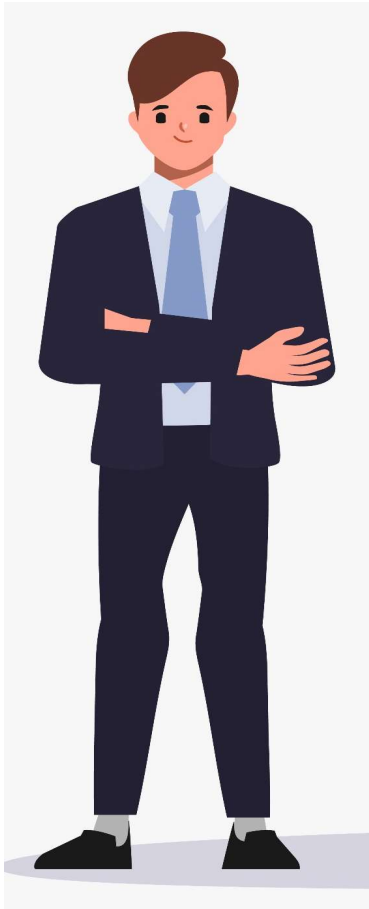


# ORGANIZATIONAL BEHAVIOUR

## UNIT 1

# CASE STUDY





## **Mr. A**

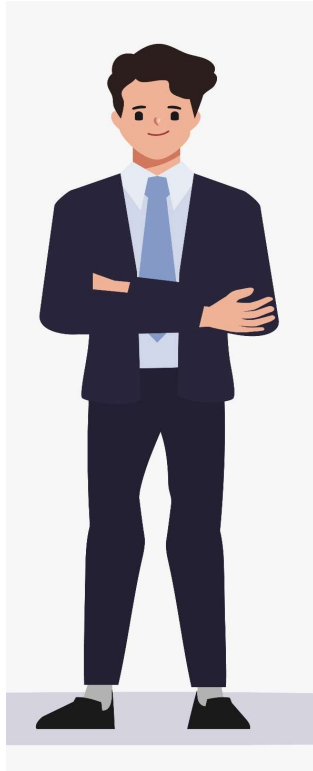
- He takes up the plans prepared by him.
- He finalizes the drawings and puts them into operation without consulting anyone in the department except when problem arises.



## **Ms. B**

- She is really fast at the job and on completion of the work assigned to her disappears from the workplace





## **Mr. C**

- He is all the time generally gossiping and debating on local, national and global politics without concentrating on his job



## **Ms. D**

- She always boasts about herself and speaks of her achievements and intelligence without contributing to any significant work.



## **Mr. E**

- He is always discussing his family and personal problems and looks for consoling and sympathy

**HOW?**

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# ORGANIZATIONAL BEHAVIOR



## Definition:

Organizational Behavior is a field of study that asks the question **why people behave the way they do** or **what could be done to predict and control their behavior.**



# Questions & Answers





**Q1 Which employee has the nature of being boastful about the achievement rather than contributing much to work?**

I. Mr. A

II. Mr. B

III. Mr. C

IV. Ms. D

V. Mr. E



## **Q2 Which employee seeks attention & sympathy from the colleagues by sharing personal stories?**

I. Mr. A

II. Mr. B

III. Mr. C

IV. Ms. D

V. Mr. E





## **Q3 Which employee does the work fast and vanish from the workplace?**

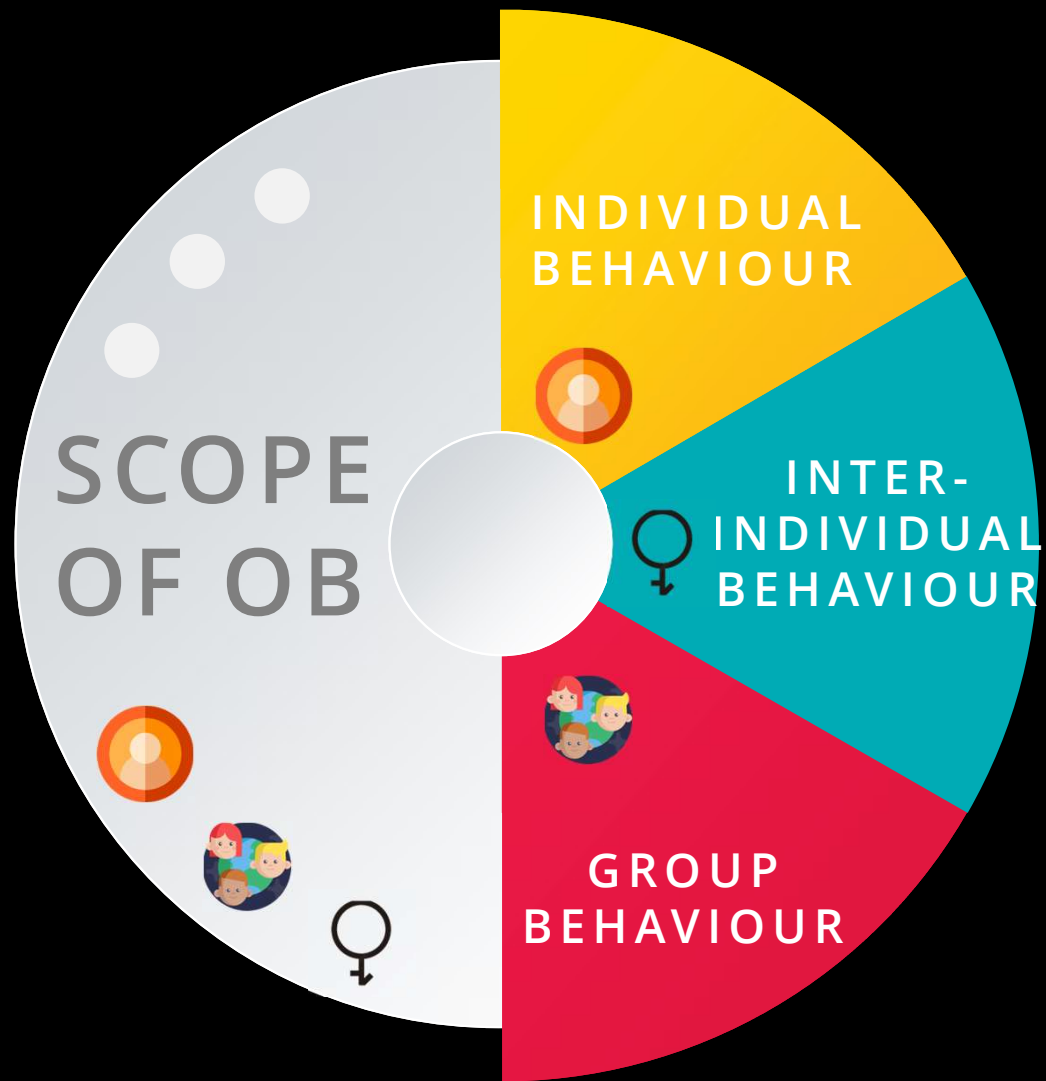
I. Mr. A

II. Mr. B

III. Mr. C

IV. Ms. D

V. Mr. E



# PEOPLE

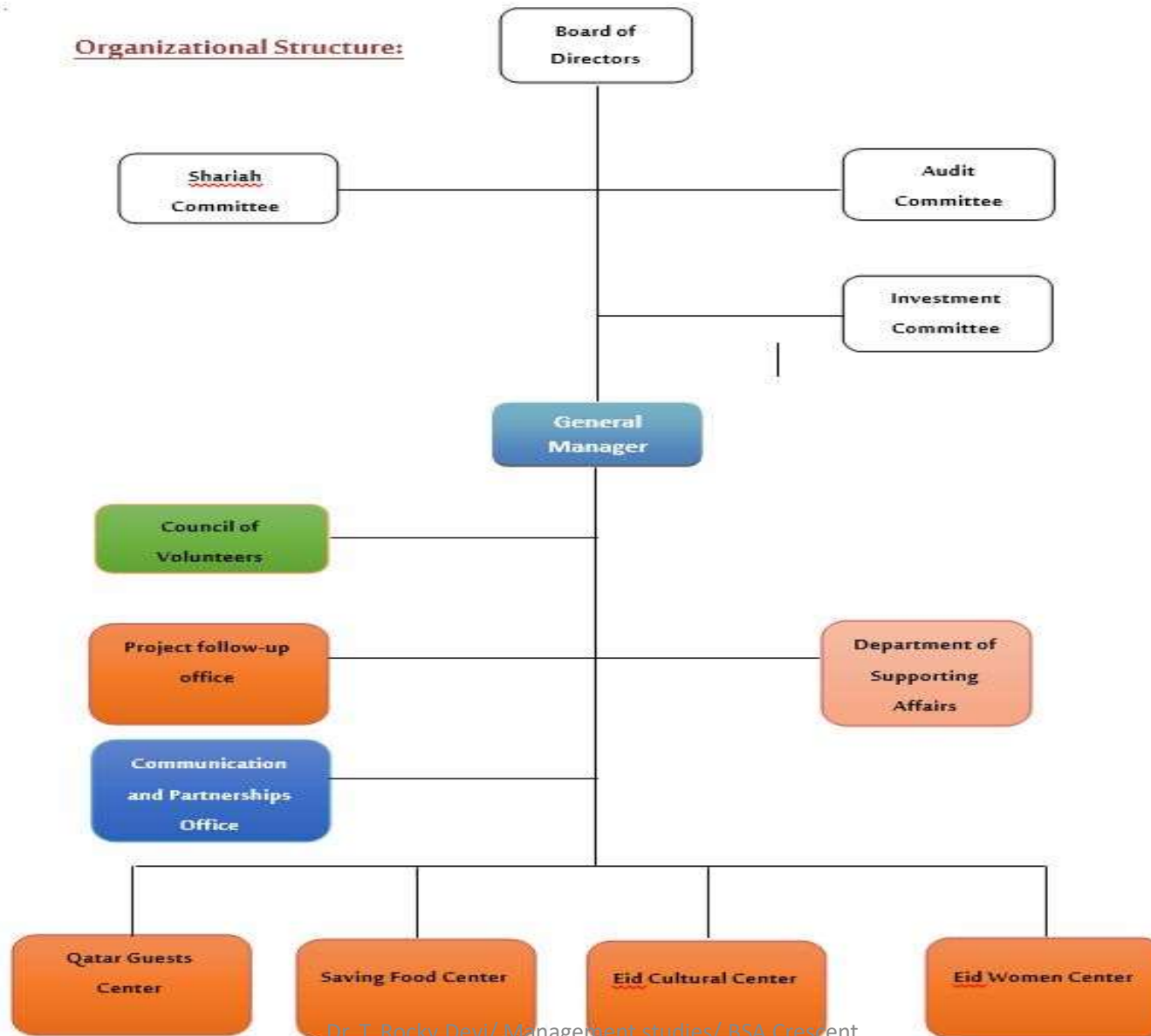


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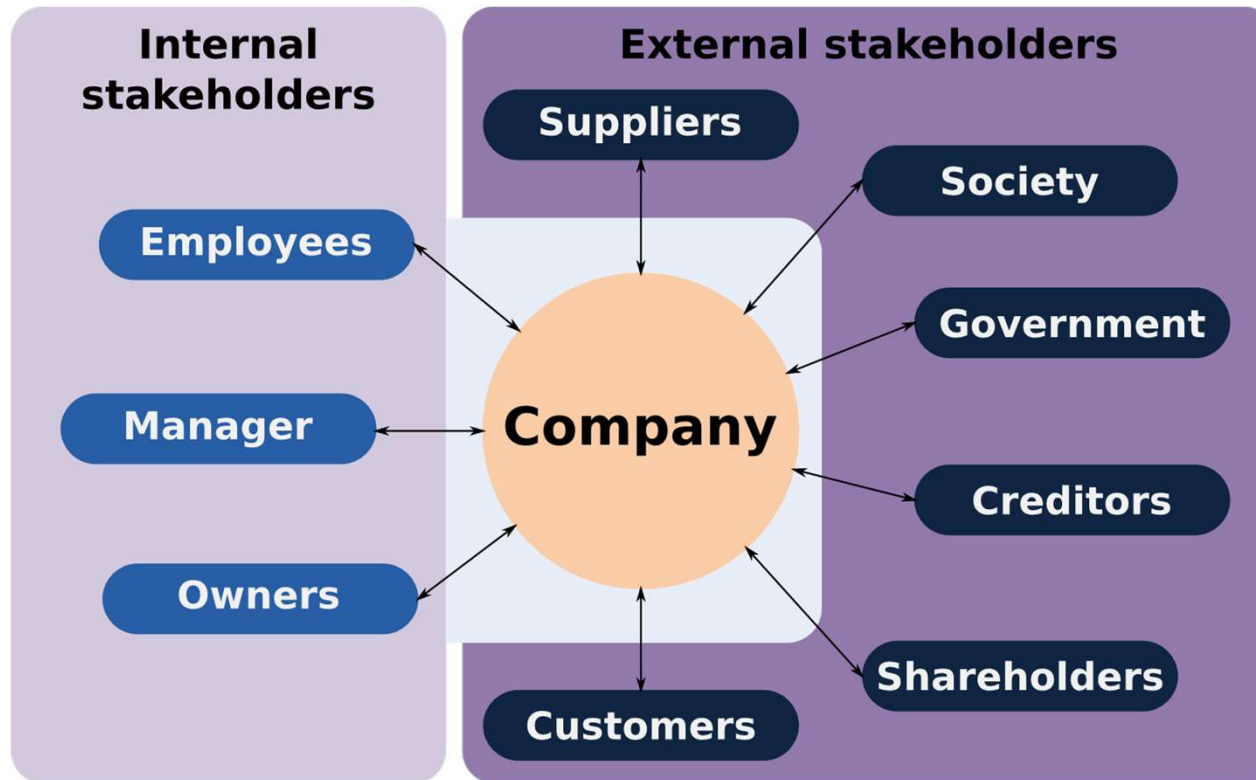
# TECHNOLOGY



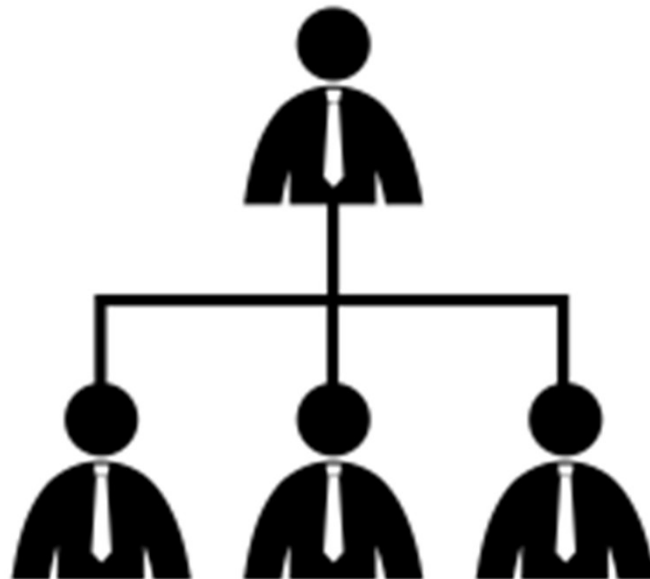
**Organizational Structure:**



# ENVIRONMENT

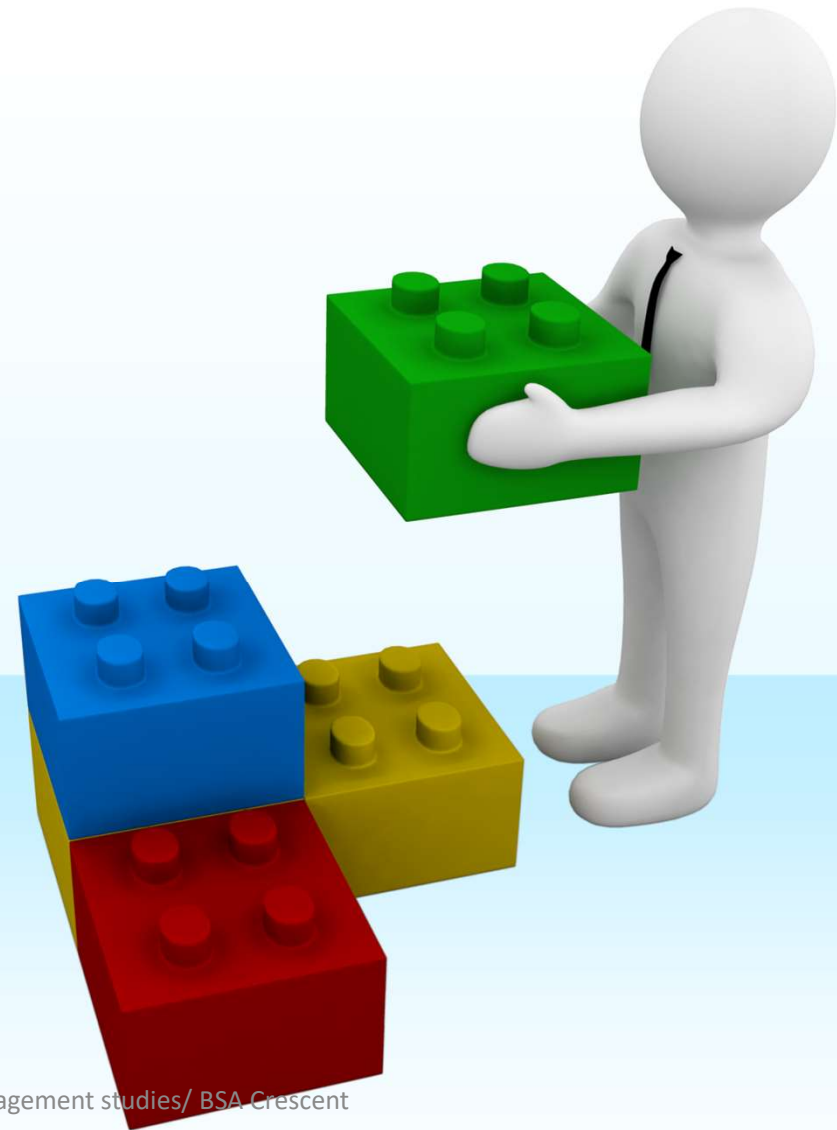


# HIERARCHY OF AUTHORITY

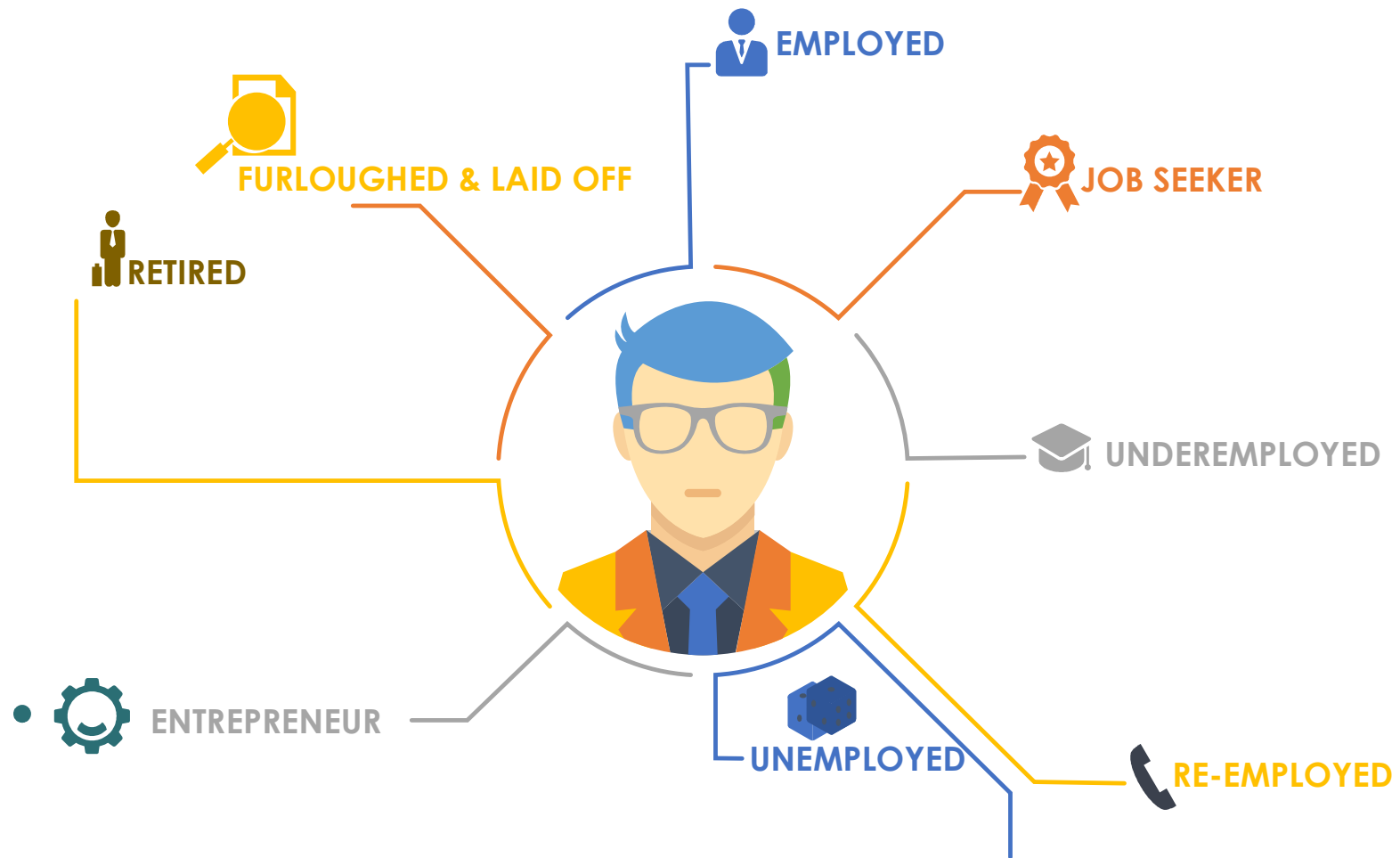


## OBJECTIVES

- Opportunities
- Challenges







# TYPES OF EMPLOYMENT CATEGORY

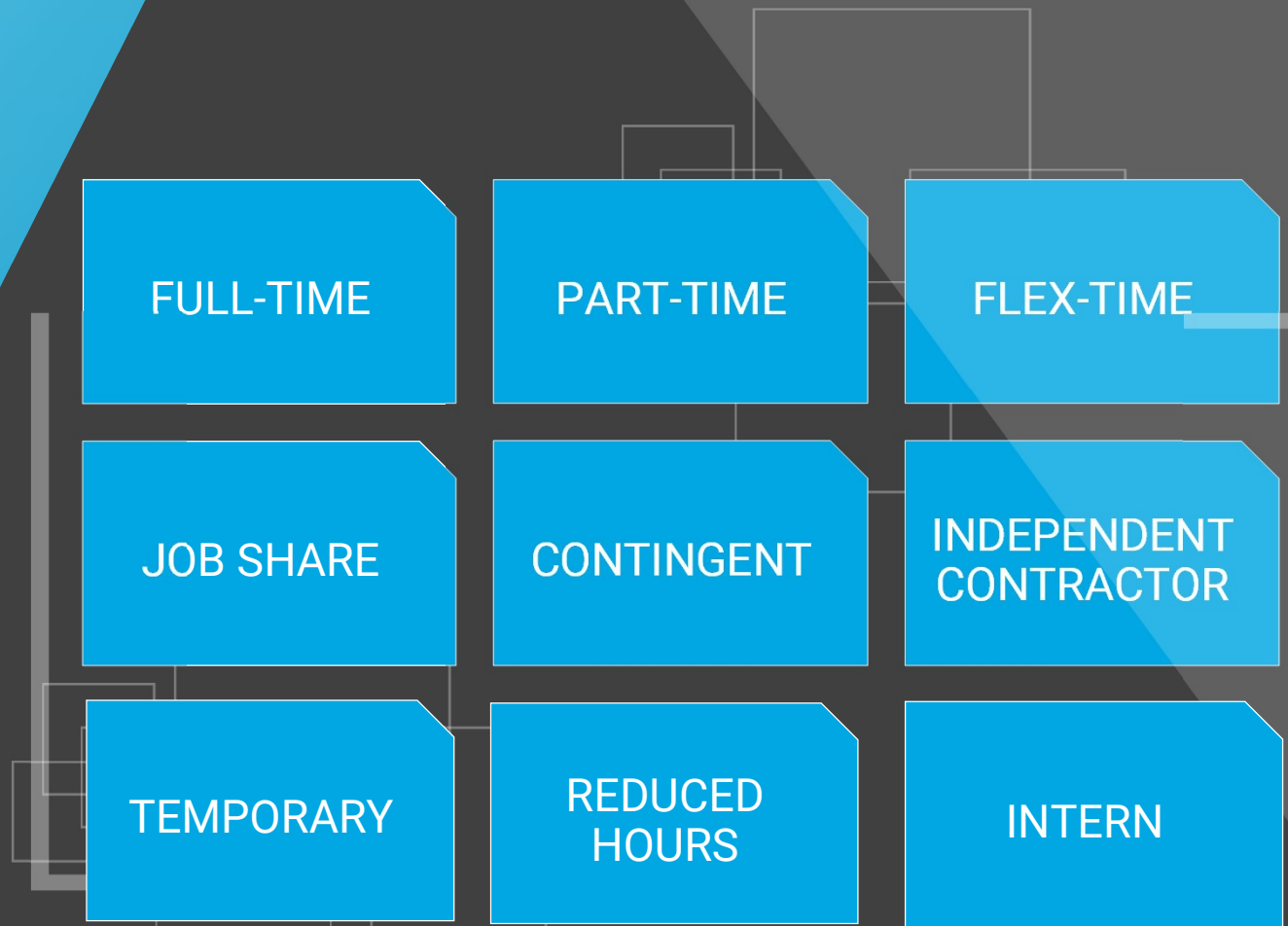




FIGURE 1



FIGURE 2



FIGURE 3



FIGURE 4



FIGURE 5





**LOCAL**

**EXPATRIATE**

**SHORT  
TERM  
ASSIGNEE**

**FLEXPATRIATE**

**CONDITIONS OF EMPLOYMENT**



**VISA  
EMPLOYEE**

**UNION  
EMPLOYEE**

**INTERNATIONAL  
BUSINESS  
TRAVELLER**

**NON-  
UNION  
EMPLOYEE**





FIGURE 1



FIGURE 2



FIGURE 3



FIGURE 4



FIGURE 5

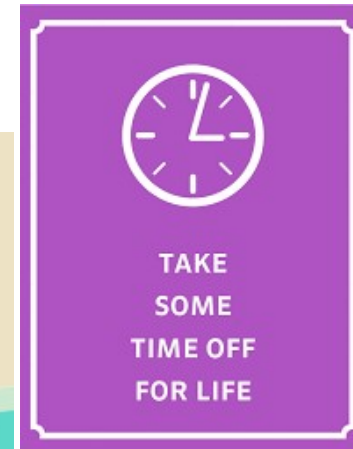
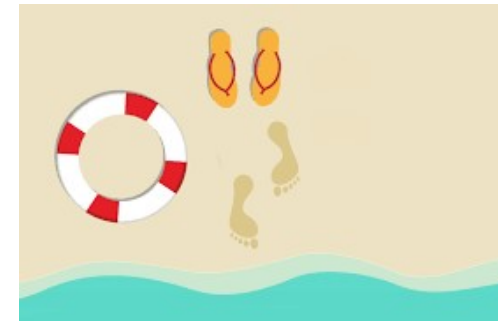


FIGURE 6

# OPPORTUNITIES & CHALLENGES IN OB



# OPPORTUNITIES & CHALLENGES IN OB



INCREASED FOREIGN ASSIGNMENTS

OVERSEEING MOVEMENT OF JOBS TO COUNTRIES WITH LOW COST LABOUR



WORKING WITH PEOPLE FROM DIFFERENT CULTURES

ADAPTING TO DIFFERING CULTURE AND REGULATORY NORMS



1. Who is known as expatriate?

**a. Employee who works in other countries and not in their own home country**

b. Employee who works for other countries

c. Employee who works from home]

2. Whom do we call as flex-patriate?

a. Frequent international business travellers to other countries but who do not relocate

**b. Employee who works for brief assignments of 2 to 3 months in other countries**

c. Employee who works in other countries and not in own home country

d. Employee who manage the international business sitting at home country

3. The third question is What do you we understand by virtual working?

**a. Employees who use internet to do the work and not located to any office physically.**

b. Employees who have been assigned an office or a cubicle to do the work

c. Employees are working in an established location

# ORGANIZATION

NEED TO

Follow a system

FOR

Execution of work

Based on the system,  
we will know

- ✓ *Organization Culture*
- ✓ *Environment in which the organization operates*
- ✓ *Nature of human behaviour*

**NUCLEAR FAMILY**



**JOINT FAMILY**

**HUMAN  
RESOURCE  
APPROACH**

**SYSTEM  
APPROACH**



**PRODUCTIVITY  
APPROACH**

**CONTINGENCY  
APPROACH**







**goods**

RESOURCES NOT LIMITED TO





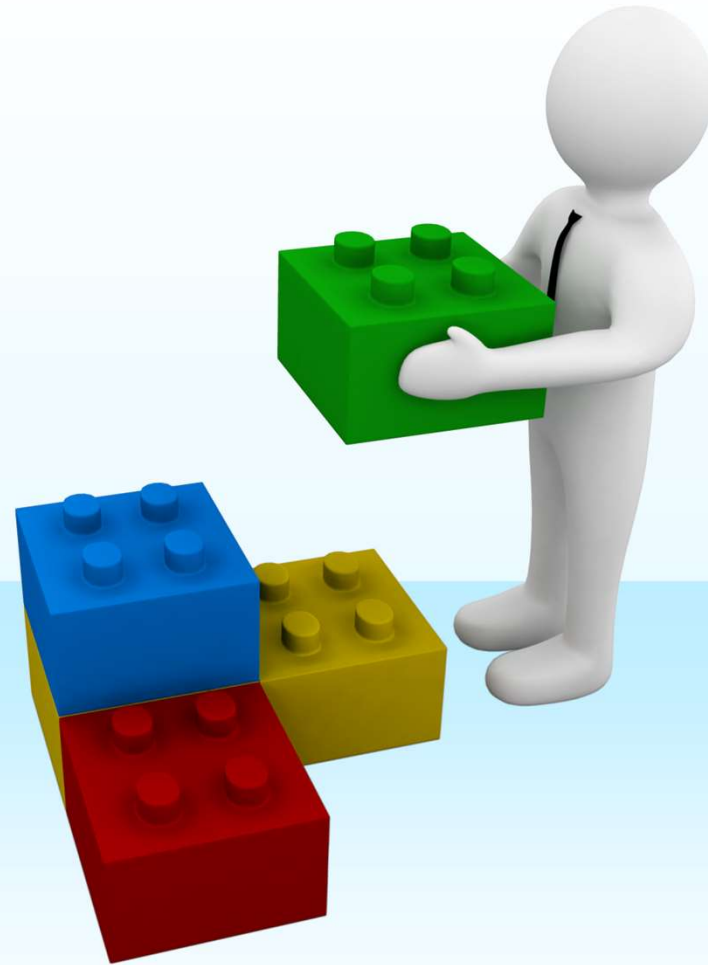


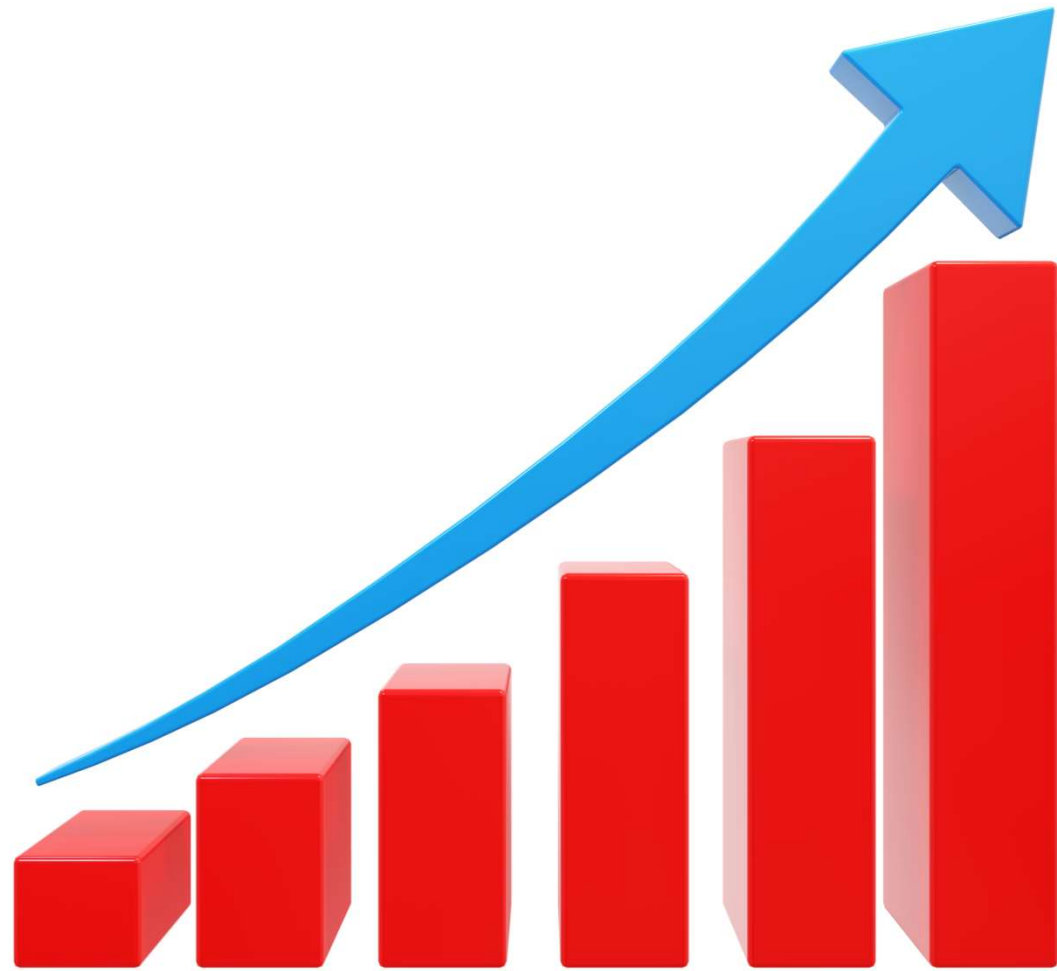
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## Human resource -

✓ One of the most important resources

For the functioning of an organization.



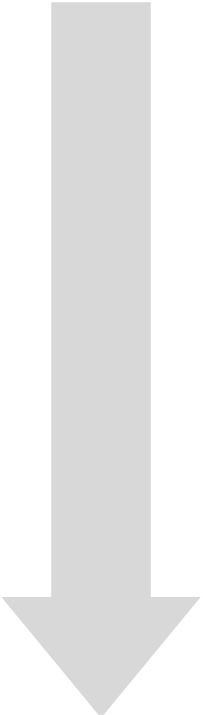


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HUMAN  
RESOURCE

SUPPORTIVE  
APPROACH

# PARADIGM SHIFT IN MANAGER'S ROLE



Controlling  
of  
Employees

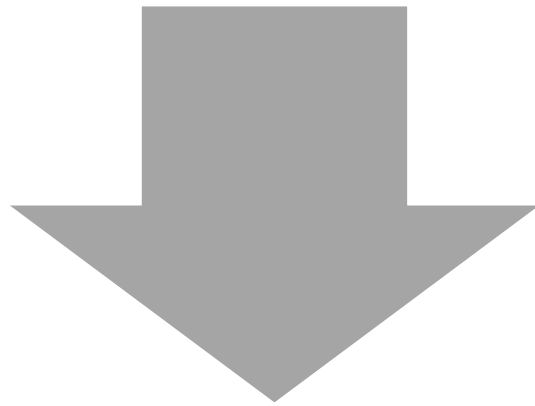
Support for  
employees'  
growth and  
performance





**Focus on  
employees'  
well-being**

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**CONTINGENCY  
APPROACH**



**SITUATIONAL  
APPROACH**



# CONTINGENCY APPROACH



Adopted during the  
time of emergency



Adopting Situational  
approach means  
there is no one size  
fits all



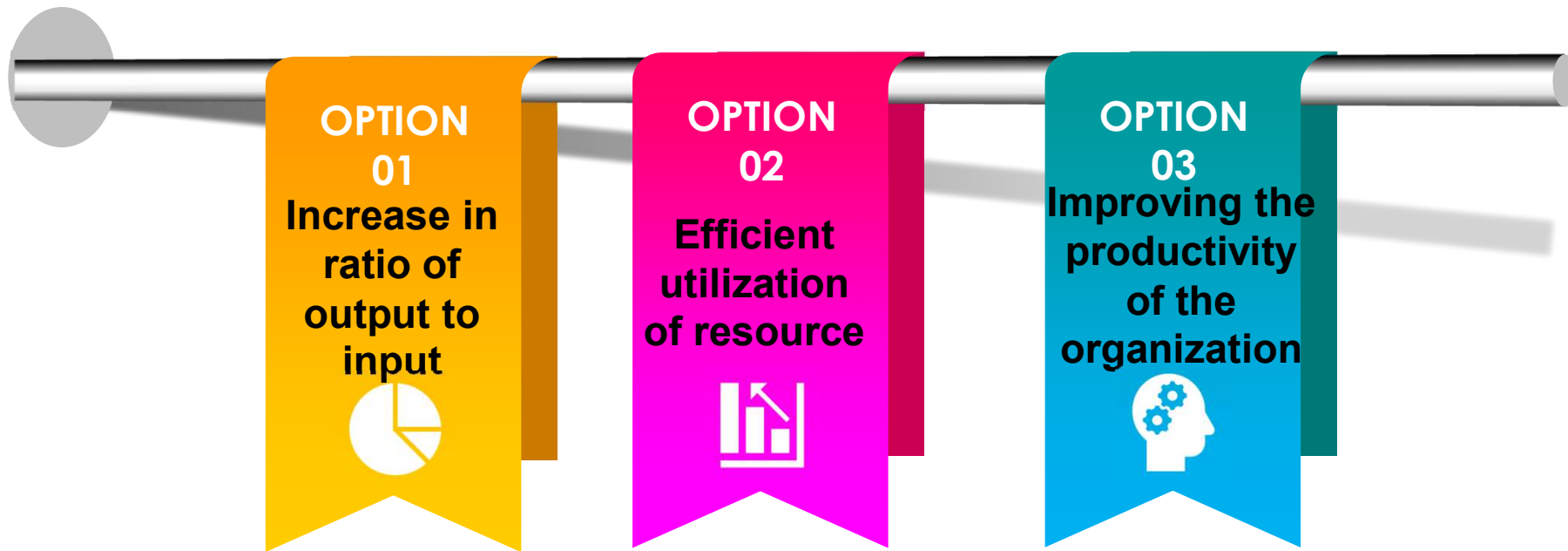
A manager can find  
the most suitable  
action based on the  
situation.

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# PRODUCTIVITY APPROACH (efficiency and effectiveness)

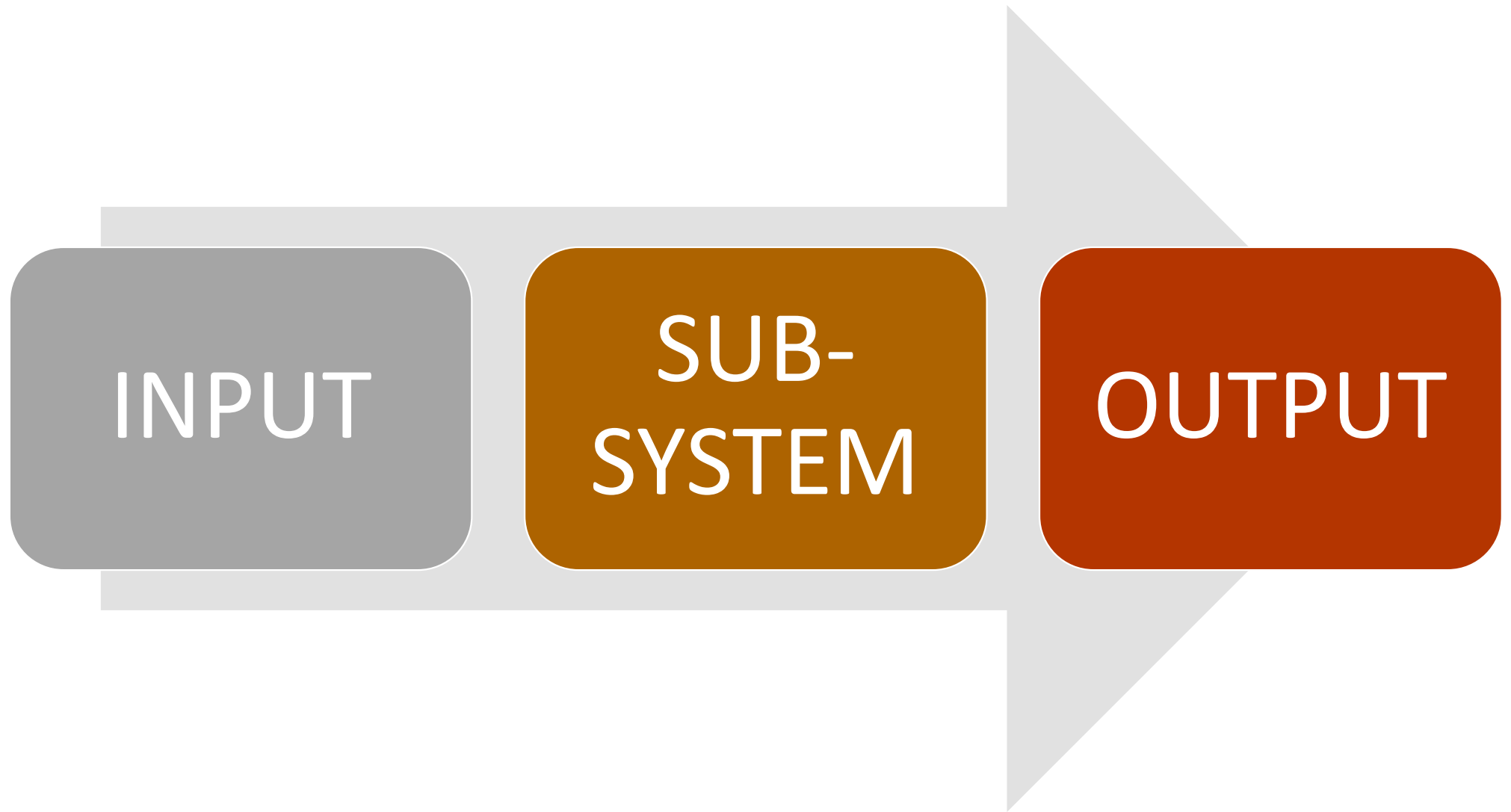


# SYSTEM APPROACH

Every department are interconnected and interdependent

Organization is viewed as a whole system built with many subsystems

A perspective for a manager to consider the organization as a whole and not as a part.



# SUB-SYSTEM OF SYSTEMS APPROACH



1 GOALS & VALUES

1 TECHNOLOGY

2 STRUCTURE

3 PUBLIC

3 GOVERNMENT

**1. Which approach is known as supportive approach?**

- a. Productivity approach
- b. System approach
- c. Human resource approach
- d. Contingency approach



**1. Which approach is known as supportive approach?**

a. Productivity approach

b. System approach

**c. Human resource approach**

d. Contingency approach



## 2. Which approach is known as situation approach?

- a. Productivity approach
- b. System approach
- c. Human resource approach
- d. Contingency approach



## 2. Which approach is known as situation approach?

- a. Productivity approach
- b. System approach
- c. Human resource approach
- d. Contingency approach**





### 3. Which one is the true statement?

- a. Higher the value in the ratio of output to input, better is the efficiency and effectiveness in the management of an organization
- b. Lesser the value in the ratio of output to input, better is the efficiency and effectiveness in the management of an organization

### 3. Which one is the true statement?

a. Higher the value in the ratio of output to input, better is the efficiency and effectiveness in the management of an organization .

b. Lesser the value in the ratio of output to input, better is the efficiency and effectiveness in the management of an organization





High grades in school

Studied engineering degree

Got placed in reputed MNC

Poor  
relation  
with peers



Isolation





In a highly diversified workplace,

- ❖ interpersonal skills are very important
- ❖ to have the coordination in getting the work done



# QUALITY OF RELATIONSHIP



- **Job satisfaction**
- **Retention**
- **Stress**
- **Burnout**
- **Turnover**





# Corporate Social Responsibility

# NEED FOR INTERPERSONAL SKILLS



# ORGANIZATIONAL BEHAVIOR

DEFINITION, ELEMENTS

SCOPE & NATURE



# EVOLUTION OF OB

SCIENTIFIC MANAGEMENT

HAWTHORNE STUDIES

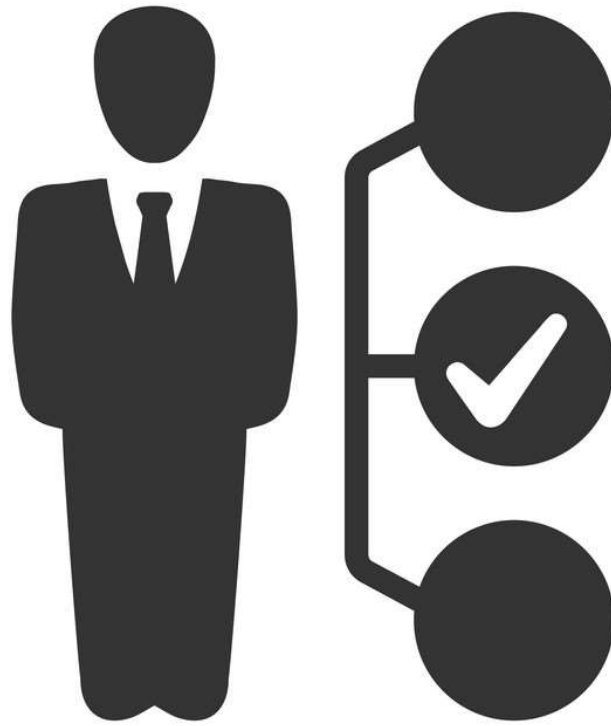


# CHALLENGES & OPPORTUNITIES IN OB

APPROACHES IN OB

INTERPERSONAL RELATIONSHIP

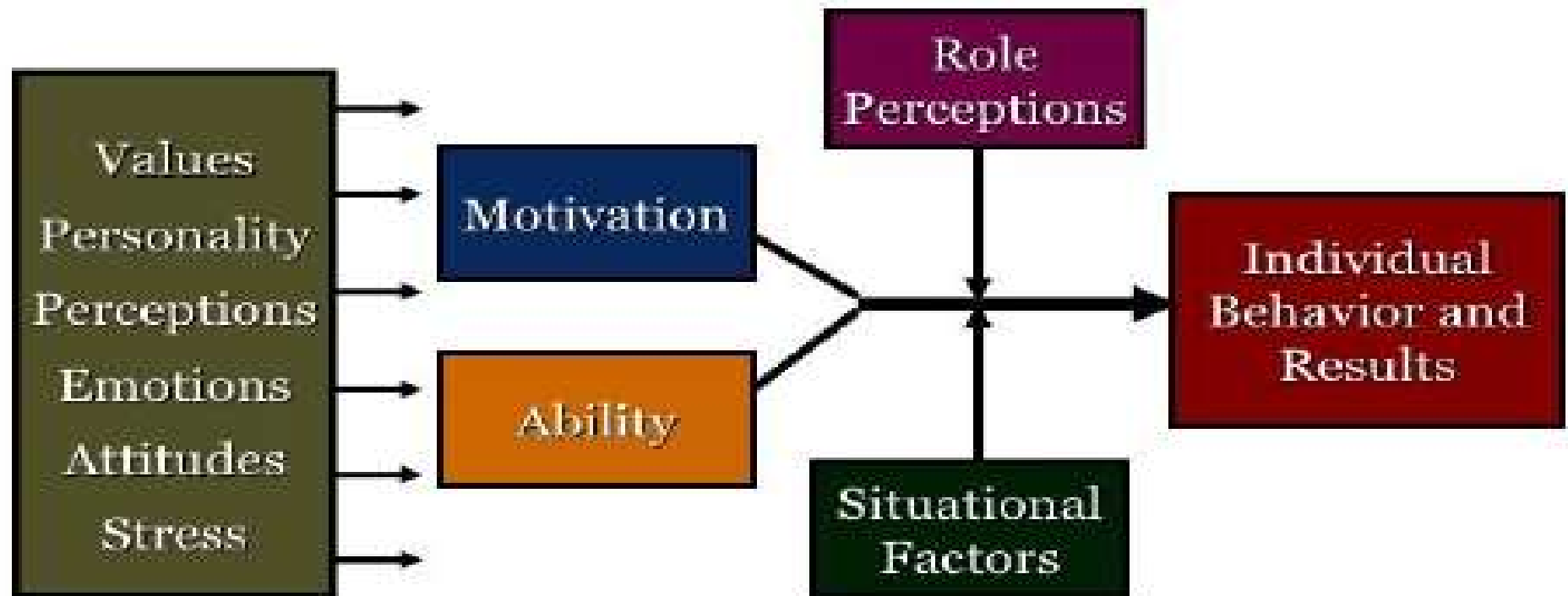
# ~~Problem~~ Solution



# UNIT 2

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# MARS Model of Individual Behavior





# PERSONALITY

Personality is a characteristic way of responding to people, situations, and things that are more or less consistent.

# FOUR DETERMINANTS OF PERSONALITY



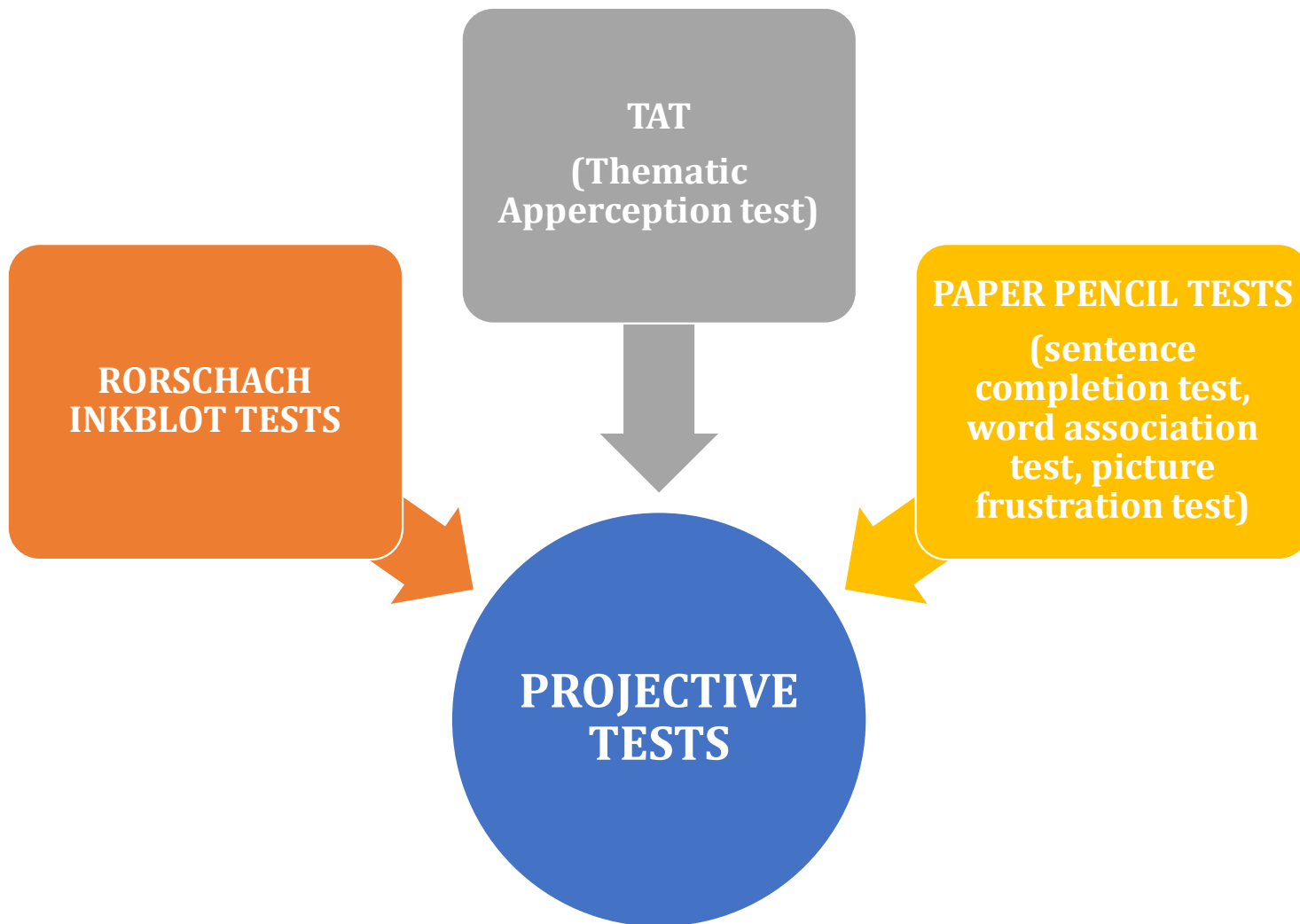


**3 WAYS TO  
MEASURE  
PERSONALITY**

**Projective  
Tests**

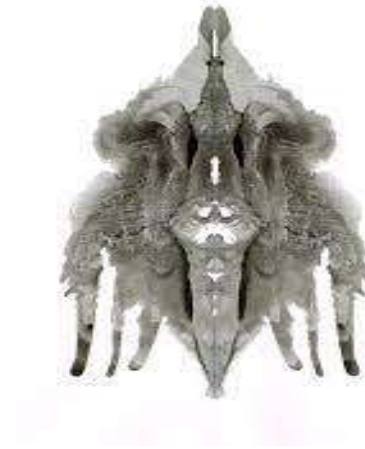
**Personality  
Inventories**

**Assessment  
Centre**





Courtesy:  
[https://www.wikiwand.com/en/Hermann\\_Rorschach](https://www.wikiwand.com/en/Hermann_Rorschach)

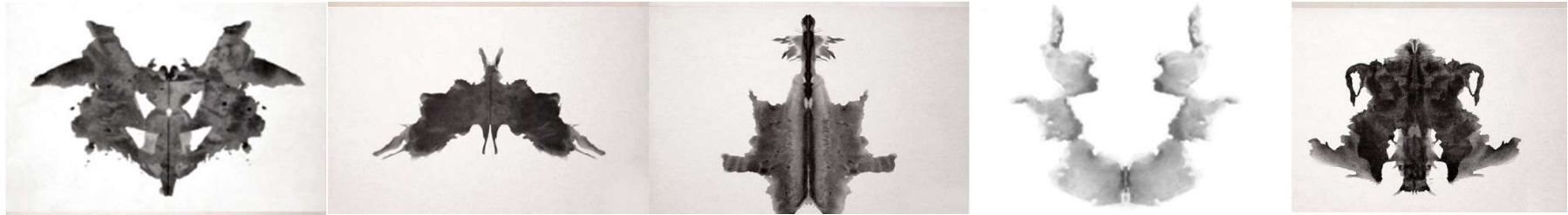


**Klecksography**

**HERMANN RORSCHACH, GERMAN  
PSYCHOLOGIST,**

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Dr. T. Rocky Devi/ Management studies/ BSA Crescent



# INKBLOT IMAGE

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# IF YOU SEE AS EITHER



**BUTTERFLY**



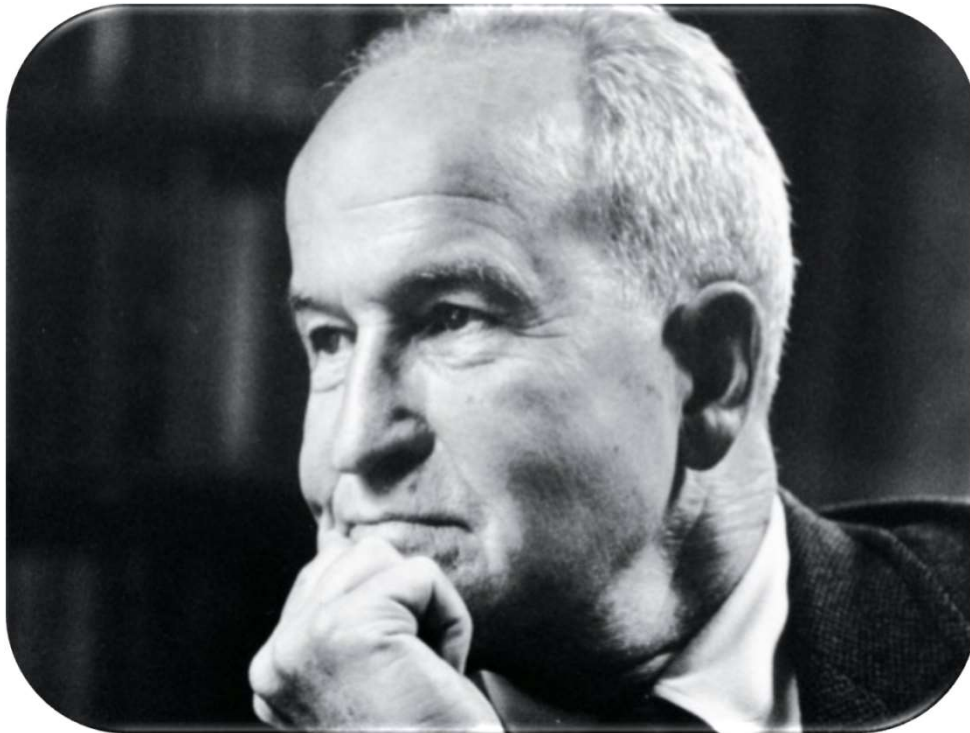
**BAT**



**MOTH**



# THEMATIC APPERCEPTION TEST (TAT)



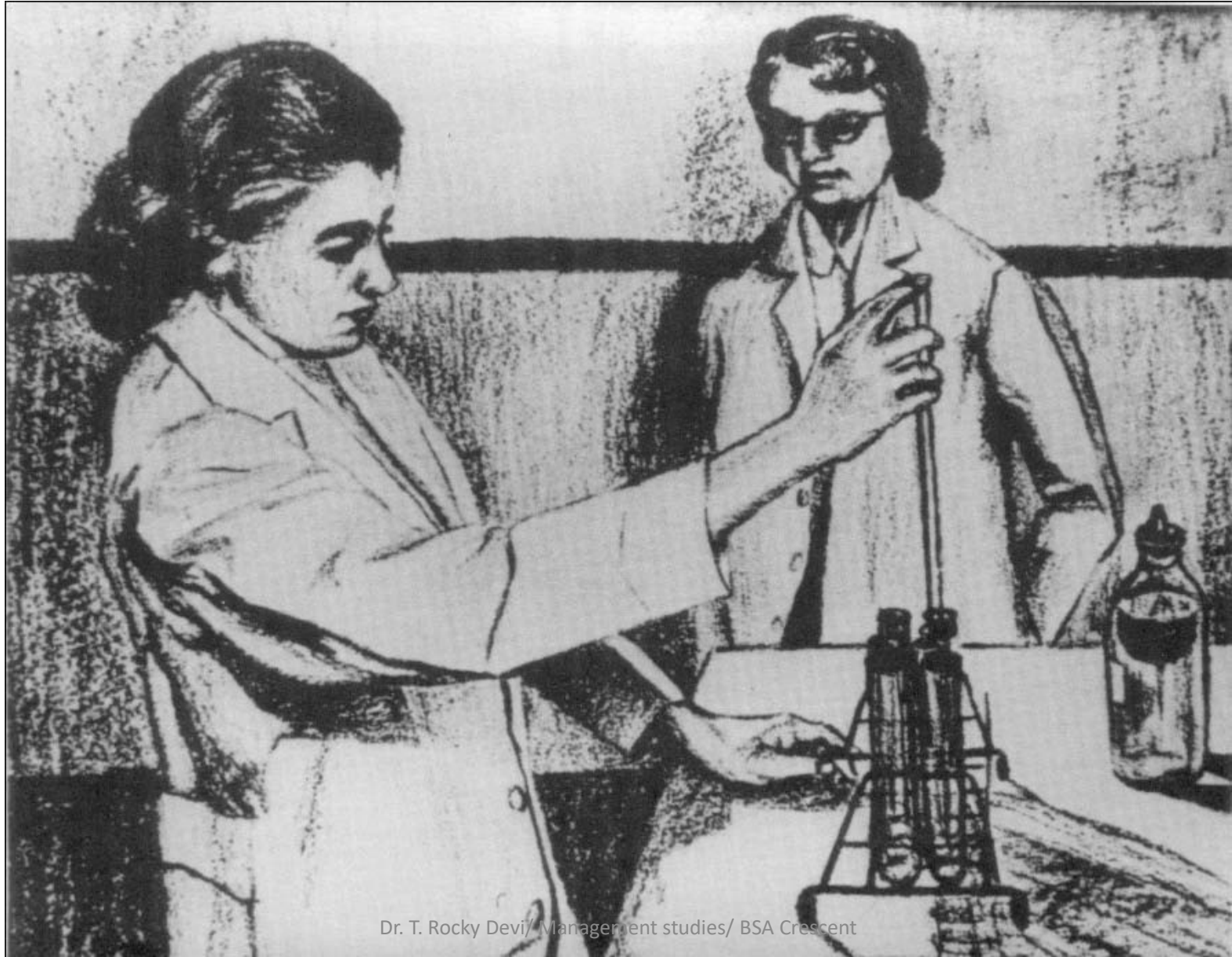
**HENRY A MURRAY**



**CHRISTIANA D MORGAN**

Courtesy: <https://www.harvardmagazine.com/2014/03/henry-a-murray>  
[https://carljungdepthpsychologysite.blog/2020/03/15/christiana-morgan-and-carl-jung/#.YeuzH\\_5BxBY](https://carljungdepthpsychologysite.blog/2020/03/15/christiana-morgan-and-carl-jung/#.YeuzH_5BxBY)

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# USAGE OF TAT

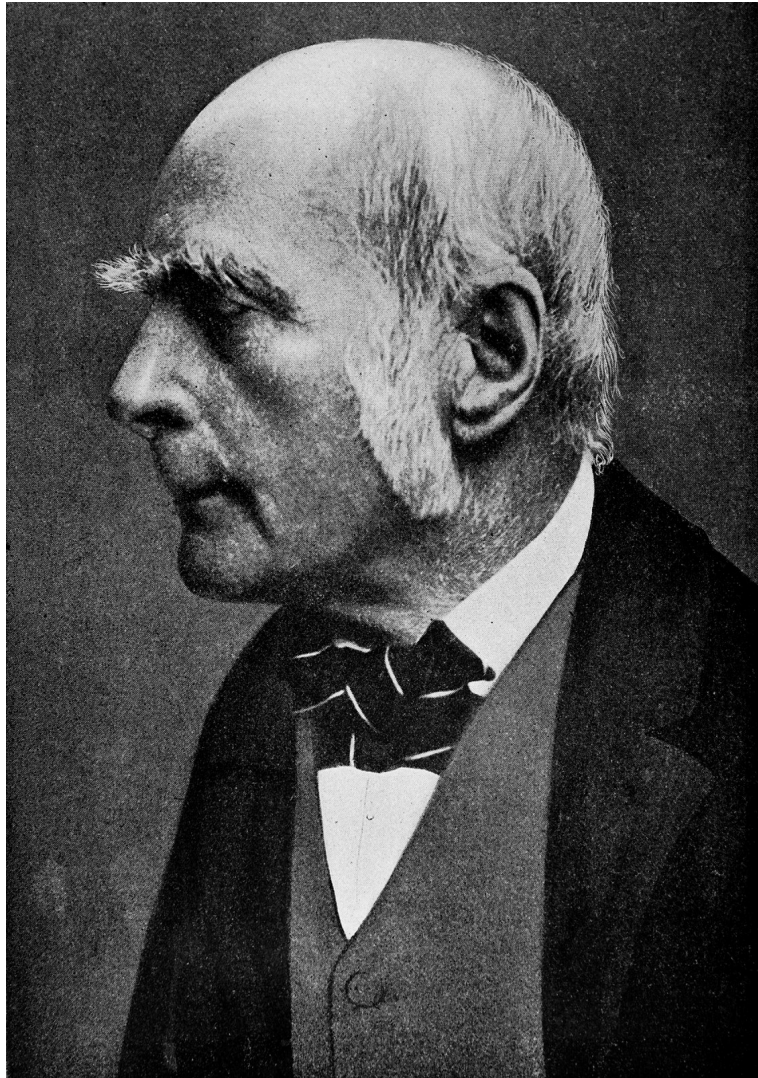
**To treat patients**

**To understand  
the thought  
process of the  
patient**

**To assess the  
candidate's  
career aptitude  
and potential  
skills**

# **PAPER PENCIL TEST**

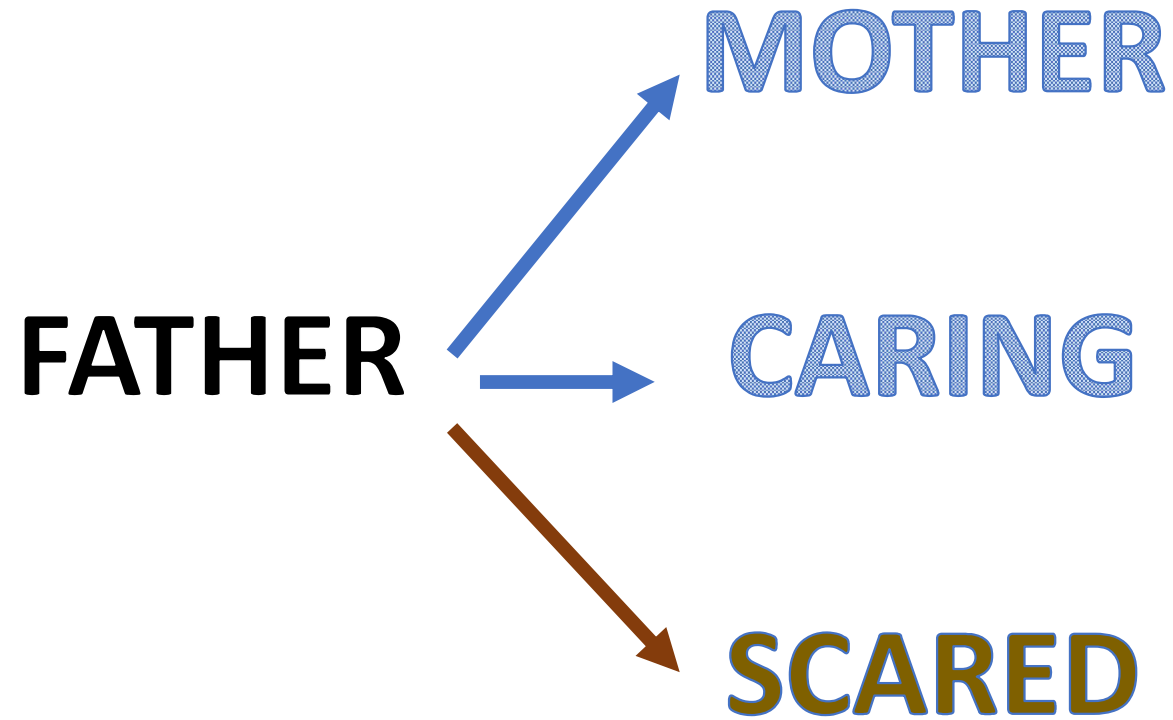
- ✓ **Projective tests which are based on your opinion whether to agree or disagree**
- ✓ **Test like word association test called as (WAT) and sentence completion test**



# **INVENTOR OF WORD ASSOCIATION TEST (WAT)**

**Francis Galton in 1879**

- **Based on the way you associate with that word, your thinking pattern and emotions will be understood**
- **Based on the time it takes to respond or the unexpected association with the words, one's unconscious thought can be projected if analyzed by the trained professionals**



# **INVENTORIES OR QUESTIONNAIRES**

- 1. Self-report surveys**
- 2. And the observer rating surveys**



# QUESTIONNAIRES

OPEN ENDED QUESTIONS

CLOSE ENDED QUESTIONS

STRUCTURED QUESTIONS

UNSTRUCTURED QUESTIONS

# **ADVANTAGES OF SELF-REPORT SURVEYS**

- **Can be used for many people at a time and definitely quick to measure it.**
- **People may be more interested to reveal in paper rather than revealing in person.**
- **Reliable as the same questions can be used for others again**

# **DISADVANTAGE OF SELF-REPORT SURVEYS**

- **Biased response from those people who are literate and understand the purpose of the questionnaire**
- **Misinterpretation of the questionnaire because of not reading the questionnaire properly and hence the response is not correct**

# INTERVIEW METHODS

STRUCTURED QUESTIONS

UNSTRUCTURED QUESTIONS

**Interviewer records based on the responses of the participants**

# **ADVANTAGES OF USING INTERVIEW METHODS**

- ✓ **can record their emotions while answering the questions**
- ✓ **can make the participants to explain in detail if interested to explore more about their response**
- ✓ **Structured interviews is time saving and can be used to multiple candidates**

# **DISADVANTAGES OF USING INTERVIEW METHODS**

- ❖ **The way interviewer records the response may be biased if it is an unstructured question.**
- ❖ **Sometimes the interviewee may not respond the truth**
- ❖ **Structured interview may sometimes miss important information or relevant information**

# STRUCTURED QUESTIONNAIRES FOR ASSESSING PERSONALITY

**MBTI**  
(Myers Briggs Type Indicator)

**Big five personality inventories**

**LOGB**  
(lion, otter, beaver, golden retriever)

**DISC**





Courtesy : <https://www.shutterstock.com/image-photo/young-woman-lying-unconscious-field-36147424>

# ASSESSMENT CENTRE

- ❖ **It is the process of examining the behaviour or personality through certain test such as role play, group discussion, presentation, etc.**
- ✓ **In Role play test, the candidate will be asked to act based on a given situation such as acting of conducting meetings. The way he conducts the meeting will reveal his personality to an extent.**
- ✓ **Group discussion will be based on a discussion of a given topic. The way he moves along with people during discussion will definitely reveal his nature.**

# HOW TO MEASURE PERSONALITY

- **First one is projective tests such as TAT, inkblot test and word association or sentence completion test**
- **Second one is personality inventories using self-report survey or observer rating survey**
- **And the third one is assessment centre**

# PURPOSE FOR PERSONALITY TEST IN ORGANIZATION

- # Screening a candidate
- # Selection of the candidate
- # Succession Planning
- # Career Planning
- # Team Building
- # Management Development etc..





**Meyer Friedman**



**Ray Rosenman**

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# **PURPOSE OF DEVELOPING TYPE A & TYPE B PERSONALITY**

- ✓ To check which type of persons are prone to coronary disease means related with heart.

## **THREE TYPES OF PEOPLE**

- ✓ **Type A, who are prone to have higher risk of coronary disease,**
- ✓ **Type B who are less prone**
- ✓ **Type AB are those who cannot be easily categorized to any of the mentioned category.**

**The conclusion was drawn based on the study conducted with 3000 men aged between 35 to 59 years.**



# TYPE A



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Courtesy <http://strategicpeacock.com/2011/12/16/proud-to-be-type-b/>

# CHARACTERISTICS OF TYPE A PEOPLE

- # They are always in urgency. And fast in action
- # They don't like delays
- # Very competitive and mostly workaholic
- # Get angry easily and aggressive
- # Concerned with self-esteem
- # Ambitious and hard worker
- # Impatient and cannot enjoy the leisure time easily
- # Achievement as well as the status conscious
- # Hence definitely prone to heart disease

# TYPE B



Courtesy <http://strategicpeacock.com/2011/12/16/proud-to-be-type-b/>

# CHARACTERISTICS OF TYPE B PEOPLE

- # **Always relaxed and easygoing type**
- # **Hardly feels the time urgency to complete any work**
- # **Do not feel the need to share or disclose their achievements until it is required**
- # **Do not show the superiority**
- # **Can be relaxed without feeling guilty**
- # **Like playing games and not bothered with winning or losing**

# LOCUS OF CONTROL

# What is control?

# When can you say, you have a control over people or situation?

**Control means power**

# Do you have the power to influence the outcomes?

# TYPES OF LOCUS OF CONTROL



INTERNAL LOCUS OF CONTROL



EXTERNAL LOCUS OF CONTROL

## **WHICH CATEGORY OF PERSON ARE YOU?**

- ✓ **Are you a person who feel that the success in your life is because of your hard work and also feel that you have a control of your own life.**
- ✓ **Are you a person who attributes your success or failure to the external influence” such as fate, luck, family or friends**

## **WHICH CATEGORY OF PERSON ARE YOU?**

- ✓ **Are you a person who feel that the success in your life is because of your hard work and also feel that you have a control of your own life – INTERNAL LOCUS OF CONTROL**
- ✓ **Are you a person who attributes your success or failure to the external influence” such as fate, luck, family or friends – EXTERNAL LOCUS OF CONTROL**



**INTERNAL LOCUS  
OF CONTROL**

- **Blame themselves**
- **Feels that he should work harder**

**EXTERNAL LOCUS  
OF CONTROL**

- **Blame the system,**
- **Fate for not getting promotion.**



**Her image in an organization is not very appreciable**

**Capable in her work, but during performance review, she gets average score**

**Because she cannot adjust herself to any situation easily**

**“I am not a person who will try to please others, and will try to be true to myself”.**

# SELF-MONITOR

**HIGH SELF-MONITOR**

**LOW SELF-MONITOR**

**People who can  
adjust their  
behaviour to any  
situation**

**Promotions,  
More likely to hold  
high positions and  
Mobility in the  
career will be more.**

# **NATURE OF HIGH MACH PEOPLE**

- # Good in manipulation**
- # Mostly surface actor**
- # Not a high performer**



THE  
ART OF WAR  
&  
The Prince  
By  
Machiavelli  
Special Edition

**A book written by Niccolo Machiavelli in 16<sup>th</sup> century explaining about how to use power or gain power**

# **NARCISSISM**

- **Coined based on the Greek myth of narcissus who was proud of his own image and fell in love with it.**
- **Narcissistic people want to be the Centre of Attraction.**
- **Gives importance to self and consider self to be talented.**

# PSYCHOPATHY

- **Not concern about others Narcissistic people want to be the Centre of Attraction.**
- **Not feel guilty even if their decision harms others.**



# PERSONALITY THEORIES

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# TRAIT THEORY

## Basic assumption of the theory



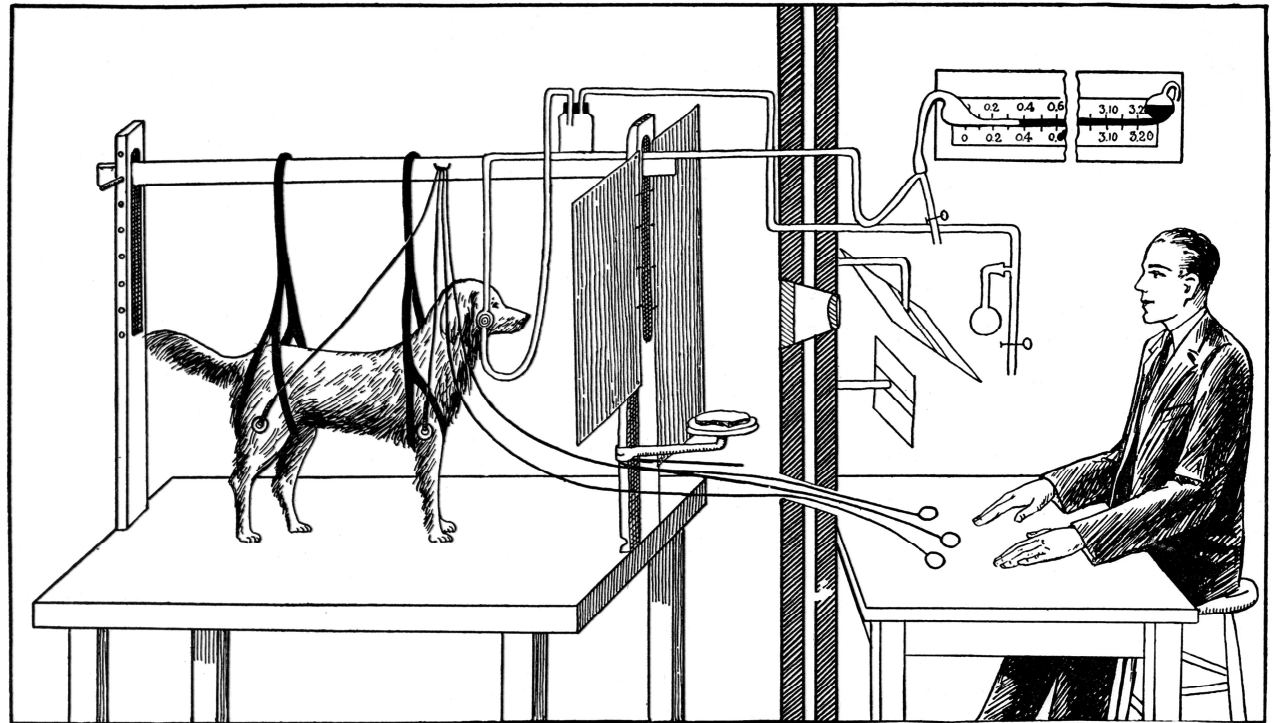
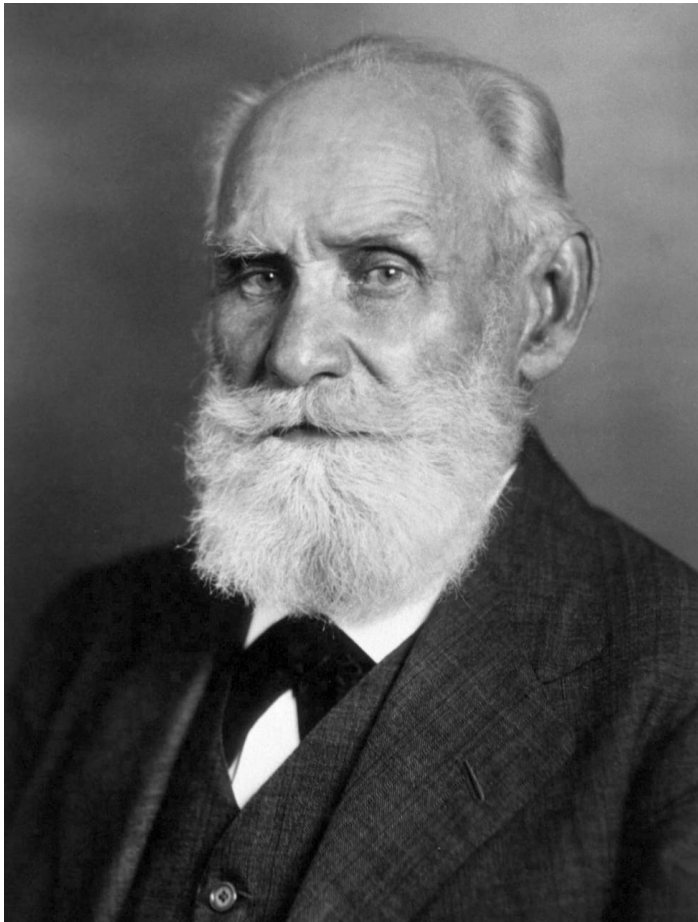
# BEHAVIORISM THEORY

Cognitive  
theory

Operant  
conditioning

Social learning  
theory

# BEHAVIORISM THEORY



**IVAN PAVLOV**

Dr. T. Rocky Devi/ Management studies/ BSA Crescent



Unconditioned Response  
(Salivation)



Unconditioned Stimulus  
(Food)



No Response



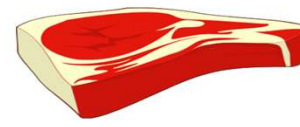
Neutral Stimulus  
(Bell Ringing)



Unconditioned Response  
(Salivation)



Neutral Stimulus  
(Bell Ringing)



Unconditioned Stimulus  
(Food)

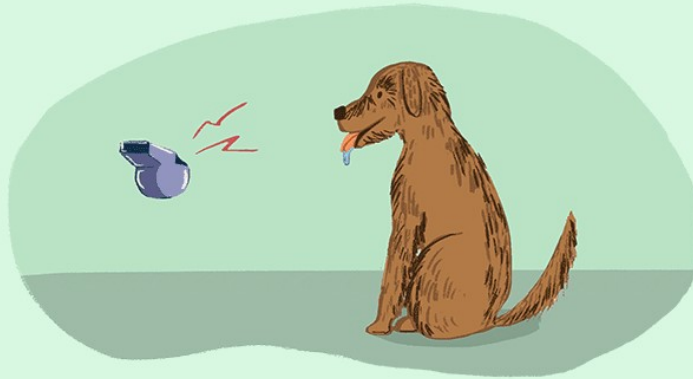


Conditioned Response  
(Salivation)



Conditioned Stimulus  
(Bell Ringing)

## What to Know: The Little Albert Experiment



**Classical conditioning to condition an emotional response**



**9-month-old "Albert" exposed to stimuli and observed**



**White rat paired with loud noise**



**Albert conditioned to fear white rat**

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Courtesy: <https://www.verywellmind.com/the-little-albert-experiment-2794994>

# **OUTCOME OF THE EXPERIMENT**

Human beings' mind can also be conditioned and can be reinforced. Therefore, the human behaviour is learnt from the environment and from the past experience.

**Based on  
the process  
of  
conditioning**



**TWO  
LEARNINGS  
TAKES  
PLACE**



**Based on the  
reinforcement**



# TYPES OF REINFORCEMENT

## NEGATIVE REINFORCEMENT

- Punishment to avoid the likelihood of unwanted behaviour

## POSITIVE REINFORCEMENT

- Reward to increase the likelihood of desired behaviour

# MAJOR BREAKTHROUGH

- ❖ Motivation factors to increase the productivity
- ❖ Can identify those mechanism to eliminate undesirable work behaviour

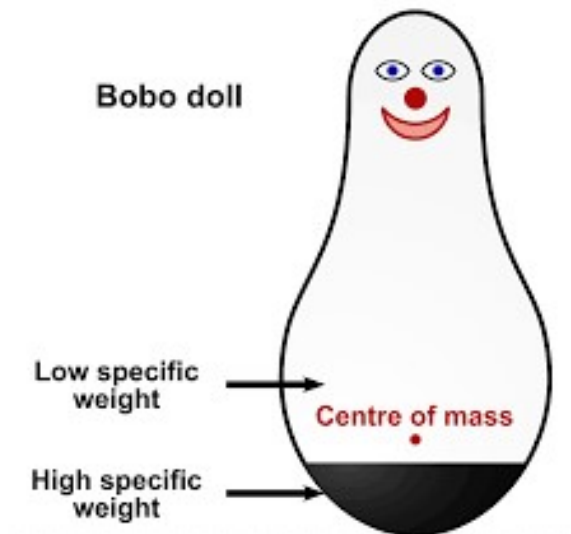
# **SOCIAL LEARNING THEORY**

- ❑ In classical conditioning theory of dog experiment, it was based on the repeated action, thereby linking it with the stimulus.**
- ❑ Operant conditioning was based on the consequences.**
- ❑ Social learning theory was developed by Bandura based on the above two theories.**

# **TWO INFORMATION IN SOCIAL LEARNING THEORY**

- ❑ There is a Mediation process between stimulus and the response**
- ❑ Behaviour is the result of the observational learning, happened by observing an environment**

# BOBO DOLL EXPERIMENT



- ❑ Nature of learning for children is through observation of their surroundings
- ❑ Those who are observed by the children are known as the model (parents, friends, family members, teachers, characters shown in TV programme, actors of movies etc)
- ❑ These models are the base for the child to learn through observation and try to imitate



# **SOCIAL LEARNING THEORY**

- ❑ Social learning theory aims to decode and act like a bridge between the traditional learning theory and the cognitive approach.**
- ❑ Aims to focus on the mental process involved in the learning.**

# **SOCIAL LEARNING THEORIES**

**Human beings are like an active information processor**

**Relationship existing between the behaviour and its consequences**

**An individual do not observe and imitate immediately**

**First the human being observes, then process it mentally and then imitate the behavior.**



# FOUR PROCESS SOCIAL LEARNING THEORIES

**STIMULUS**

**ATTENTION**

**RETENTION**

**REPRODUCTION**

**MOTIVATION**

**RESPONSE**

# CRITICISM

- # **Social learning theory does explain the complex behavior of how an individual learns the behavior but it doesn't explain how one develops the thoughts and feelings.**
- # **Learn from social experiences but that is not explained in this theory though Bandura had incorporated that concept in his research published in 1986. Later he named this theory as social cognitive theory.**
- # **This theory focusses more on the external environmental influences in making an individual to learn but not the internal process**

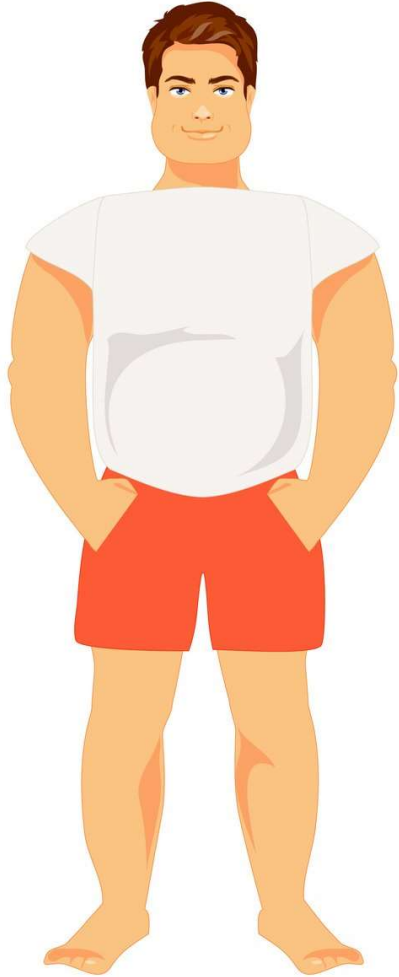
# PHYSIQUE TEMPERAMENT THEORY



- Developed by William Sheldon in 1942
- Observed the way people judge others based on their looks
- Categorized people into 3 types based on their body structures which is known as somatotypes

PHYSIQUE TEMPERAMENT THEORY Sheldon (1942)

Outgoing & relaxed type



Endomorphy – plump body

Quiet & Fragile



Ectomorphy – tendency towards thinness

Active & aggressive



Mesomorphy – muscularity

# ENDOMORPHY



- **Narrow shoulders but plump body with wide hips and have more fats in arms and legs, etc**
- **Do not suit heavy physical work.**
- **Highly are highly sociable and easy going type**
- **High level of tolerance and love food.**
- **This category of people love to relax and like comfort.**

# MESOMORPHY



- **Broad shoulders and muscular body with a strong arms and legs with less fat in the lower body unlike endomorph**
- **Active, courageous and tend to take risk.**
- **Also assertive and aggressive.**

# ECTOMORPHY

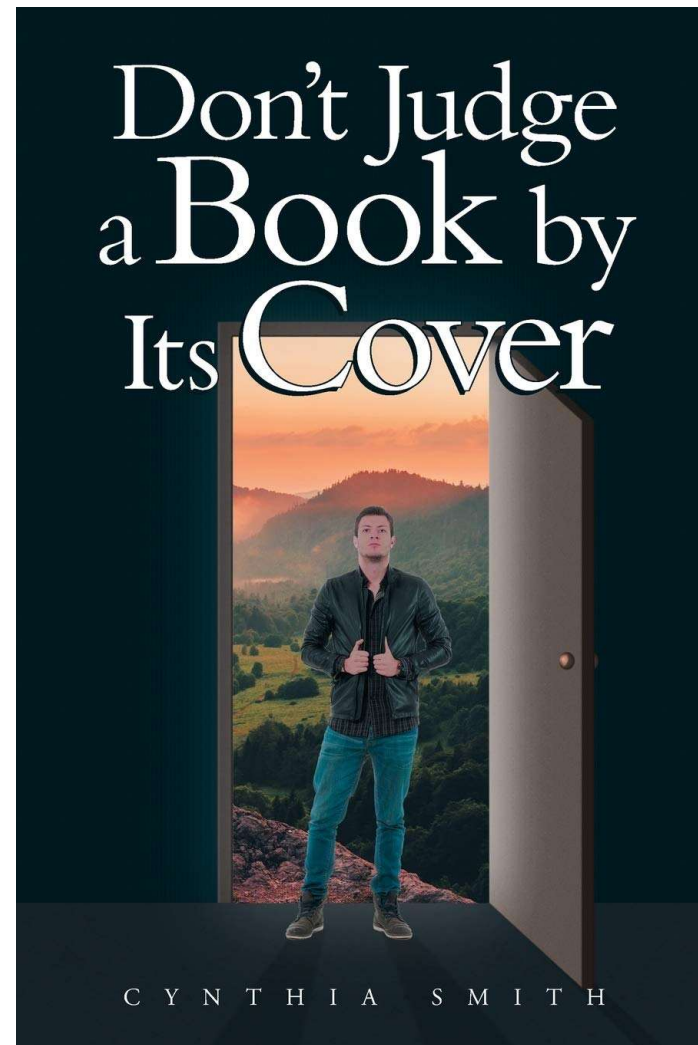


- **Thin structure**
- **Narrow shoulders, narrow face and thin legs and arms**
- **Normally introvert who tends to be quiet and have little or no social skills**
- **Thoughtful and artistic**

# **SITUATION THEORY**

- **We face different situations in our life which makes us to learn or shape our behavior**
- **And the situation we face every day definitely do affect our behavior.**
- **We are in continuous interaction with our environment. That interaction is definitely going to help in shaping our behavior.**
- **The highlight in this theory is, depending on the situation, the behavior will also change**





Courtesy <https://www.amazon.in/Dont-Judge-Book-Its-Cover/dp/1644240211>

Dr. T. Rocky Devi/ Management studies/ BSA Crescent

# SITUATION THEORY

Internal

External

Consistency,

Distinctiveness

Consensus

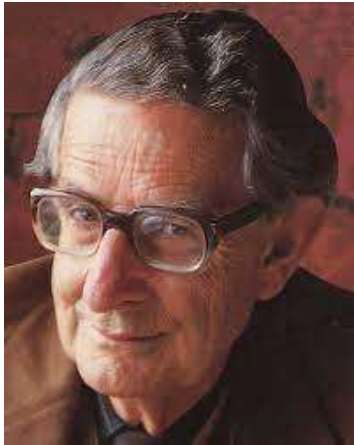
# SITUATION THEORY

- ❖ Consistency is about the behavior which is more or less consistent in all the situation
- ❖ While distinctiveness talks about the differences in behavior based on different situations or if the situation is distinct.
- ❖ We need to know whether others behave in a similar way in a given situation, and shows differences in different situation then there is a consensus that a person behaves in a particular way to their situation.
- ❖ This makes this theory to come to a conclusion that a person behaves differently in different situations.

# SITUATION THEORY

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# TRAIT THEORY

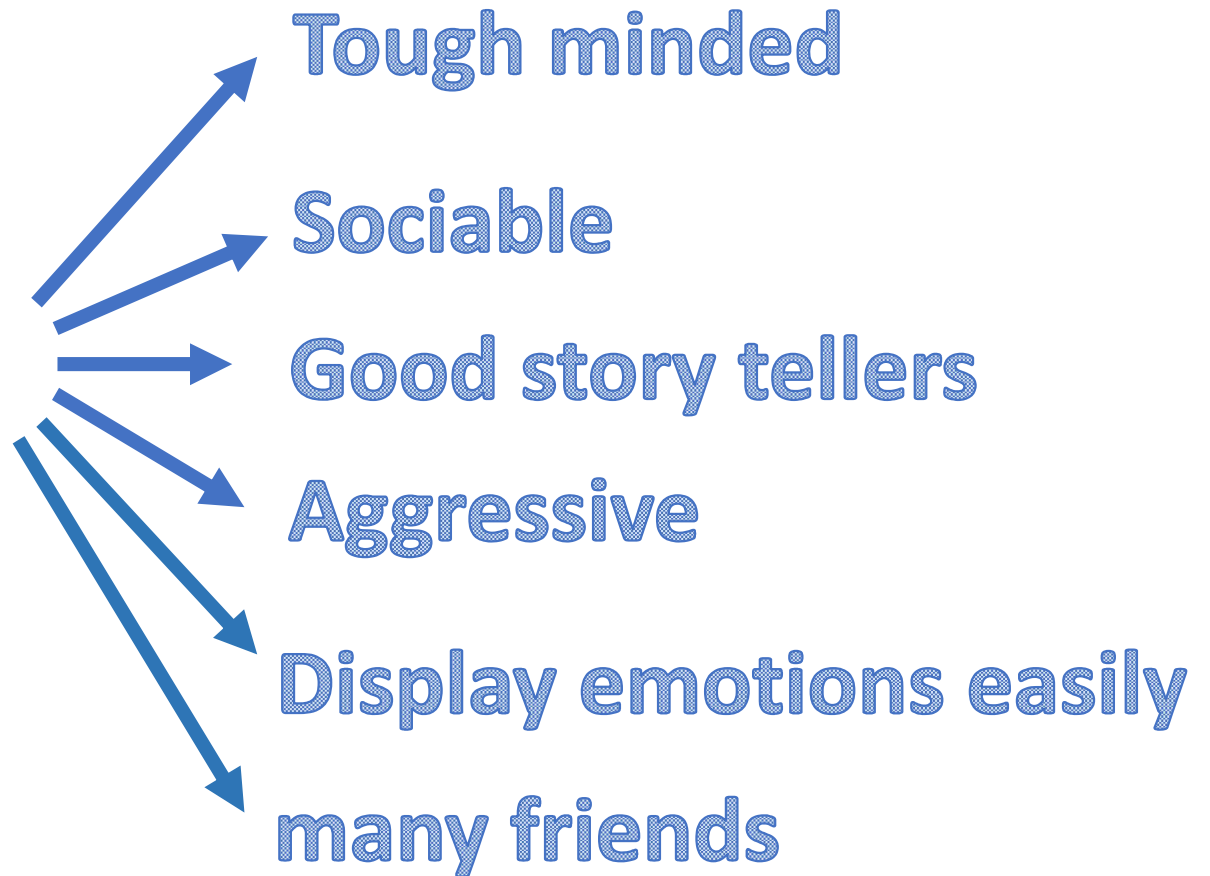


**Hans Eysenck, in 1960 suggested that personality can vary known as E-dimension**

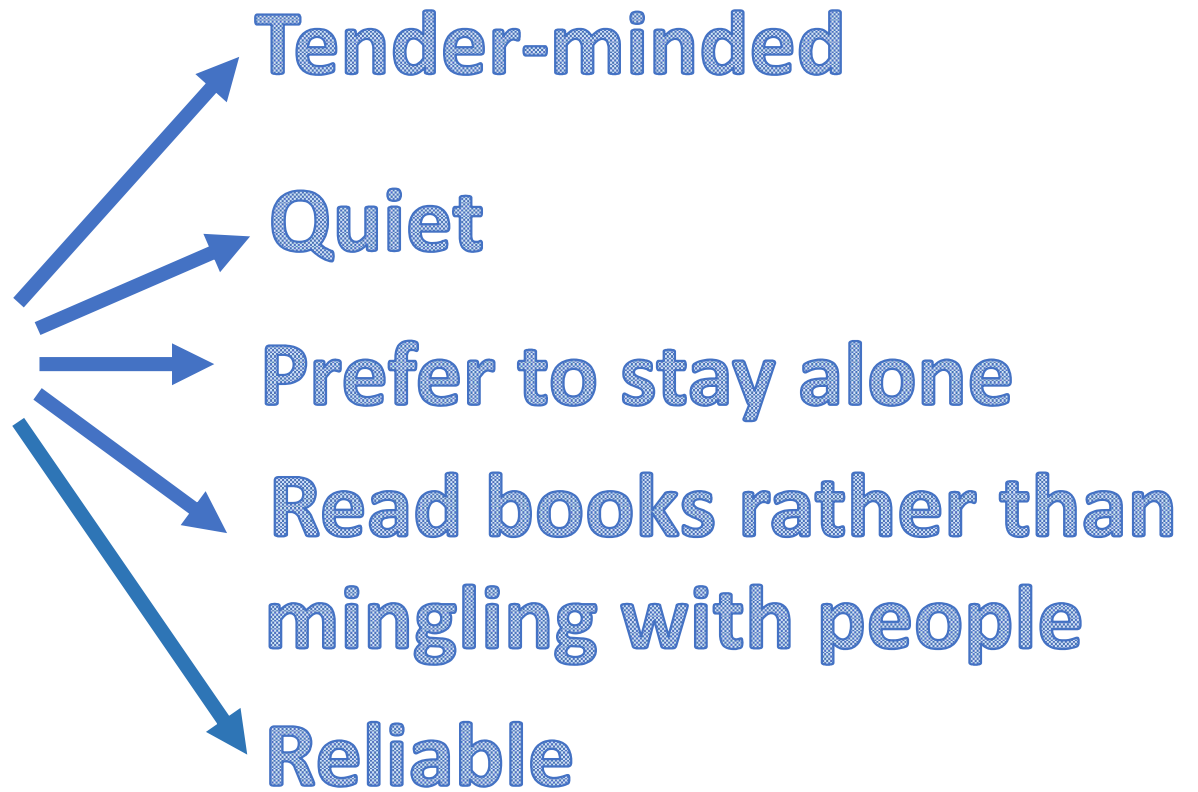
**Extrovert**

**Introvert**

# EXTROVERT



# INTROVERT



## **Eysenck and Wilson in 1975 developed a 96-items questionnaire**



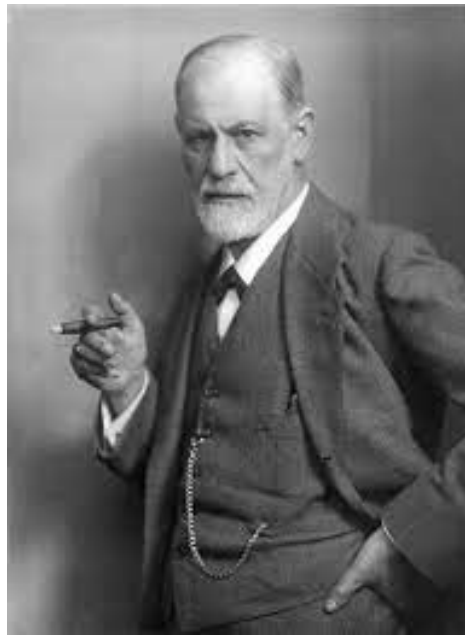
**1. Are you inclined to be moody?**

**2. Do you sometimes feel happy, sometimes depressed without any apparent reason?**





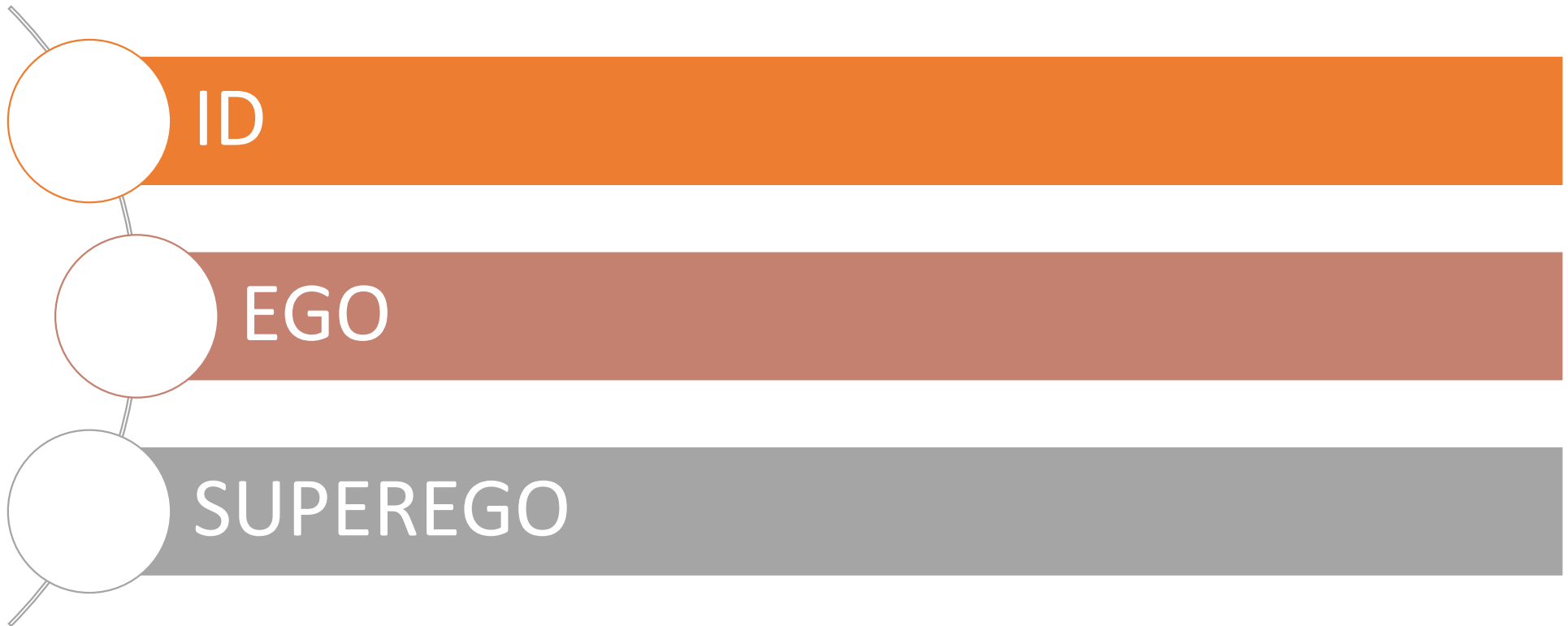
# PSYCHOANALYTIC THEORY, 1923



**Sigmund Freud**

He said that the first 5 years of a kid is very important for developing the personality of an individual

# PSYCHOANALYTIC THEORY



# ID PERSONALITY

- Inherited biologically in birth.
- Id is impulsive and also known as pleasure principle.
- It is the unconscious component
- Individual would try to respond immediately
- Urge to fulfil basic needs and urges
- It can be controlled but do not change based on time or age
- Not influenced by the external world
- operated in the unconscious part of the brain
- Whenever the demand or wish is fulfilled, ID experience pleasure and hence pleasure principle



# ID – Pleasure Principle

Because it expects immediate gratification without bothering the consequences.

It is completely illogical and irrational.

The character is clearly visible in kids

# EGO PERSONALITY

- ✓ Ego is influenced or modified by the external world as an individual ages.
- ✓ It is the personality linking between the unrealistic ID and the realistic external world.
- ✓ This personality plays an active role in decision making. Ego personality checks the social norms and the realities and then decide how it can be behaved.
- ✓ Ego postponed the decision accordingly to the right time without analyzing whether it is a wrong decision or right decision.

# **ID Vs EGO**

**EGO PERSONALITY – REALITY  
PRINCIPLE**

# **SUPEREGO PERSONALITY**

- It is that personality which will add the values, learnt from parents and society and considers moral principle.
- Whatever we are learning since childhood, the messages help us to create our own values and it also help to realize what is right and what is wrong.
- This personality is developed at the age between 3-5 years.
- This helps an individual to decide what decision will be right and what will be wrong. It moralizes and control the impulse created by ID.



# ID PERSONALITY

- ❖ Ego tries to fulfill one's wish created by ID while superego tries to control it using the moral value
- ❖ Superego makes us to feel guilty after doing an action while fulfilling the ID's wish through ego. In other way, it will make us feel proud after we behave properly.
- ❖ Ego fulfilled the ID's wishes ignoring the superego within the individual

# MODULE 3

Dr. T. Rocky Devi/ Management studies/ BSA Crescent

# What is Leadership?

**Leadership is not about  
'Managing Things'**

What is it then?



**It's about  
'Developing People'**

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# The Meaning of Leadership

- To Lead is to
  - Inspire
  - Energize
  - Influence
- Leadership is not about 'position' but about 'action'

## DIFFERENCE BETWEEN LEADER AND MANAGER

<b>LEADER</b>	<b>MANAGER</b>
Leadership involves coping with change	Management involves coping with complexity
Search for imaginative ideas	Focus on processes and system
Spend time and effort in aligning people to create understanding, acceptance and commitment to vision and strategies	Allocate time and energy for organizing and staffing issues
Motivate and inspire others	Control and problem solving approach
Characterized by clarity of vision, high need for achievement and integration.	Managers are organizer, supportive and calculative.

# Leadership & Management

Managers	Leaders
Administer	Innovate
Ask how and when	Ask what and why
Focus on systems	Focus on people
Do things right	Do the right things
Maintain	Develop
Short term perspective	Longer term perspective
Imitate	Originate
Are a copy	Are original

--Warren Bennis

# Leadership:Management

- “Management is doing things right, leadership is doing the right things”

(Warren Bennis and Peter Drucker)



## Definition by Peter F Drucker

- Leadership is the lifting of man's vision to higher sights, the raising of man's performance to higher standard, the building of man's personality beyond its normal limitations”

# Characteristics of leadership

- It is a personal quality of behavior
- There is a reciprocal relationship between leader and followers
- It is for achieving goals
- It is a process of guiding
- It is only for a situation
- It is sharing information

# Characteristics of leadership

- It is the ability to inspire others
- It is the ability to understand human behaviour
- It is about willingness to take risks
- It depends on the art of compromise

# Qualities of Effective Leaderships

- Personal Traits

- Dynamic personality
- Intellectual capacity
- Initiative
- Foresight
- Emotional stability
- Flexibility
- Sense of responsibility
- Character

**DIIFEFR**

# Qualities of Effective Leaderships

- Managerial Traits
  - Technical Knowledge
  - Organizing ability
  - Ability to deal with people
  - Ability to judge and decide promptly

**TODJ**

# Different types of Leadership Styles

- Charismatic leader
- Autocratic leader
- Democratic leader
- Free – rein (Laissez – Faire)
- People-oriented leader
- Task-oriented leader
- Situational leader
- Transactional leader
- Transformational leader

- Are all leaders managers?
- Are all managers leaders?
- Some managers are leaders.....
  - And they are successful in organizations.....

Never stop learning was the Mantra of **Bill Gates** which he follow till date. This empowers him to be a Great **Leader** of our times

"If you can't make it good, at least make it look good."  
— [Bill Gates](#)

"Your most unhappy customers are your greatest source of learning."  
— [Bill Gates](#)

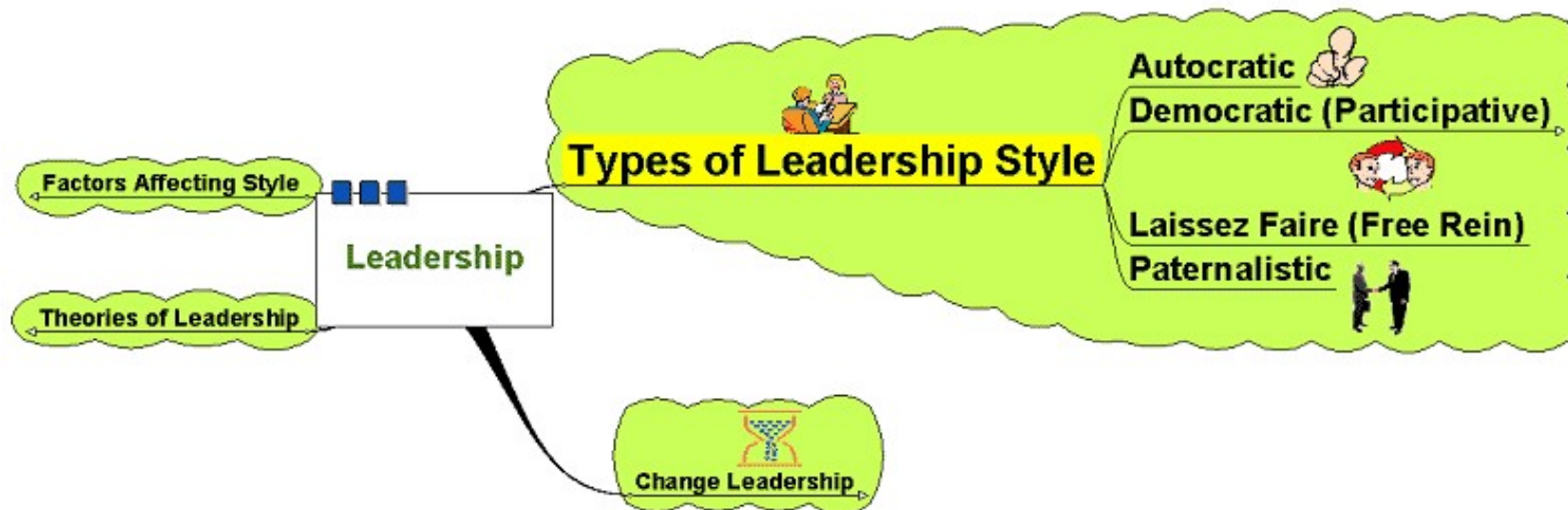


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# Types of Leadership Style

ADLP



# 1<sup>st</sup> Type of Leadership Style

- **Autocratic: A classic approach**
  - Leader makes decisions without reference to anyone else
  - High degree of dependency on the leader
  - Can create de-motivation and alienation of staff
  - May be valuable in some types of business where decisions need to be made quickly and decisively

# The autocratic leader

- The autocratic leader dominates team-members, using unilateralism to achieve a singular objective. (one-sided action)
- This approach to leadership generally results in passive resistance from team-members and requires continual pressure and direction from the leader in order to get things done.

# Types of autocratic styles

**SBM**

## a. Strict autocrat

negative motivation, strict

## b. Benevolent autocrat

positive motivation, reward and incentives

## c. Manipulative autocrat

make them feel part of it

# Proof? ??

## Advantages Vs Disadvantages



## 2<sup>nd</sup> Type of Leadership Style



- Democratic:
- Encourages decision making from different perspectives – leadership may be emphasised throughout the organisation
  - **Consultative:** process of consultation before decisions are taken
  - **Persuasive:** Leader takes decision and seeks to persuade others that the decision is correct

CP

# Democratic:

- helps motivation and involvement
  - Workers feel ownership of the firm and its ideas
  - Improves the sharing of ideas and experiences within the business
  - Can delay decision making
  - Leader as a moderator
  - Subordinates are free from fear

# The Democrat

- The democratic leader makes decisions by consulting his team, whilst still maintaining control of the group.
- The democratic leader can be seen in two lights:
  - A good democratic leader encourages participation and delegates wisely, but never loses sight of the fact that he bears the crucial responsibility of leadership. Guides them with a loose reign.
  - The democrat can also be seen as being so unsure of himself and his relationship with his sub-ordinates that **everything** is a matter for group discussion and decision. Clearly, this type of "leader" is not really leading at all.



# Proof? ??

Advantages  
Vs  
Disadvantages



# 3<sup>rd</sup> Type of Leadership Style



- Laissez-Faire:
  - ‘Let it be’ – the leadership responsibilities are shared by all
  - Can be very useful in businesses where creative ideas are important
  - Can be highly motivational, as people have control over their working life
  - Can make coordination and decision making time-consuming and lacking in overall direction
  - Relies on good team work
  - Relies on good interpersonal relations

# The Laissez-Faire Manager

- The Laissez-Faire manager exercises little control over his group, leaving them to sort out their roles and tackle their work, without participating in this process himself.
- Only appropriate when leading a team of highly motivated and skilled people, who have produced excellent work in the past. Once a leader has established that his **team is confident, capable and motivated, it is often best to step back and let them get on with the task**, since interfering can generate resentment and detract from their effectiveness.

# Proof? ??

## Advantages Vs Disadvantages



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# 4<sup>th</sup> Type of Leadership Style

- **Paternalistic:**

- Leader acts as a 'father figure'
- Paternalistic leader makes decision but may consult
- Believes in the need to support staff



# Proof? ??

Advantages  
Vs  
Disadvantages

## Leadership perspective

1. Great man and Trait perspective
2. Behavioral Perspective
3. Contingency Perspective

## Great man and Trait perspective

- Leaders were born, not made.
- Leadership traits like intelligence and high energy are partly inherited.

### Problem in trait perspective

- Traits are psychological in nature and cannot be measured easily. Hence cannot explain how much of a trait is enough for an effective leaders.

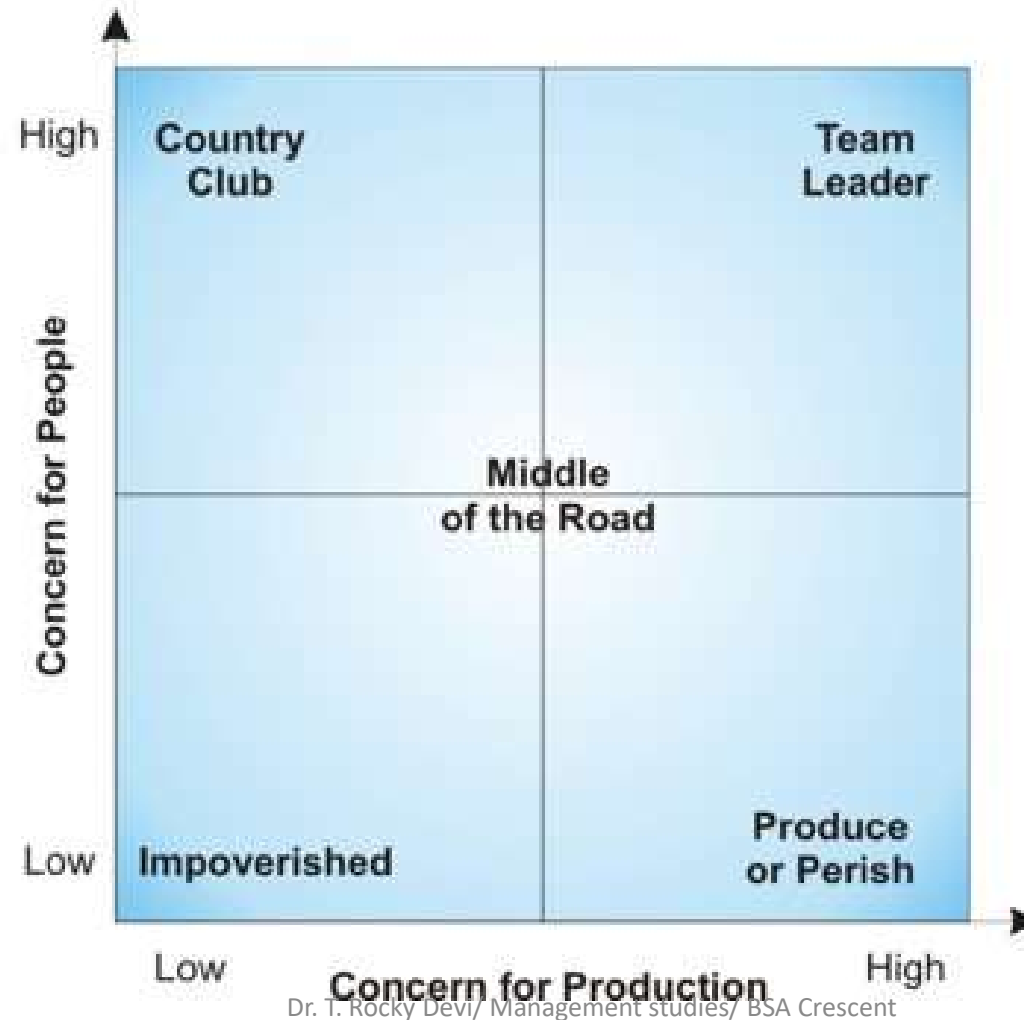
## Behavioral perspective

1. IOWA studies
2. Ohio State University studies
3. Michigan State
4. Managerial Grid



# Managerial grid

Figure 1: The Blake Mouton Grid



## CONTINGENCY PERSPECTIVE

- a) Fiedler's contingency model
- b) Path – goal model
- c) Situational leadership model
- d) Normative decision model
- e) LMX theory

## Contingency perspective

The behavioral approach to leadership did not examine critical situational factors . Hence in contingency perspective, leaders analyze the factors pertaining to the situation, task, followers, and the organization, and then choose the appropriate style of leading.

### FIEDLER'S CONTINGENCY MODEL

Three situational factors are as follows:

- I. Task structure (when task structure is high, work is predictable and can be planned)
- II. Position structure (policies may constrain the leader from using rewards or punishment if there is no legitimate power)
- III. Leader – member relations (The trust between leader and subordinate decides whether a leader is liked or respected by the subordinate)

## Contingency perspective

### PATH – GOAL MODEL (BY HOUSE IN 1971)

Based on expectancy theory of motivation.

The model is based on two propositions.

- I. Leader behavior is acceptable and satisfying to followers and see as a source of immediate or future satisfaction.
- II. Leader motivates higher performance by helping sub ordinates providing coaching, guidance, support, and rewards necessary for effective performance.

Four types of leaders identified:

1. Directive leader
2. Supportive leader
3. Participative leader
4. Achievement – oriented leader

Based on two contingent factors a) Personal factors b) environmental factors

## Contingency perspective

### SITUATIONAL LEADERSHIP MODEL (BY HERSEY AND BLANCHARD)

Based on Ohio studies and Managerial grid. And is based on two dimensions of behavior – “relationship behavior” and “Task behavior”.

Effectiveness of the leader is contingent on the maturity level of the followers.

Four levels of follower’s ability and willingness to perform a specific job:

- I. Person is unable and unwilling to perform the job – tell style leader
- II. Person is unable but willing to perform the job – sell style leader
- III. Person is able but unwilling to perform the job – participative style
- IV. Person is able and willing to perform the job – delegate style

## Contingency perspective

### NORMATIVE DECISION MODEL (BY VROOM AND YETTON IN 1973)

It is an approach to determine the amount of participation (if any) a leader should use when making work – group decisions.

Describes five forms of decision making. Two forms are autocratic (AI and AII), two are consultative (CI and CII) and one is a group method (G).

- AI: Manager or leader makes the decision alone based on the available information
- AII: Obtain information from subordinates and then make decision. (may or may not share with subordinates).
- CI: Share the problem with relevant subordinates or peers on one-to-one basis.
- CII: Shares the problem in group meeting and obtains suggestion/ ideas.
- G: Explains to group and group makes the final decision.

## Contingency perspective

### LMX THEORY(LEADER MEMBER EXCHANGE)

- When sub ordinates are working in an unstructured work, directive style is appropriate.
- Leaders should restructure those jobs which is boring, repetitive, and tiresome. But should lend supporting style when restructuring is not possible.
- Highly standardized organization would require little need for a task – oriented leader.
- Sub ordinates who do not want to take responsibility prefer autocratic rather participative leaders.
- Leaders tend to prefer those in – group who are highly motivated, skilled, and trustworthy sub ordinates. But it would create jealousy and resentment among out – group members and reduce co – operation and communication between the two groups.

Trans

## TRANSFORMATIONAL LEADERSHIP

- The transformational leader motivates its team to be effective and efficient
- Transformational leaders will look for ideas that move the organization to reach the company's vision
- Transformational leadership occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morale





Trans

## TRANSFORMATIONAL LEADERSHIP

- Transformational leadership ultimately becomes morale in that it raises the level of human conduct and ethical aspiration of both the leader and the led and thus it has a transforming effect on both.
- Transformational leaders offer a purpose that transcends short-term goals and focuses on higher order intrinsic needs. This results in followers identifying with the needs of the leader.



## Transactional LEADERSHIP

- Leadership based on legitimate power is called transactional leadership.
- Transactional leaders use conventional reward and punishment to gain compliance from their followers.
- Transactional leaders accept the goals, structure and culture of the existing organization. They must do so because this type of leadership is ineffective at bringing significant change.
- Transactional leaders tend to be directive and sometimes dominating. They tend to be action oriented too.



## Max Weber: three types of authority

- Traditional authority
- Rational legal authority
- Charismatic authority (sanctity, heroism or exemplary characters)

### **Kinds of Power**

1. Reward power
2. Coercive power
3. Legitimate power
4. Referent power
5. Expert power

## Power and authority

<b>Authority</b>	<b>Power</b>
Authority comes by virtue of position and independent of the individual.	Power is a characteristic of an individual and is independent of the position.
The superior – subordinate relation is formal.	The superior – subordinate relation is informal.
The scope of authority is limited in terms of time and space.	Power is not limited by time and space.
Has limited capacity to reward and punish.	Has no limits on rewards and punishment as it is individually defined.
It provides a basis for justice and equality.	It fails on the criteria of equality of treatment.

## Power and leadership

- Leader focus on the downward influence on their subordinates.
- Different styles of leadership correspond with different power strategies.
- Dependency by subordinates used to influence the authoritarian leaders
- Dependency as well as personalized relationship influence nurturing and task – oriented leaders.
- Leaders who believe in self control and sacrifice were neither coercive nor authoritarian.

# Politics (who gets what, when and how)

Political behavior in an organization are those activities that are not required as part of one's formal role in the organizations but that influence or attempt to influence, the distribution of advantages and disadvantages within the organization.

- **Reasons for political behavior**

1. Personality factors
2. Organizational factors (culture, goal, structure, resources, personal policies and decision making)
3. Environmental factors

- **Political strategies used in political behavior**

1. Impression management (promotion enhancement and demolition prevention)
2. Extra role relationship (flattering, create goodwill, over friendly)
3. Coalitions (trade union, tie – ups, alliances)
4. Bargaining
5. Outside consultants

- **Machiavellianism**

# MODULE 4

# ORGANIZATION STRUCTURE

- Organizations are described as systems developed to achieve some goals.

- How do these organizations coordinate and control the activities of their employees to achieve their goals?



- Linked to the concept of organization structure



# ORGANIZATION STRUCTURE - Functions

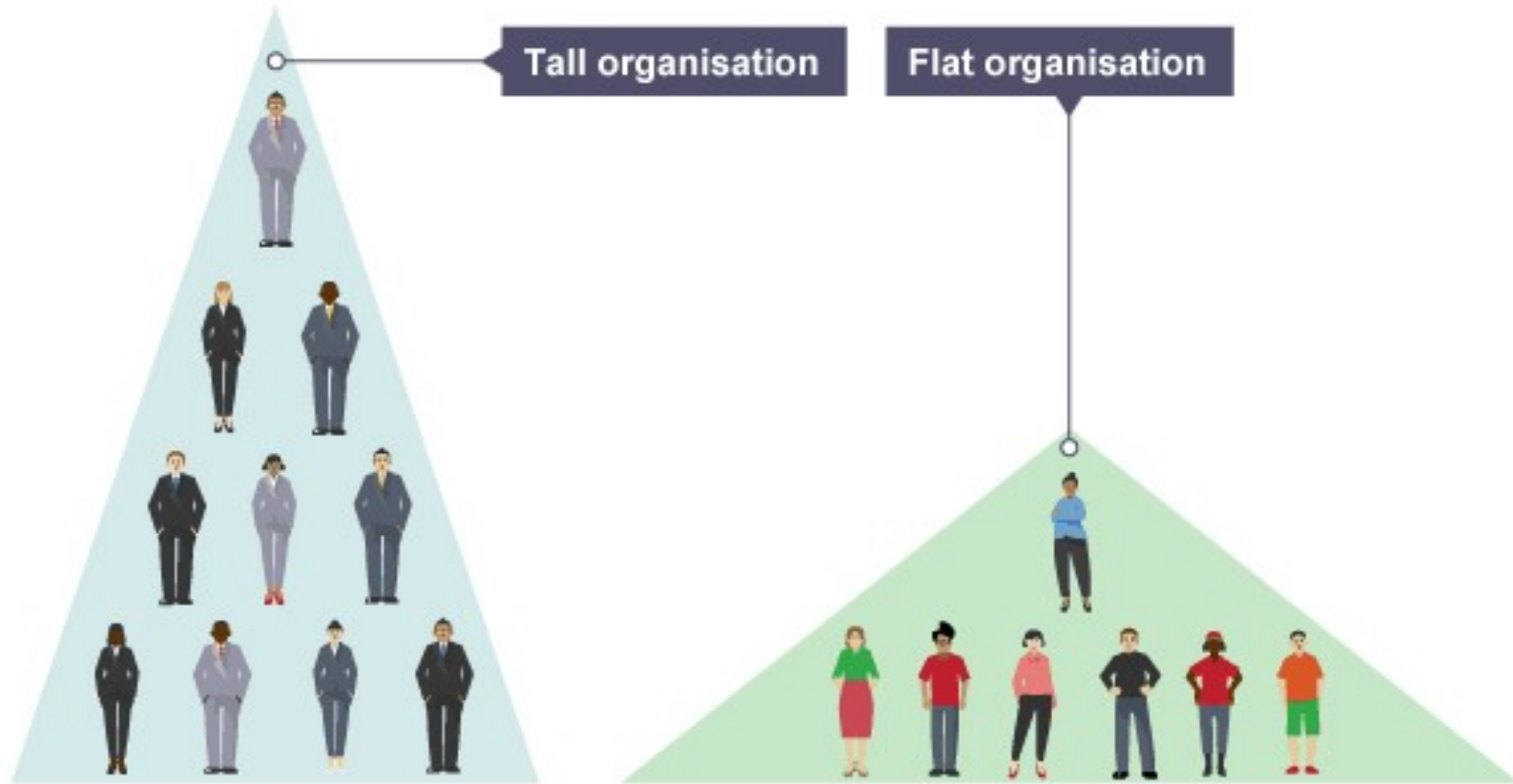
Allocate responsibilities

Designates reporting relationship

Legitimizes authority to reward and punishment

Ensure smooth flow of communication

Dealing with external and internal uncertainties



Courtesy: <http://christophersrevision.weebly.com/organising-staff.html>

# ORGANIZATIONAL CULTURE



**Sinha 2000 suggest that culture consists of totality of assumptions, beliefs, values, social systems and institutions, physical artifacts and behaviour of people reflecting their desire to maintain continuity as well as to adapt to external demands**

---

# **FUNCTIONS**

## **OF ORGANIZATIONAL CULTURE**

---

**Culture supplements rational management**

---

**Culture facilitates induction and socialization**

---

**Culture promotes code of conduct**

---

**Subcultures contribute to organisational diversity**

---



The culture of a company determines how employees should behave themselves within the company

# ORGANIZATION CLIMATE

- The features of an organization that influence employees' performance in the workplace based on their perceptions of the organization are referred to as organizational climate.
- Organizational climate is like using barometer to measure the employee's sentiment about their employers' policies and procedures

# CULTURE Vs CLIMATE

- Organizational culture refers to the rules, values, and behaviour embraced by employees inside the organization, whereas organizational climate refers to the atmosphere formed by the culture.
- The culture and atmosphere of an organization differ from one organization to another

# LEWIN'S THREE STEP MODEL TO CHANGE

- Developed by Kurt Lewin.
- Known as the Planned Approach to Organizational Change





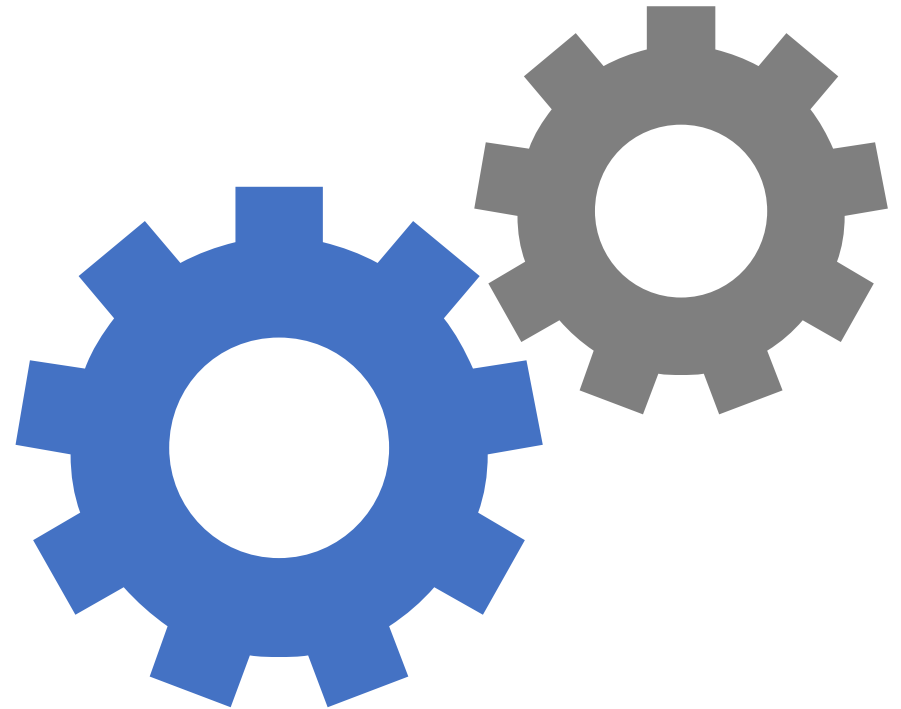
# ORGANIZATIONAL DEVELOPMENT INTERVENTION (OD INTERVENTION)

- It is a planned intervention to improve the efficiency with which a company operates, hence ensuring employee well-being.
- A single organization or consultant cannot use all the interventions.
- It is selected based on the need or requirement



# IMPORTANT OD INTERVENTION

- **Survey feedback –**
- **Process consultation**
- **Managerial grid**
- **Management by objectives (MBO)**
- **Sensitivity training**
- **Job enrichment**



# MODULE 5

# EMPLOYEE PROFILING

- ✓ A way for identifying the best candidates for a specific job profile during the hiring process.
- ✓ Can be used with both new and existing personnel.
- ✓ The evaluation procedure must be fair and unprejudiced in order for the personnel profiling process to be successful.



Courtesy: <https://www.leadliaison.com/best-practices/customer-profiling-for-deeper-advertising/>

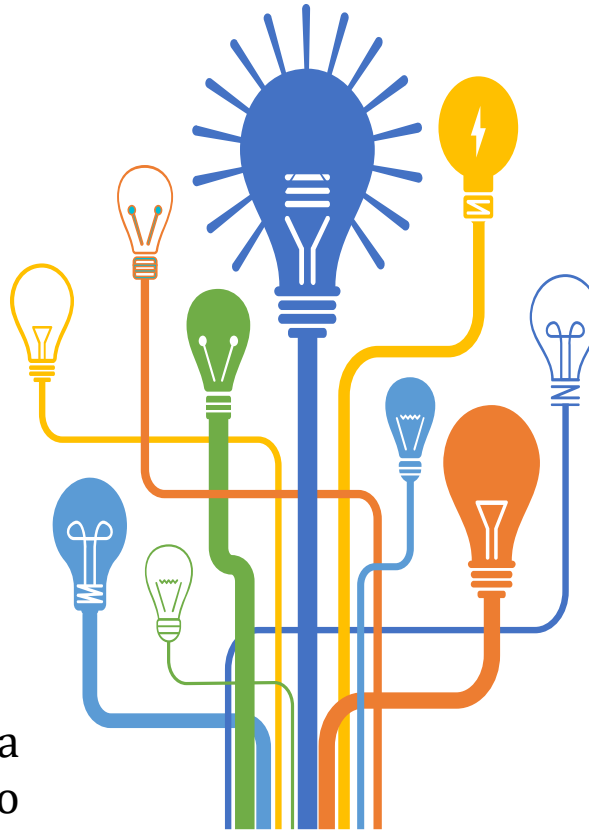
# TOOLS FOR EMPLOYEE PROFILING PROCESS

## Psychometric test

- used to determine a candidate's personality and mental ability.
- To assess a candidate's cognitive abilities to see if they fulfil the job specifications.
- To figure out if the candidates will get along with their coworkers.

## Personality test

- To rate oneself
- To put the candidate in a situation and asking them to respond.



## Social media profiling

- Many recruiters find it easier to learn more about a prospect by looking at his or her social media profiles.
- However, there may be issues with privacy invasion if this profiling method is used.



**How can  
we adopt  
employee  
profiling?**

---

Know one's role and what it requires

---

Examine the internal team to see if any matches exist

---

Post the job requirement on websites where job posting is done.

---

Develop a web-based assessment test

---

Arrange an interview

---

# CONSUMER PROFILING

- What is consumer profiling?
- Why should you use consumer profiling to understand your customers?
- What types of consumer profiling are there?
- Demographic profiling
- Geographic profiling
- Psychographic profiling
- Behavioural profiling
- What can you do with your consumer profiling insights?

# BENEFIT FROM GLOBALISATION

- By competing in the global market, businesses can offer low-cost benefits.
- A new career outlook
- Skills and technology transformation
- Positive developments in the mindsets of people from many countries
- New investment prospects



# OPPORTUNITIES FROM GLOBALISATION



**Increased  
foreign  
assignments**

A



**Working with  
people from  
different  
cultures**

B



**Overseeing  
movement of  
jobs to  
countries with  
low-cost labour**

C



**Adapting to  
differing culture  
and regulatory  
norms**

D

---

## **Advantages of Information Technology in the workplace**

Ease in communication

---

Increase in efficiency in the workplace

---

Economic efficiency and reduction in cost

---

Competitive advantage over rivals

---

Impact in the operational costs

---

Able to secure sensitive information

---

IT promotes innovation

---

---

## **Limitations for depending on information technology**

Increasing reliance on technology might result in high expenditures associated with using the most up-to-date technology (especially for small businesses)

---

Greater likelihood of job losses

---

Closure of high street stores in favour of online company poses a security risk in terms of data and fraud, necessitating constant updates, which might cause all corporate operations to halt instantly.

---

# HOW TO PROMOTE DIVERSITY AND INCLUSION IN THE WORKPLACE

- ❖ To be aware of unconscious bias
- ❖ To communicate the importance of managing bias
- ❖ To promote equity in pay
- ❖ To develop strategic training programme
- ❖ To acknowledge holidays of all culture
- ❖ To make it easy for people to participate in employee resource groups
- ❖ To mix up the teams
- ❖ To facilitate feedback
- ❖ To assess the company policies
- ❖ To be able to track progress over extended periods of time

# WORKPLACE GENDER ISSUES



- Workplace gender issues can take different forms.
- Unequal compensation, disparities in promotions, occurrences of sexual harassment, and racism are all examples of gender inequality in the workplace.
- It often manifests itself in understated ways, such as less options in career for mothers and a higher rate of burnout among women.
- The income disparity between men and women is likely the most well-known example.
- Gender balance on boards and in executive positions is substantially unequal between men and women, with an even greater imbalance when it comes to women in top-level positions

# WORKPLACE GENDER ISSUES

- Women also report higher levels of workplace harassment and gender-based discrimination. These disparities have immediate and indirect consequences for an organization's financial security, safety, growth, and well-being.
- According to research study, workplace inequality has an impact not only on individuals but also on company's productivity and profitability.
- Companies with more female representation on executive teams are more likely to be profitable. Despite the significant motivation to address the issue, workplace gender inequity continues
- Understanding why there is gender disparity can help to reduce stereotypes, close the salary gap, and achieve an equal distribution of men and women in leadership roles

# CAUSE OF WORKPLACE GENDER ISSUES

- Gender disparity in the workplace is a multifaceted phenomena that can be found in the structures, procedures, and practises of companies.
- Human resources (HR) practises are where some of the most damaging gender inequities are imposed for women because HR practises (i.e., policies, decision-making, and implementation) have an impact on women's hiring, training, remuneration, and advancement
- According to the Global Gender Gap Report 2021, achieving gender equality will take another 100 years at the current rate of advancement.
- Economic downturns, based on historical experience, not only disproportionately hurt women, but also cause gender equality issues to drop off governmental and business agendas.
- Women make up 39% of the worldwide workforce, yet they account for 54% of employment losses as of May 2020

# CAUSE OF WORKPLACE GENDER ISSUES

- Women are over-represented in industries that are hardest hit by the pandemic, like as hospitality and food services, compounding disparities.
- Because of the linkages of gender with colour, ethnicity, religion, class, ability, sexuality, and other identification markers, these inequities disproportionately affect particular groups of women.
- By 2020, the conversation has changed away from gender diversity and toward diversity and inclusion in general.
- However, organisations and investors have struggled to quantify their performance and consistently find gaps in the domain due to a lack of data on other diversity metrics and how they intersect with gender.
- As a result, the majority of large-scale corporate and financial projects continue to use traditional gender measures



# REASONS FOR GENDER INEQUALITY

- Uneven access to education
- Lack of employment equality
- Job segregation
- Lack of legal protection
- Lack of bodily autonomy
- Poor medical care
- Lack of religious freedom
- Lack of political representation
- Racism
- Societal mindsets



**Employee engagement** refers to an employee's level of dedication and connection with their company and its principles.

An engaged employee understands the business environment and collaborates with co-workers to improve job performance for the benefit of the company.

The company must work to foster and develop employee engagement, which necessitates a two-way interaction between the employer and the employee.'

As a result, employee engagement is a metric that measures an employees' connection to the company.

Source:

<http://www.servicebrandglobal.com/building-better-employee-engagement/>

<https://www.ricotta.team/blog/employee-engagement-activities>

Dr. T. Rocky Devi/ Management studies/ BSA Crescent

# CHALLENGES OF EMPLOYEE ENGAGEMENT



- Communication gap among the employees and the management.
- Lack of commitment from the top management
- Lack of work-life balance
- Lack of growth and recognition



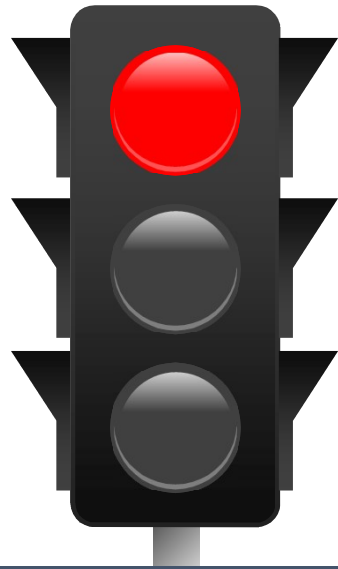
**Employee engagement** refers to how enthusiastic level of employees towards their jobs and how devoted they are to the company.

Employees who are emotionally invested care about their work and their organization.

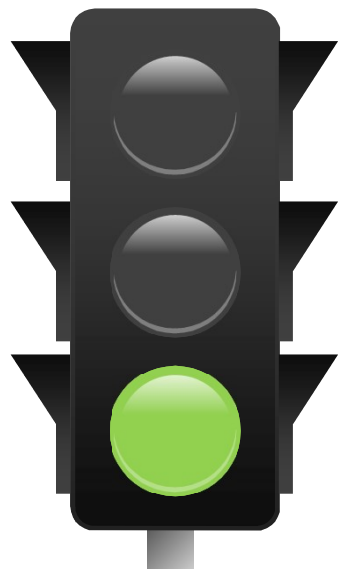
If an employee is completely involved in his work or is encouraged to go above and beyond what is anticipated in his professional role, it is termed as highly engaged.

These employees don't work for a paycheck or the next promotion; instead, they strive to achieve the organization's objectives.

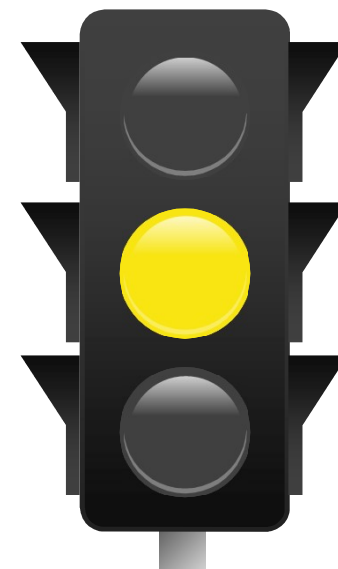
# TYPES OF EMPLOYEE ENGAGEMENT



**ACTIVELY  
DISENGAGED**  
(disseminate negativity  
inside the organization)



**ACTIVELY ENGAGED**  
(emotionally attached  
to the organization)



**NOT ENGAGED**  
(perform what is  
required of them)

# EMPLOYEE ENGAGEMENT



Employee's immediate supervisor's actions can make or break their degree of engagement

**Disengage if they believe their manager is too controlling or micromanages their job**

The length of an employee's tenure is mostly determined by the relationship with a manager, according to a 25-year study by the Gallup organization

# ASSUMPTIONS FOR GENDER INEQUALITY

## **Women are only meant to be mothers**

- Both men and women are harmed by the notion that women are only suited for childcare or general society care, while males are always assumed to be the breadwinners.
- It creates an impression of gender imbalance.
- This has an impact on how spouses see one other, which in turn has an effect on how children see both parents. Beginning in 1948, a series of judicial cases instilled this notion

## **REASON FOR LEAVING JOB**

- 1. Salary is insufficient (Note: According to Robert Half's Job Optimism Survey, 65 percent of workers say a raise in pay is the primary reason they're looking for a new job.)**
- 2. A non-competitive perks and benefits package**
- 3. Overworked and/or feeling unsupported**
- 4. Career growth is limited.**
- 5. A greater work-life balance is not there.**
- 6. Lack of acknowledgement**
- 7. Boredom**
- 8. Concerns about the company's direction or financial health dissatisfaction with management**
- 9. Discontent with the company's culture**
- 10. Desire to make a difference**
- 11. Other companies providing more interesting career options**



# EMPLOYEE RETENTION STRATEGIES

1. Onboarding & Orientation
2. Mentorship Programme
3. Compensation for employees
4. Providing perks
5. Wellness services
6. Communication
7. Performance Evaluation



# EMPLOYEE RETENTION STRATEGIES

**8. Development and Training**

**9. Systems for reward and recognition**

**10. Work-life Balance**

**11. Adaptable Work arrangements**

**12. Change Management**

**13. Focus on Collaboration**

**14. Highlighting important accomplishments**



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**Factors which  
can help  
employees to  
attain the full  
productivity**

**Employee well-being**

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**Communication tools**

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**Management practices**

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**Employees well-equipped**

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**Training**

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# TALENT MANAGEMENT



Talent management (TM) is the systematic attraction, identification, development, engagement, retention, and deployment of those talents that are especially valuable to a business in order to produce sustained strategic success.

# IMPORTANCE OF TALENT MANAGEMENT



- Helps organization to be creative and successful.
- Businesses that struggle to find or keep talent have low customer satisfaction and little room for expansion.
- Performance improvement is the goal of talent management.
- Able to inspire, engage, and keep employees and hence improve performance.
- Able to develop a lasting competitive edge and outperform the competitors

# IMPORTANCE OF TALENT MANAGEMENT

Talent management helps to improve performance

It allows organization to stay competitive

It drives innovation

It helps to form productive team

It decreases turnover

It leads to strong employer branding

It motivates others to grow

# PROCESS OF TALENT MANAGEMENT

Specify what skills an organization need

Then attract the right person

Onboard and organize work

Organize learning and development

To have performance appraisals

Strategies to retain the best talent

Plan for successions

