

# BM1100 Summary

*Foundational studies in management:*

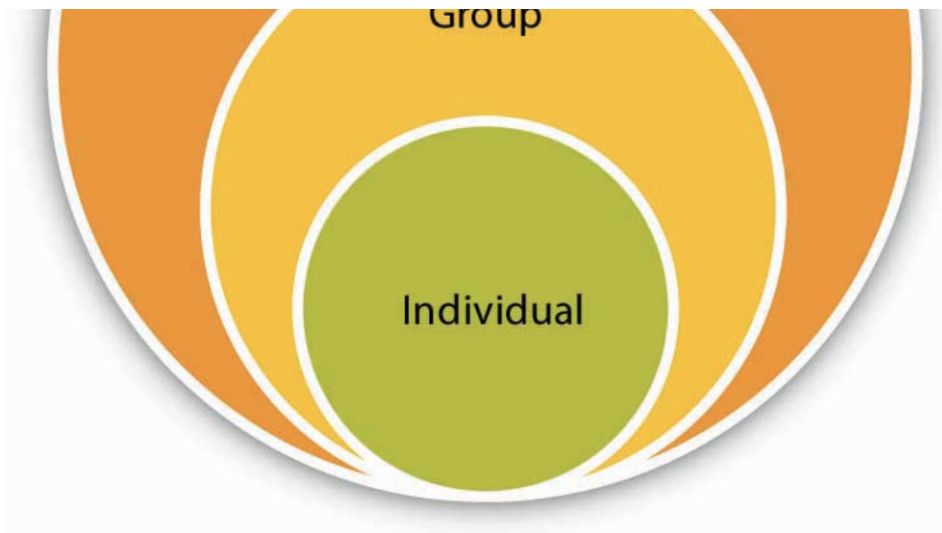
*Scientific Management and Human Relations and how have they evolved since their founding?*

## Understanding Organizational Behavior

1. **Organizational Behavior** is "the systematic study and application of knowledge about how individuals and groups act within the organizations where they work"
  2. **Empirical:** knowledge is derived from observation or experiments, not common sense or intuition
  3. **Communication skills** (verbal and written)
  4. **Honesty/integrity**
  5. **Interpersonal skills** (relates well to others)
  6. **Motivation/initiative**
  7. **Strong work ethic**
    - More engaged organizational member
    - Getting along with others
    - Getting a great job
    - Lowering your stress level
    - Making more effective decisions
    - Working effectively within a team
- People are a company's greatest asset. A company is only as good as the people it keeps.
  - Field of psychology – topics such as personality and motivation
  - Field of sociology – topic of team processes
  - Political sciences – power and influence
  - Medical science – study of stress and its effects on individuals

## Three levels of analysis in Organizational Behavior





### Successful organizations common characteristics

- Providing employment security
- Engaging in selective hiring
- Utilizing self-managed teams
- Being decentralized
- Paying well
- Training employees
- Reducing status differences
- Sharing information

### OB Toolbox: Skill Survival Kit

- Keep your skills fresh
- Master something (excelling at sth will set you apart)
- Embrace ambiguity
- Network
- Appreciate new technology
- Journaling as a developmental tool
  - Journaling: the process of writing out thoughts and emotions on a regular basis

## Understanding Your Learning Style

### Learning Styles

- Visual learner
  - draw pictures and diagrams to help you understand;
  - take careful notes during class so you can refer back to them later on;
  - summarize the main points of what you learn using charts.
- Auditory learner
  - join study groups so you can discuss your questions and ideas and hear responses;

- write down any oral instructions you hear in class right away;
- consider taping lectures if your professor says it is OK and view online lectures on topics you are interested in.
- Kinesthetic learner
  - schedule your homework and study sessions so you can take breaks and move around between reading your notes or chapters;
  - take good notes during class—this will force you to pay attention and process information even when you feel like you are “getting it”;
  - don’t sign up for long once-a-week classes—they normally require too much sitting and listening time.

## Understanding How OB Research is Done

### Research Methods to test hypothesis

- Surveys
- Field studies
- Laboratory studies
- Case studies
  - In-depth descriptions of a single industry or company
  - Provide rich information for drawing conclusions about the circumstances and people involved in the topics studied but its sometimes difficult to generalize what worked
- Meta-analysis
  - Technique used by researches to summarize what other researchers have found on a given topic
  - Taking observed correlations from multiple studies, weighting them by the number of observations in each study and finding out if overall the effect holds or not
  - Gives more definite answer but only possible if sufficient research has been done on the topic in question

### Measurement issues

- Reliability: refers to consistency of the measurement
- Validity: refers to the underlying truth of the measurement

Management research addresses correlations between two concepts rather than actual causation

- Correlation: two things co-vary

## 2.1 Scientific Management and Job Design

### Employer responsibility for workers

## Clear separation of planning and execution of work

### Time-motion studies

- break down jobs and make them as efficient and safe as possible
- time how long it took a worker to perform a certain set of motions
- manager's responsibility to study the work being done and tell workers how it could be improved
  - manager's job to design the work so that each individual worker was working at their own optimal pace using their own optimal set of tools
- scientific management

### • Piece-rate pay

- linking pay to output
- assumption about human nature underlying SM is that people are primarily economic actors motivated by financial rewards
  - people were primarily economic actors motivated by money

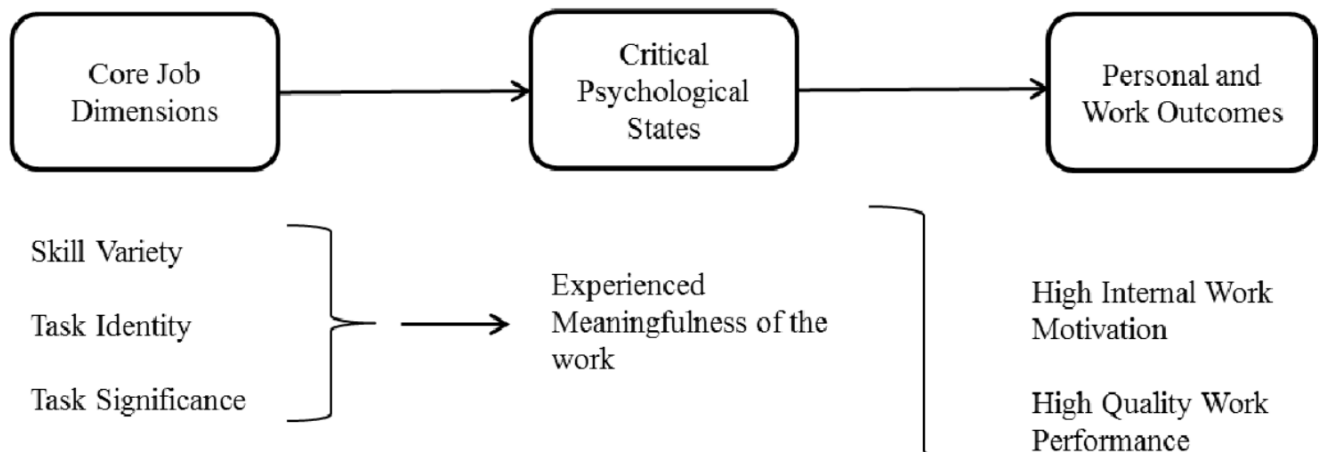
### • Job specialization

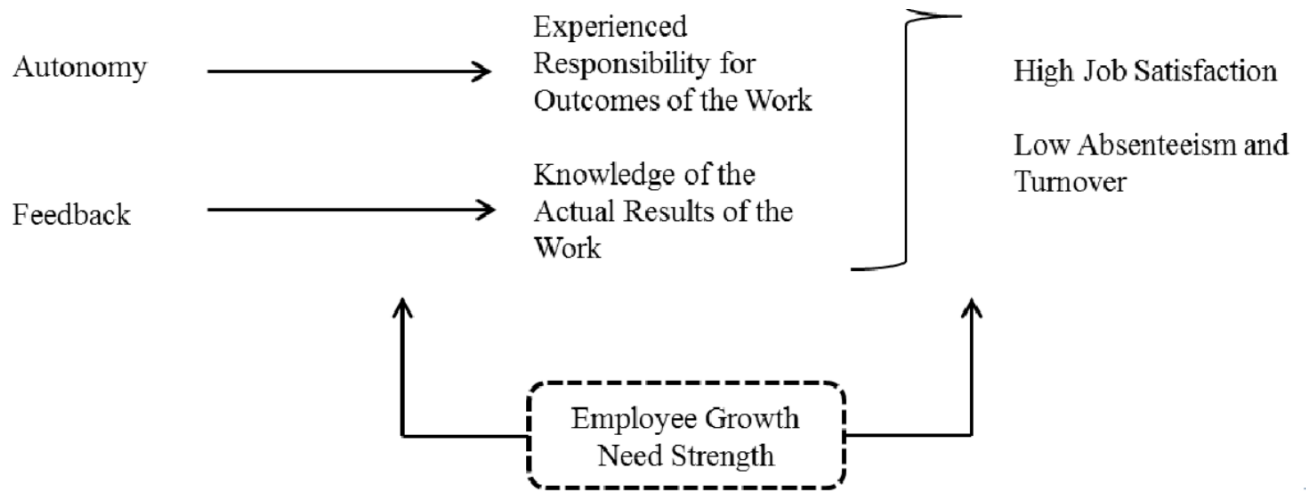
- where complex job processes were broken down into simpler tasks
- outcome of time-motion studies
- Each job would be carefully planned by managers through close observation of the work process
- Employees would be trained and paid to perform the tasks in the way specified by management
  - paid according to their own ability
  - assembly line production system: workers experience negative psychological states as a result of the repetitive nature of this kind of work

### • Job (re)design

- Job Characteristics Model (JCM):
  - to analyze a job according to these dimensions which then can be linked to critical psychological states that workers experience on the job, and by doing these analysis, can predict these positive personal and work outcomes that organizations are trying to achieve
  - employee growth need strength: moderates how important all these dimensions and psychological states are to achieving personal and work outcomes
    - high: having a job that fulfills these core dimensions will be important to achieving psychological states than workers with low growth needs

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- 5 jobs characteristics that could be correlated to more positive personal and work outcomes
- promotes critical psychological states
- financial incentives alone were not enough to keep workers in their jobs
- Elements of a motivating job:
  - Skill variety refers to the extent to which the job requires a person to utilize multiple high-level skills.
  - Task identity refers to the degree to which a person is in charge of completing an identifiable piece of work from start to finish.
  - Task significance refers to whether a person's job substantially affects other people's work, health, or well-being.
  - Autonomy is the degree to which a person has the freedom to decide how to perform his or her tasks.
  - Feedback refers to the degree to which people learn how effective they are being at work.
    - Feedback at work may come from other people, such as supervisors, peers, subordinates, and customers, or it may come from the job itself.

## Scientific Management

:to show how specific interventions correlated to improved outcomes

### Advantages of Scientific Management

- Provides an analytical framework for looking at work
- Makes it easier to train workers
- Centralizes control in the hands of managers
  - who understand how to analyze jobs and design jobs to meet workers psychological needs
- Gives more jobs to less educated people
- Increases pay and profits
- Jobs are safer and healthier (takes into account physiological limits)

### Disadvantages of Scientific Management

- Doesn't acknowledge workers' knowledge or capacity to innovate