

Lecture 1: Contrasting Management Approaches

- Organisational Behaviour
 - Studies the impact of individuals, groups and structures on behaviour within organisations
- Importance of OB
 - Organizations are a defining feature of the modern world and We all exist in an organisation.
 - We will all enter management roles
 - Helps us work more effectively
- Scale of management
 - Micro, individuals
 - Meso, groups / teams
 - Macro, social structures
- Organisation
 - Formal organisation (the public and observable part of organisation)
 - Organisation chart
 - Span of control
 - Policies and procedures
 - Mission statement
 - Job definition and descriptions
 - Production efficiency and effectiveness measures
 - Informal organisation (it determines what an organisation is and how effective it is)
 - Relationship with people
 - Informal leaders
 - Group norms and sentiments
 - Prestige and power structures
 - Personal and group goals and perceptions
- Scientific management
 - F.W Taylor (1856-1915) was an engineer and manager
 - He thinks that workers could not work hard enough and if they had too much control of their work, they won't do a good job as human is lazy and greedy.
 - He argued that if we analyse work processes from engineering point of view, we can work out on one best way to do the work scientifically. As long as every worker follow the one best way, they will be efficient in doing their job
 - Four principals
 - Job design
 - Every element of work must be specified and job must be design efficiently
 - Human resource management
 - Manager should scientifically select train and develop employees
 - Performance management
 - Manager should ensure all work is done well
 - Workers are paid according to output as they are greedy and motivated by payment
 - Development of management profession
 - Division of labour based on expertise
 - Manager is smart and well-trained authorities with scientific knowledge.
 - Manager is the brain and workers are the hands
- Taylors legacy
 - Separation of conception and execution
 - Manager plans and workers execute the job
 - Standardisation of task and deskillling
 - A job where anyone can do the job even the unskilled
 - Managerial authority is based on scientific impartiality
 - Financial reward is employee's main motivator

- Mechanistic view of organisation
 - This view an organisation as a machine and employee as interchangeable parts
 - However, this view does not see the psychological and social part of an organisation
- Human relation
 - Elton mayo (1880-1949)
 - He thinks that the “worker problem” (dissent, disobedience, strike, industrial unrest) was a result of psychological imbalance/ disturbance because Taylorism damage people psychological
 - He believes that we could improve employee happiness by making work more involving
 - The Hawthorne Studies (1924 -1932)
 - Originally looked at the impact of working environment (in this case the light intensity and temperature) on productivity
 - After spending time with employees, they realise that social factors that impacted productivity
 - Findings
 - Work is a group activity
 - People needed a sense of belonging affiliation, and security. Informal groups will always form
 - There is a social control where informal groups make sure that other employees do their job (social control)
 - Managers should recognise the impact of informal groups and their influence on productivity such as “chiselers” and “ratebuster”. Groups quickens chiselers and slows ratebuster down
 - Chiselers does not work very hard
 - Ratebuster, people who work too hard
 - We needed to give people a rewarding environment and ensure a good fit between informal groups and formal works.
- Elton’s legacy
 - Quality of employee’s working life must be considered if we want employees to be effective
 - Social aspects of work have a major impact on a person’s quality of working life
 - It is necessary to design organisational structure that promotes teamwork
 - The rise of corporate culture
 - The rise of teamwork

Lecture 2: Teams and leadership

- Team
 - Groups of two or more people who interact and influence one another in order to achieve their common goals
 - The strength of the interaction depends on the nature of the objective, context in which it takes place, and social skill of the members
 - It is a dynamic social setting
 - They form and disband
 - Their membership changes
 - Members have diverse backgrounds, etc.
- Type of group activities
 - Task
 - Activities where the team focuses its effort on the job at hand
 - Maintenance
 - Activities where the team is working on its own internal processes