

MICRO – MANAGEMENT

Week 1 – Introduction and Contrasting Management Approaches

1. The four principles of Scientific Management (by Frederick Taylor)

- Job Design:
 - Managers should design jobs efficiently, specifying precisely every element of the job – setting one best way to do the job. (standardisation of tasks)
- Human Resource Management
 - Managers should select, train, teach and develop employees
- Performance Management
 - Managers are responsible for ensuring all work is done according to specifications – workers are paid according to output.
- Development of Management Profession
 - Division of labour should be based on expertise.
 - Managerial authority over workers should be based on scientific impartiality (fair – mindedness).

The Hawthorne studies –

- Originally looked at the impact of working environment on productivity. Then researchers began to notice a number of important social factors that impacted productivity.
- Findings include:
 - Despite the isolating effects of standardisation and the increasing technical division of labor, work remains a group activity.
 - As a result of their need for recognition, security and sense of belonging, workers will gravitate toward informal groups, whether formal work organisation reflects this or not.
 - An informal group exercises a strong form of social control over the work habits and attitudes of its members.
 - Managers should recognise the impact of these informal groups in exerting an influence on productivity (peer pressure) (e.g., “chiselers” and “ratebusters”).
 - Organisations should seek to ensure a good “fit” between informal groups and formal work structures.

2. Elton Mayo’s Human Relations theory.

- One of the main considerations of OB is the quality of the employee’s working life.
- Importantly, social aspects of work have a major impact on a person’s quality of working life.

- Often informal social networks do not align with formal organisational structures, which can lead to serious problems
 - OB has become increasingly interested in the norms, values, and social mores that influence behaviour.
 - The rise of the “Corporate Culture” Movement.
 - The rise of **TEAMWORK** as an attempt to improve quality of work life **AND** align formal organisational structures with informal social structures.
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Week 2 – Teams and Leadership

A. What Happens when People Gather in Groups?

(i) Why is Teamwork Important / Advantages of Teamwork:

- It is more productive (the creation of **SYNERGY**)
 - Bottom up approach
 - Team leads and manage themselves
- It improves team members’ quality of working life (teams are more productive than individuals)
 - Members can keep tabs on each other
- It improves an organisation’s problem solving capabilities (makes organisation more effective; increases POV and solutions for problems)
 - More efficient because people can take the initiative on what to do.
- Working in groups is a more “natural” form of organisation
- Groups can satisfy important needs (social affiliation, recognition, etc.)
- Groups can create a social setting where we can exert influence on others. (good or bad, e.g. bribery)

(ii) Group Dynamics

- Is when two or more people acting independently to achieve a common objective.
- The strength of the interaction within the group depends on:
 - Common objective
 - Strength of the objective
 - Nature / context it takes place
 - Business, religion, etc.
 - Temperament / social skills of the group members

- Background, etc.

(iii) Discipline in Groups

- Groups can be two types:
 - **Formal**: intentionally created by organisations to achieve an objective set by the company.
 - **Informal**: can emerge spontaneously and reflect the common interest of their members.
 - Their goals may not be aligned with the organisation (subversions)
 - We need to make sure both groups' objective is aligned with the purpose of the organisation.
- How group membership influences behaviour: Conduct + Values + Identity + Influence = Discipline
 - Conduct: internal – includes self-control – to control others and ourselves
 - Values: Is what we hold important (why do we try to influence others? This is because we are pursuing a set of behavior that is consistent with our values.
 - Identity: the kind of things we value shows what kind of person we are.
 - Through social interactions with others, we acquire beliefs, attitudes, values and characteristics.
 - Who we associate with has a crucial impact on our sense of identity.
 - Influence: we try to influence others to agree with our beliefs
 - Discipline: a form of practice, a way of doing things – governing our behavior and the behavior of others.

B. Why a Team isn't just a Group of People?

(i) **Group** is two or more individuals who are interdependent in their accomplishments and may or may not work in the same department. A **Team** works together and shares in the outcome, while a **group** is more independent of each other.

- The Dynamics of Team Development
 - Teams are dynamic, they form and disband.
 - Team development is how a diverse group of people come together to establish a common purpose.
 - Disciplinary affects how the team develop (how they interact and how they set their values and common purpose)
 - How members teach values and norms to new team members.

(ii) In teamwork there is two generic types of team activities:

- Task: is when the team is focuses / is working at the task at hand
- Maintenance: when the team is working on itself: building common purpose, building task – to make sure the team is an effective team.

(iii) Tuckman's five stages of group development

GROUP DEVELOPMENT THEORIES:

1. Tuckman's Five Stage Model:

- Tuckman's group development model argues that teams need to go through a number of necessary and inevitable phases in order for the team to grow, to face up to challenges, to tackle problems, to find solutions, to plan work, and to deliver results.
 - Forming: Members get to know each other and seek to establish ground rules
 - Storming: Members start to resist control by group leaders and show hostility (disagreement).
 - Norming: members work together, developing close relationships and feelings of camaraderie. – this is the stage when team develops a common purpose and a sense of cohesion (unity).
 - Agree on roles
 - Performing: Group members work toward getting their jobs done.
 - Adjourning: Groups disband, either after meeting their goals or because members leave.
- These stages can also be seen as an uphill transition from independence, to interdependence, and return to independence.
 - Or a transition from I to We

2. Gersick's Punctuated Equilibrium Model

- Gersick's Punctuated equilibrium model of group development proposes that if groups have a specific deadline for a problem-solving task, they may follow a different development sequence. It states that time pressure affects group development and performance.
- This model is used when there is not enough time to go through Tuckman's model.
- Gersick's group development model is divided into three phases:
 - **Phase 1 - Critical first meeting:** a framework of behavioural patterns and assumptions through which a group approaches its project emerges in its first meeting, and the group stays with that framework through the first half of its life. Teams may show little visible progress during this time because members may be unable to perceive a use for the information they are generating until they revise the initial framework.
 - **Midpoint transition:** At their calendar midpoints, groups experience transitions-paradigmatic shifts in their approaches to their work, enabling them to capitalize on the gradual learning they have done and make significant advances. This transition may consolidate previously acquired information or even mark a completely new approach, but it crystallizes the group's activities for Phase 2
 - **Phase 2 - Rush to task completion/deadline:** for better or worse, decisions and approaches adopted at the midpoint get played out in Phase 2. At completion, when a team makes a final effort to satisfy outside expectations, it experiences the positive and negative consequences of past choices.

3. Barry's Distributed Leadership Theory

- The model states that leadership qualities are unlikely to be found in one person, and must be shared throughout the team. There can be multiple leaders assuming a complementary leadership role. Different kinds of teams require different kinds of leadership at different times.
- Barry suggests that there are four main leadership roles required for a self-managed team to function efficiently and effectively:

- **Envisioning:** creates strong vision of the purpose of the team (task and maintenance).
- **Organising:** structured view of the situations, such as details, deadlines (task and maintenance).
- **Spanning:** network and gathering information (task and maintenance).
- **Social:** conflict resolution, “surfacing” problems (maintenance).

Team Phase (Tuckman's Stage)	What the Team is Doing	What Kind of Leadership is required
Phase 1 ("Forming")	<ul style="list-style-type: none"> • Getting to know each other • Asking, what resources do we have? • Asking, what are our goals? • Asking, are our goals realistic? 	<ul style="list-style-type: none"> • SOCIAL • SPANNING • ENVISIONING • ORGANIZING & SPANNING
Phase 2 ("Storming")	<ul style="list-style-type: none"> • Identifying sources of conflict • Creating a division of labour/plan of action • Getting external help/resources 	<ul style="list-style-type: none"> • SOCIAL & ENVISIONING • ORGANIZING • SPANNING
Phase 3 ("Norming")	<ul style="list-style-type: none"> • Refining/re-establishing team goals • Enforcing team discipline • Convincing outsiders the team is working • Maintaining team cohesion & commitment 	<ul style="list-style-type: none"> • ORGANIZING • ORGANIZING • SPANNING • SOCIAL
Phase 4 ("Performing")	<ul style="list-style-type: none"> • Completion of project • Maintaining effort • Presenting finished project to outsiders • Disbanding the team 	<ul style="list-style-type: none"> • ORGANIZING • SOCIAL & ENVISIONING • SPANNING • SOCIAL

Extra Theory:

- Limitations to Teamwork / Consequences of Cohesiveness:
 - Groupthink: mode of thinking in which the desire for harmony or conformity in the group results in an irrational or dysfunctional decision-making outcome;
 - Social Loafing: tendency to withhold physical or intellectual effort when performing a group task. It tends to be unconscious and can have demotivating effects on the rest of the team;
 - Free Riding: people lower their effort to get a free ride at the expense of their fellow group members. It tends deliberate.
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