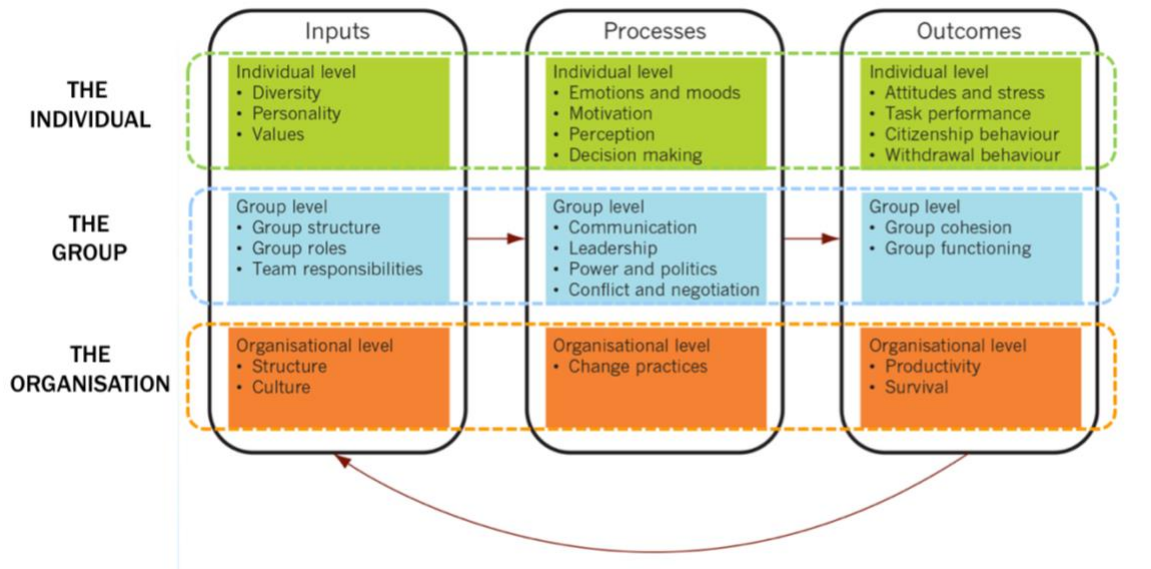


MGMT 1135 Notes

WEEK 1 – Introduction & Research Methods

OB is the study of what people think, feel, do in and around organisations.

EXHIBIT 1.4 A basic OB model



Hawthorne Studies (1920s-30s) – people do not work for any single outcome, they are **poly-motivated**; social, emotional, and other outcomes – intangibles – are as important to them as work itself, production, or efficiency.

SOURCES OF KNOWLEDGE

Knowledge by experience	It happened to me	It might have been chance or coincidence. Our perception, memory and interpretation of what happened are limited.
Knowledge by intuition	I feel it is true	Intuitions are not always correct. Our intuitions can only be based on a limited amount of information we receive about the events in the world around us. We may be subject to biases and errors. Cannot apply to solve very complicated problems.
Knowledge by tradition	It has always been true	Traditional knowledge differs between cultures. Traditions change over time. Traditions can be manipulated. Tradition truisms can be contradictory (e.g. “Birds of a feather flock together” vs “Opposites attract”).
Knowledge by listening to authoritative sources	An ‘expert’ says it is true	Authorities are not always well informed. Which authority do you choose? Climate change scientists vs climate change sceptics. Vaccination supporters vs vaccination opposers.

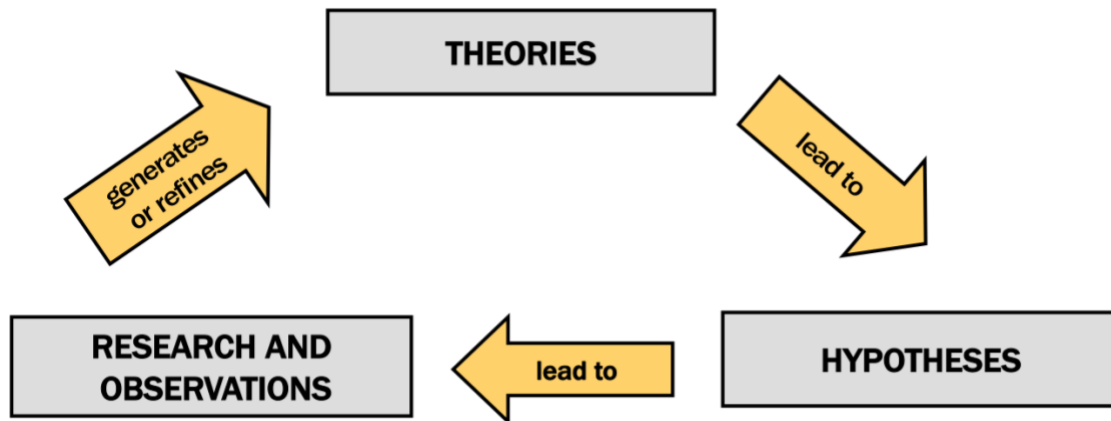
Casual benchmarking: Business decisions based on what others seem to be doing

EVIDENCE-BASED MANAGEMENT

Why isn't it more popular? Using data changes the power dynamic, people don't want to hear the truth, people don't believe the evidence.

Empirical Research = based on data and careful study

THE SCIENTIFIC METHOD



THEORY: Set of propositions that describe inter-relationships among several concepts (constructs).

It builds on:

- Prior scientific work (including previous theories have been shown to be inaccurate or limited)
- Observations
- Folk wisdom

It should be simple, coherent, and testable

Two types of possible relationships between constructs:

- Correlation
- Causation

HYPOTHESIS: A scientific, testable statement explaining the conditions under which something occurs (derived from theory).

Example (theory): Fatty, greasy foods are linked to obesity and poor health.

Example (hypothesis): Eating at McDonalds for a month will lead to weight gain and increased cholesterol levels.

MEASUREMENT OF VARIABLES

Subjective measures (observation or scales)

- By researcher – overt/covert (surveillance equipment, “participant observation”, etc.)
- By other (“other-report” measures) – by supervisor, co-workers, subordinates, etc.
- By participant him/herself (“self-report” measures) – surveys (beware of faking – good or bad)

Objective measures

- Quantity – number of cars produced per hour
- Quality – number of errors made per week