MGMT 20001
ORGANISATIONAL BEHAVIOUR EXAM NOTES

Lecture 1 (Management approaches)

| Scientific Management (Taylor)	Humans Relation (Elton)

4 principles explaining how people should be managed at work for maximum efficiency
1. Job Design
    ○ Managers should design job efficiently, specifying precisely every element of an employee's work
2. Human Resource Management
    ○ Managers should select, train, teach and develop employees
3. Performance management
    ○ Managers should be responsible for ensuring all work is done according to their specifications. Workers are paid according to output
4. Development of management profession
    ○ Division of labour should be based on expertise. Managerial authority over workers should be based on scientific impartiality.
	Hawthorne Studies:
	Impact on productivity
	1. Despite isolating effects of standardization and the increasing technical division of labour, work remains group activity
	2. Need for recognition, security and sense of belonging, workers will gravitate towards informal groups
	3. Informal group exercises strong form of social control over work habits and attitudes of its members
	4. Managers should recognise impact of informal groups
	Organisations should seek to ensure good 'fit' between informal groups and formal work structure

Separation of conception and execution (managers 'think' and workers 'do')	Workers and managers make decisions together
Management are responsible for designing and controlling production, with very strict management control – there is only "one best way" to do the task	Workers enjoy a degree of control over how they do their work
Financial reward- employee's main motivation	
Plays down psychological & social aspects of organization (eg job satisfaction)	
Standardization of tasks, deskilling: Design production processes and jobs to be as simple as possible so that they require minimum skill - each person engages in one simple, repetitive task and passes the piece down the "assembly line"	Workers undertake a variety of different tasks to complete a whole piece of work
Efficacy-focused	Sought to improve employee happiness by making work more involving and by recognizing its social nature

Conduct + values + identity + influence = discipline

Informal groups: backbone of social network, stress reducing capability (eg friends you meet for lunch)

Task activities	*Maintenance activities*
team focuses its efforts on job at hand	Team is working on its own internal processes

Tuckman's 5 stage model
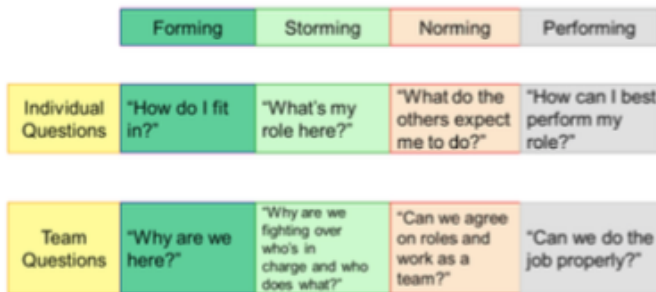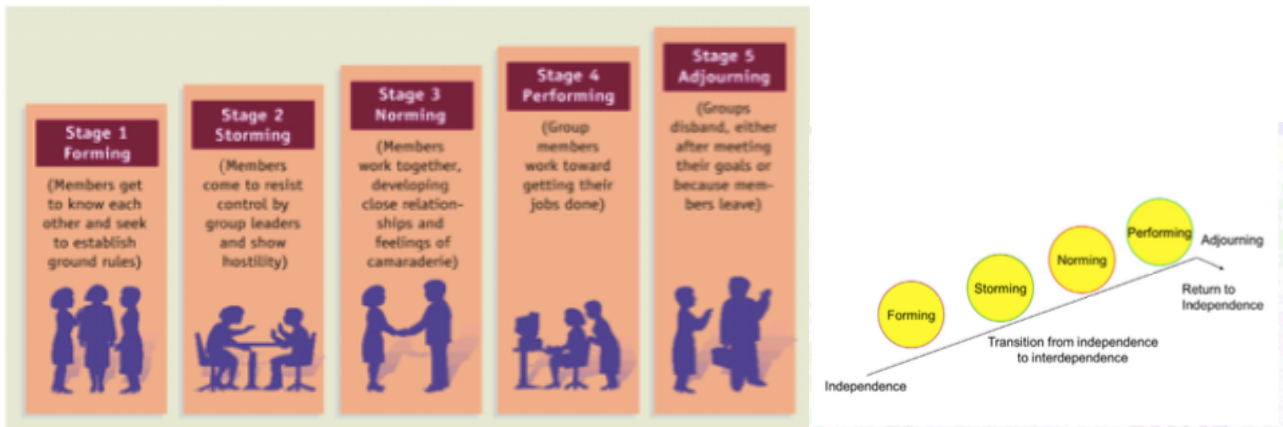
Self-directed learning task: *Gersick's Punctuated Equilibrium Model*
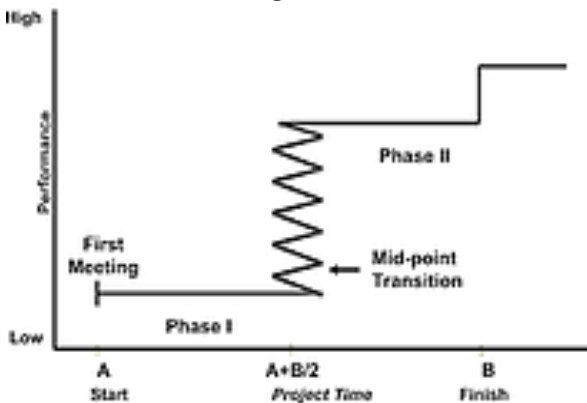
Group think (negative)- *tendency of highly cohesive groups to value consensus at the price of decision quality*

1. Feeling of invulnerability creates excessive optimism and encourages risk taking
2. Discounting warnings that might challenge assumptions
3. Unquestioned belief that the team is on the right track, causing members to ignore consequences of actions
4. Stereotyped views of outsiders
5. Pressure to conform placed on members who disagree
6. Shutting down ideas that deviate from apparent team consensus
7. Illusion of unanimity with regard to going along with the team
8. 'Mindguards'- self-appointing members who shield team from dissenting opinions

Social loafing	*Free riding*
Unconscious	Conscious/deliberate
Problem that occurs when people exert less effort when working in teams	Taking advantage of teammates to reduce effort without paying financial penalty
Less prevalent when task is interesting or when team objective is important	

Collective work product: difficult to measure an individual's marginal contribution to team's productivity -> no incentive for individual to maximise effort because any increase in contributions may not be rewarded -> lead to situation where everyone in team decides its not worth working at full capacity

Task interdependence: extent to which team members share info to perfom their job (higher better)

Idea team size: 5-7 members

Distributed leadership

4 types of leadership for team to be successful
1. **Envisioning**- creating strong vision of purpose of team that can easily be translated into set of values **(task & maintenance)**
2. **Organizing**- providing structure through focus on details, deadlines & maintenance **(task & maintenance)**
3. **Spanning**- networking, gathering info, championing team, dealing with outsiders, preventing team from becoming isolated, coordinate team's activities with rest of organization **(task & maintenance)**
4. **Social**- negotiation, conflict resolution, "surfacing" problems, confronting anti-social behaviours **(maintenance)**