

Managing work and people

[Business](#), [Management](#)



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Q According to the case study, the different problems or issues are primarily raised due to the management behaviour of John. He is much concerned about getting the work done quickly instead of thinking about the welfare of his employees. Moreover, there lies an absence of job description in his firm. The employees do not possess any particular job rather they work upon common jobs. As a result, there occurs huge amount of errors. In this context, one of the major problems or issues in relation to the case study is about balancing the accounts. Due to the emergence of many errors, the account balance was not attained and the employees blamed each other for the problem. Moreover, the other vital issue or problem is about an employee named Charlie who possessed substantial knowledge of computers. John does not entertain Charlie along and other employees to participate in any sort of meetings and shows minimum interest towards their opinions. It has been observed in the case study that once John was talking over phone with corporate headquarters and there he referred Charlie as a kid. Instead of recognising the talents as well as supporting Charlie about his performances, John often ignored him and thus reduced his motivation towards the work as well as the firm. Another problem which has been observed in the case study is regarding another employee named Betty whose ultimate function in the firm is to type invoices which she did not like at all rather she preferred working with digits and numbers. John had given her a completely different idea about her job responsibilities initially. As a result, she failed to provide proper attention on her duties. In this context, John stated that as the firm does not possess any sort of computerised

operational functions, Betty had to type invoices instead of looking after the section of accounts. Q. 2. The above discussed problems or issues can be solved by using various significant theories, concepts and approaches that are associated with the learning of organisational behaviour. The vital concepts or theories in relation to the study of organisational behaviour include the conception of leadership, facets of employee motivation, decision making and conflict management. The various problems or issues that have been recognised in the case study could be solved by applying the leadership theory. In this regard, leadership is described as a phenomenon through which an individual e. g. a leader of an organisation influences others and controls the entire organisation in order to attain its expected business objectives. The four factors of leadership that comprise the business situation, communication, follower as well as leader might play an imperative part in solving the different problems that are identified in the case study. The factor of employee motivation can also be viewed as a significant contributory factor in order to resolve the various observed problems. The aspect of employee motivation is considered to be a crucial factor towards the failure or success of an organisation. It can be stated that without possessing a motivated working personnel, the productivity, profits, deliverance of superior quality service to the customers suffer considerably. The other important approach is about effective decision-making. The concept of decision-making is often regarded as recognising as well as picking the finest alternatives on the basis of the preferences and the values of the decision maker. The aspect of conflict management is regarded as a crucial factor that might help to resolve the issues that have been identified

in the case study. The idea of conflict management is principally defined as an effective planning method that helps the business organisations to avoid as well as to resolve any sort of conflict that arises while performing their business operations. In relation to the case study, the management behaviour of John made its few employees like Betty and Charlie to leave the firm due to the emergence of conflicts. The conflicts happened because the behavioural and the working preferences of Betty and Charlie did not match with John that ultimately led them towards quitting the job (Kondalkar, 2007). Q. 3. The identified problems or issues in the case study can be resolved by following certain important mechanisms. In lieu of the case study, it can be stated that John should focus upon his leadership style by providing more concern towards the welfare of the employees rather than accomplishing the jobs quickly. Moreover, John should also motivate his employees by making them actively participate while taking any sort of important business decisions or through offering attractive monetary rewards and incentives. He should discuss and take valuable advice about any matter from his employees and make effective decisions on the basis of their valid perspectives. In addition, John must possess a clear understanding about the notion of conflict management in order to resolve any sort of conflicts that can arise within his firm in due course of time. Additionally, John should focus upon the needs of his employees along with the requirements of the organization. This particular action of John would assist him to resolve any sort of conflicts that may arise in his firm and also may prevent the employees like Betty and Charlie from quitting the firm by a

certain extent. Reference Kondalkar, V. G., 2007. Organizational Behaviour. New Age International (P) Ltd., Publishers.