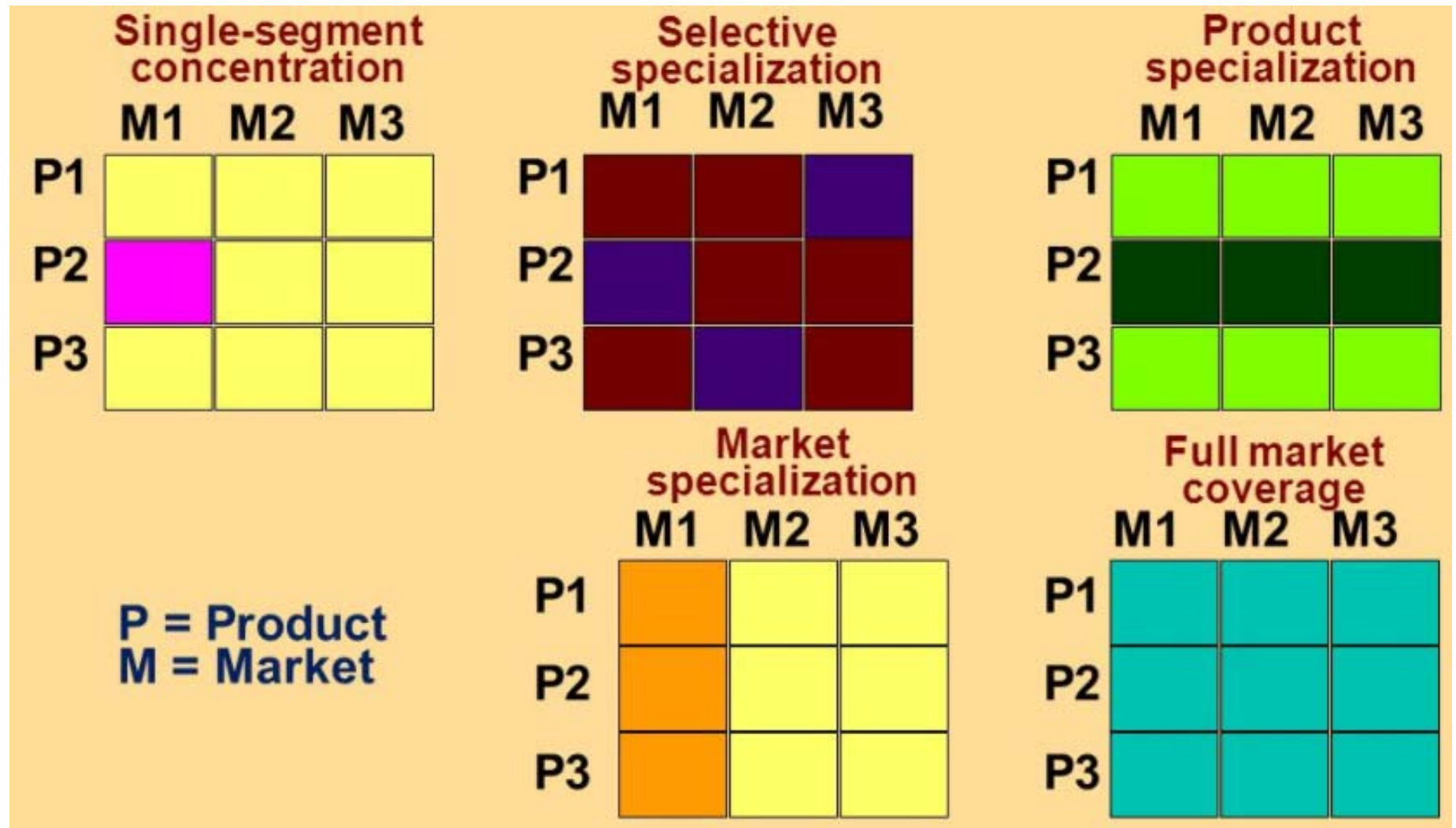
- 4 Cs of Marketing
 - Customer
 - Cost
 - Convenience
 - Communication

Bob Lauterborn

Strategic Marketing

- Segmentation
- Targeting
- Positioning

Patterns of Target Market Selection



Digital Marketing

- Focused on real time and social exchange based marketing efforts
- Definition (as per IDM):



The management and execution of marketing using electronic media such as the web, email, interactive TV, wireless media in conjunction with digital data about customers characteristics and behaviour

Inbound Marketing

- By HubSpot
- Use of
 - Content marketing
 - SEO (Onsite marketing)
 - Social media
 - Native ads



Applications of Modern Tech

- Cognitive Cues (Big Data, AI)

NEUROMARKETING

