WEEK 1 TAYLOR VS MAYO

❖ 'Scientific Management' and 'Human Relations'

	Scientific Management (Taylor)	Human Relations (Mayo)
Principles of 'Scientific Management' (1911) / Important Findings of the Hawthorne Studies (1924-1932)	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 ensure all work is done according to their specifications. Workers are paid according to output (motivate employees) 4. Development of Management Profession: A division of labour should be based on expertise.	1. Despite the isolating effects of standardisation and the increasing technical division of labor, work remains a group activity 2. Workers will gravitate toward informal groups, as a result of their need for recognition, security and sense of belonging 3. An informal group exercises a strong form of social control over the work habits and attitudes of its members 4. Managers should recognise the impact of these informal groups in exerting an influence on productivity (e.g. chiselers, ratebusters) 5. Organisations should seek to ensure a good 'fit' between informal groups and formal work structure
Enduring Legacy	• The separation of conception and execution (Managers 'think' = brain ; Workers 'do' = body) • Standardisation of tasks; deskilling • The believe that managerial authority is based on scientific impartiality (science solve problem) • Financial reward is the employee's main motivator (money) • A 'mechanistic' view of the organisation (ppl as interchangeable parts <=> org as machine) • LIMITATION: plays down the psychological & social aspects of organisation (e.g. job satisfaction, social affiliation)	• The quality of the employee's working life • 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 structure

	Scientific Management (Taylor)	Human Relations (Mayo)
Key Features (tutorial)	▶ Design production processes and jobs to be as simple as possible so that they require minimum skill (pay people less as they're doing simple task) – this usually means each person engages in one simple, repetitive task (easy to train / replace) and passes the piece down the "assembly line" (line-work flows through and people don't get to process till the final product) ▶ Management are responsible for designing and controlling production (Separation of execution and conception), with very strict management control - there is only 'one best way' to do the task (Simplified task) ▶ Managers tell worker exactly what to do and workers do as they are told ▶ The focus is purely on efficiency (lower training cost)	▶ Human relations approach values worker attitudes and input (create a sense of ownership - efficient in a different way => capitalising the work that workers may do better than manager) ▶ Workers and managers make decisions together ▶ Workers undertake a variety of different tasks to complete a whole piece of work (complexity of skills <=> in contrast to scientific management where the emphasis is on a single simple task repeated over and over again) ▶ Workers enjoy a degree of control over how they do their work (more control & satisfaction from producing) ▶ Workers can see an end product form their work and feel that they are responsible for it ▶ Workers may work in groups (semi-autonomous work group / self-managing teams) that complete a whole piece of work rather than just one task (teamwork, how organisation is structured => relationship with collogues / social relationship)

★Consider both (a) efficiency and (b) worker motivation and wellbeing, in assessing the two approaches

★For & Against

Scientific Management (Pro)	Human Relations (Cons)
- The scientific management process may seem less 'chaotic' and production of the product more consistent / reliable - It is also easier to replace one worker in an 'assembly line' than it is to bring a new member into a group - A 'scientific manager' only needs to understand the task. Manager preferences - not efficiency - may be one reason the scientific management approach was so popular for so long	- Needs to also understand the people and be able to deal effectively with individual differences, decision-making, groups, etc. - this is asking much more of them

WEEK 2 Perception, Attribution Error & Decision Making

❖ Perceptions form the basis for much behaviour in organisations

- Perception: The process of organising and interpreting sensory data to make sense of your position in the environment (perception influences decision making <=> how we filter/order/make sense of the information)
  - Perceptions of reality form the basis for behaviour in most aspects of our lives (cognitive & emotional responses)
  - Perception is important in organisational setting as it informs our decisions and actions about how we relate to other people (i.e. social cognition - understand what people trying to do and respond to them)

- Theory of Mind: We have our own conception of how other people think (i.e. anticipate what other people think & respond, putting us in sb's shoes); this is NOT independent of our culture and experience (e.g. if grow up in competitive culture => expect/anticipate people have the same motivation as you; if grow up in cooperative culture => anticipate other people will corporate with you)

❖ There are constraints (psychological, physiological and social) on our perception

- Humans are good at recognising patterns from limited data (e.g. loud noise => killer, not accurate vocabularies but still can read based on the patterns in mind)
- Patterns quickly become fixed and we have difficulty seeing anything else (e.g. once we see the dog in the picture, it is difficult to shift it)
- We are not good at dealing with complexity and ambiguity
- Our background, education, and social upbringing also influence our perception of ourselves and others (e.g. picture of the hand: working class focus on details as it is closely related to them; higher class focus on abstract such as colour as it has no relation with them => education & upbringing affect interpretation of the same picture => essential for organisation as it needs to make judgement about others and perception informs potential bias)

❖ These are likely to introduce bias to our judgments about others

- Perception is important at work: In organisations, we are constantly expected to draw conclusions about why people do things (e.g. attribute motives: why are people acting like that, what is their motive, what cause poor performance); how well people did things in the past (e.g. performance management) and predict how well people will do things in the future (e.g. recruitment: rely so much on a fact through the interview, selection, promotion) => Passing judgement on others

- Attribution Theory: Humans are 'intentional', they do things for a reason / purpose, we attribute a motive to sb's behaviour (i.e. was it caused by internal / external factors)

❖ This can introduce significant problems into organisational life (e.g., performance measurement, reward, etc.)

- Bias in perception <=> Attribution Error
- The self-serving bias (selective perception)
  - Attribute our successes to internal factors & failures to external factors
  - Attribute the successes of others to external factors & their failures to internal factors
- The Halo Effect: Attributing skills based on other skills (i.e. good at something => automatically good at other things) [our general views contaminate our specific ones]
- The Contrast Effect: We don't evaluate other people in isolation (we judge, compare, contrast <=> relative e.g. stand on someone ugly so that you will be beautiful) [our reaction to a person is influenced by other persons we have recently encountered, e.g. interviewers can make distortions in any given candidate's evaluation as a result of his or her place in the interview