

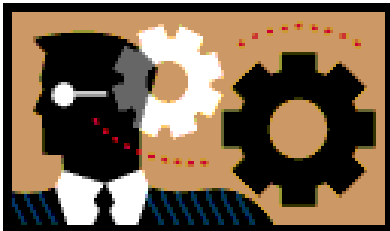


Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Principles of Managing Organisations

1:

Module Introduction



Class Schedule: Semester 2

29 January – mid May

2 lectures + 2 tutorials per week

Mondays: Suzanne

Lecture 2-3 AS229 Tutorials 3-4, 4-5 **AS418**

Tuesdays: Mike

Lecture 2-3 AS229 Tutorials 3-4, 4-5 AS414

Tutorial Groups

2 groups – STICK TO YOUR GROUP!!!

Group A: Monday 3-4, Tuesday 4-5

Group B: Monday 4-5, Tuesday 3-4

Tutorial task 1 – in pairs:

Name

2 likes; 2 dislikes

Where you're from

What drives you?

Studying what?

Who do you most

Current/previous jobs?

admire and why?

Did you like it? Why?

What would you most
like to change?

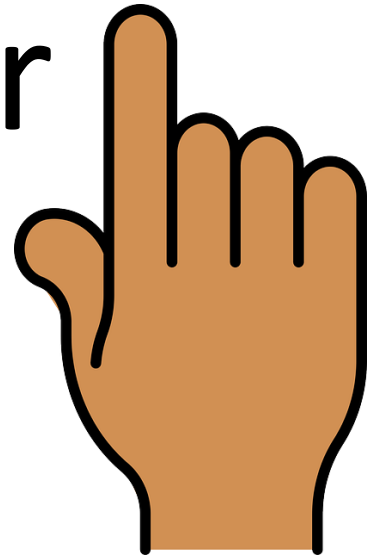
Your future career plan

Something unusual
about you

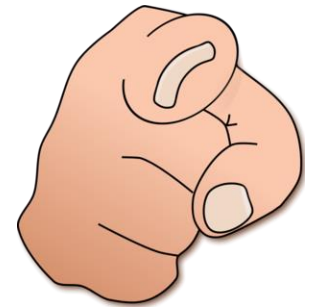


Task

Write the capital letter
“E” on your forehead
with your finger



You had a choice.....



Who wrote it so that it made sense to you but would have looked **backwards** to someone looking at you doing it?

Or made it look the **right way round** to others?



Galinsky & Schweitzer, 2015

- The tendency to write an “E-to-self” increases dramatically the more senior you are
- Powerful people are more than 3x more likely to write an “E-to-self”, i.e. one that took no account of others/seemed backwards to them





Agreed Expectations



Please take 2 minutes to consider how we will manage this classroom re:

- Attendance
- Timekeeping: admission policy
- Behaviour: acceptable/unacceptable
- Communication (mobiles/internet)
- Contributing/engagement
- Distractions: food/drink/talking

Key subjects for this module



Management/bosses

Leaders

People/employees/workers

The Workplace & how we behave there

Organisations/employers

Reflections on your current/last job

Do you like it? Why?



What do you think of your:

- Boss
- Colleagues
- Employing organisation

Today's objectives

1. To define Organisational Behaviour (OB)
2. What are organisations?
3. Why do they exist?
4. What's the role of managers?
5. What are some key issues affecting organisations today?
6. Why is understanding MOB important?

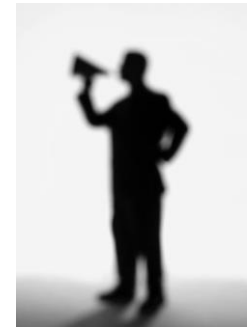
Business, Management, People, Organisations

https://youtu.be/-g_2XYFfP0E

<http://youtu.be/WjD3pggCKjg>



<https://youtu.be/0MFUE0KgoEQ>



Why study organisational behaviour?

The successful 21st century manager will have to make the behavioural and attitudinal adjustments necessary to succeed in dynamic times

...and we all come into contact with organisations throughout our lives, so have a keen interest in understanding them and their members.

Task

‘Junior staff who complain that a good manager should not sit in an office all day doing paperwork and drinking coffee fail to understand the nature and role of management.’

To what extent do you believe this is a valid point of view?

.....So what is management?

Management is....

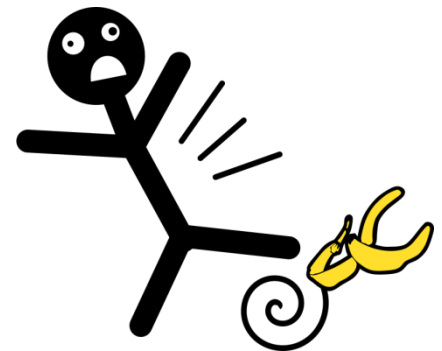
“The process through which efforts of members of the organisation are co-ordinated, directed and guided towards the achievement of organisational goals.”

(Mullins, 2016:620)



Watch out – people about!!

- For unintended consequences when we attempt to manage people.
- Humans are creative, unpredictable and may seek to shape events to their own advantage.
- High bonus payments to bankers were intended to foster high performance but also led to excessive risk-taking



Organisational Behaviour is

The study of
individuals and groups
in organisations



.....we are not all managers!

- But OB still matters



Activity

What makes a
'great place to work'?



What makes a 'great place to work'?

- Quality of leadership
- Wellbeing (work/life balance)
- My Manager
- My Team
- Getting a 'Fair deal'
- Giving something back/CSR
- The company itself
- Personal growth opportunities

And on the reverse side, organisations can therefore be awful places to work too



Managing in good and bad times

- Are the good principles of people management the same in economic boom times or in the current difficult period?
- Are there additional challenges in the bad times?



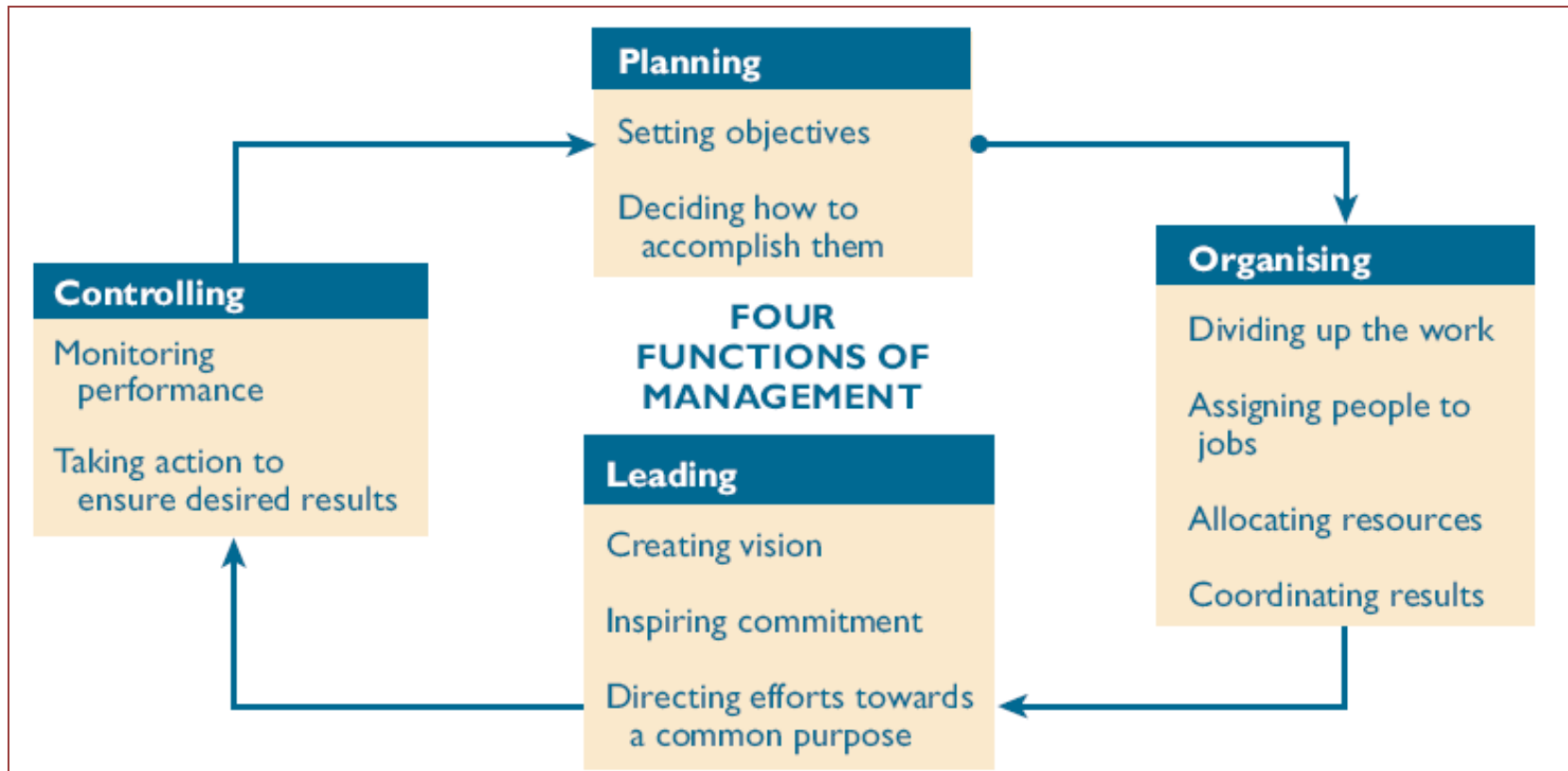
Activity

What functions do managers perform?

(clue.....4 main ones)



What managers do....



In hospitality.....a social process

- Planning
- Control
- Coordination
- Motivation

(Brech, 1975 in Mullins & Dossor, 2013:192)

What is an organisation?



- “An organisation is a clearly bounded group (or groups) of **people** interacting together to achieve a particular **goal** (or goals) in a formally **structured** and **co-ordinated** way.”
(Mullins, 2013)
- “A system of co-operative human activities”
(Barnard, 1938)
- “Social arrangements for the controlled performance of collective goals”
(Buchanan & Huczynski, 1991)

Operating Sectors

Organisations operate in the:

1. ***Private*** sector where profit is normally the main goal
2. ***Public*** sector which is government owned and where the main goal concerns the welfare of the community
3. ***Not-for-profit*** sector ('third' or voluntary sector)

Activity: (3 minutes)

Group the organisations into each sector

Why do organisations exist?



- To achieve a purpose, goal or objective
e.g. to make a profit or perhaps to benefit people.

To do this they need a **structure** to bring individuals together to help achieve the objective.



Why Study Behaviour in Organisations?

- The lives of all of us are strongly affected by organisations
- Organisations are a dominant feature of the world in which we all live
- We cannot affect what organisations do unless we understand what makes them 'tick'



Key issues affecting organisations:

- Globalisation
- Changing nature of work and the workforce
- Changing nature of relationships between employers and employees
- Managing change
- The impact of world events

Examples?

Moving from traditional to re-engineered values (i)



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Traditional work values

- The boss pays our salary; keep the boss happy
- To keep your job, stay quiet, don't make waves
- When things go wrong, pass problems to others
- A good manager builds an empire
- The future is predictable; past success means future success

Moving from traditional to re-engineered values (ii)

Re-engineered work values

- Customers pay our salary; keep them happy
- All of our jobs depend on the value we create
- Accept ownership of problems; help solve them
- A good manager helps build teams
- The future is uncertain; constant learning is the key to future success

**TODAY IS AN
OPPORTUNITY
TO GET
BETTER.
DON'T
WASTE IT.**
WWW.LIVELIFEHAPPY.COM

Globalisation

- Global management skills and competencies include:
 - Being culturally sensitive and adaptable
 - Communicating well with people from other cultures and motivating them
 - Understanding different socio-political systems



The changing nature of the workforce

- Culture
 - Leadership
 - Motivation
 - Decision making
 - Diversity between national cultures
- Age
- Gender



The changing nature of employer-employee relations



Work-life balance

- Outsourcing
- 'Casualisation' of the workforce
- Teleworking

Ethics and values

- Ethical behaviour
- Corporate social responsibility?
- Ethical dilemmas



Influences on organisational behaviour

- The individual
- The group
- The organisation
- The environment – big changes coming!



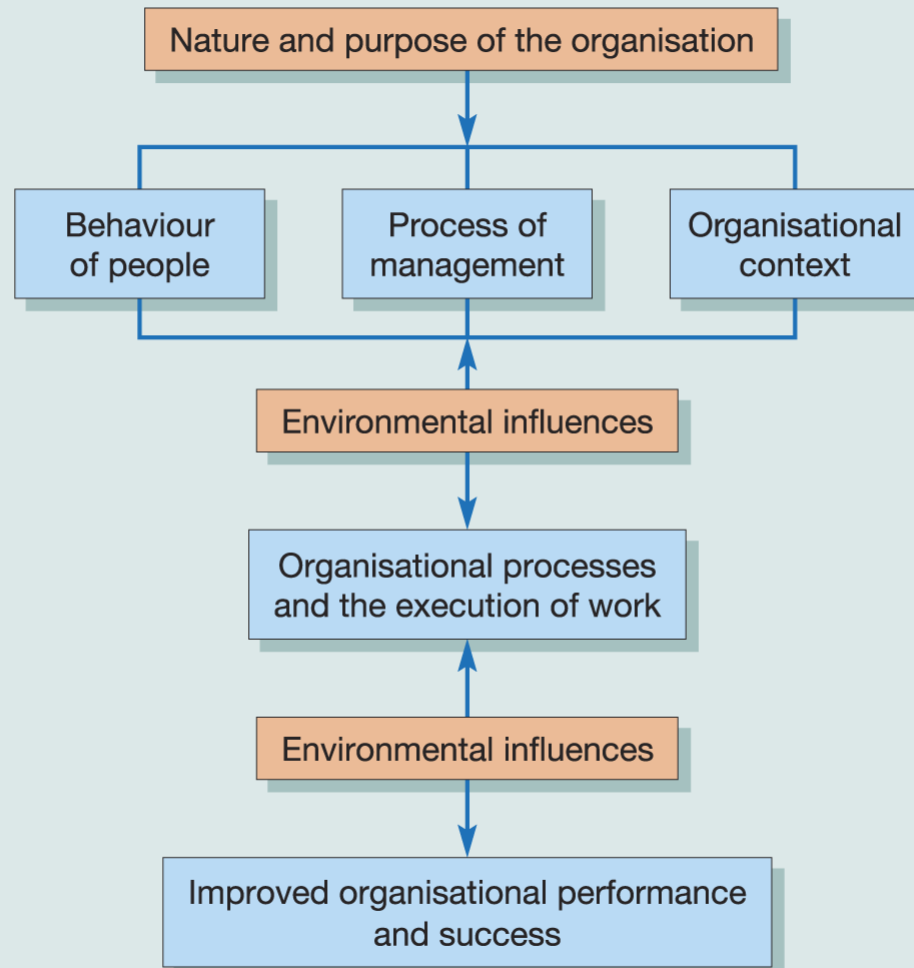
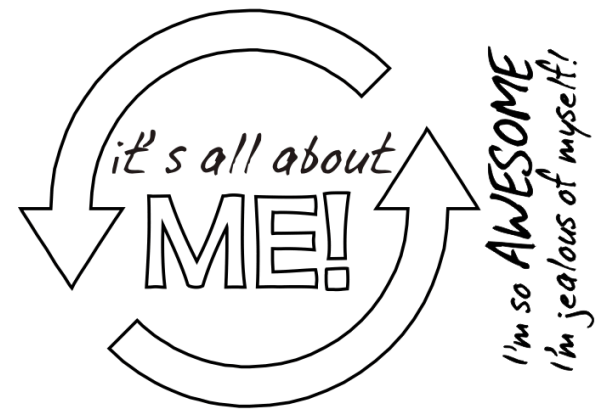


Figure 1.2 Organisational behaviour: a convenient framework of analysis

The individual

- Individuals matter in OB – it's about people
- Organisations are made up of individual members.
- Conflict arises if needs and demands of the organisation and the individual are incompatible.

The task of management is to integrate individuals and the organisation as a means to attaining organisational goals.



The group

- Groups are essential to organisation work and performance.
- Can be formal or informal.
- Often develop their own hierarchies and leaders.
- Can influence individual behaviour and performance.

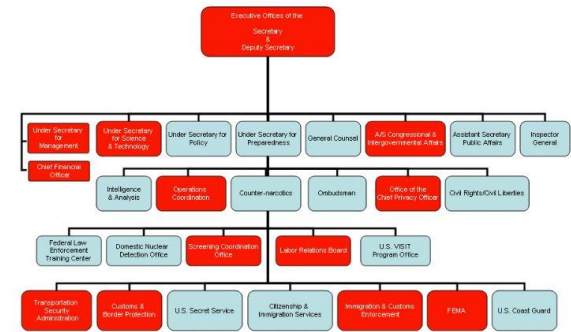
Managerial understanding of group processes can help the task of integration.



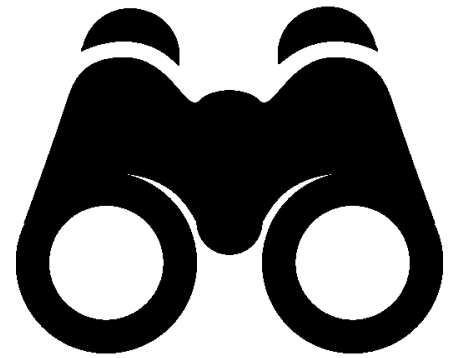
The organisation

- Formal organisational structure is created by management.
- It establishes internal relationships.
- It provides order and systems.
- It helps to direct the organisation towards the achievement of organisational goals.

Organisational design can have an impact on the behaviour of people within organisations.



The Environment



External environment affects organisations as the result of:

- Technological and scientific development
- Economic activity
- Social and cultural influences
- The impact of government actions

Management needs to assess and manage the opportunities and risks presented by the external environment to the achievement of goals.

3 Basic Attitudes to work – Which are you?

- Instrumental orientation
 - Work is not central to life, just a means to an end.
- Bureaucratic orientation
 - Work is central to life and there is a sense of obligation both to the work and the organisation.
- Solidaristic orientation
 - Work is about being part of a group and these relationships are more important than the organisation.

Goldthorpe et al.

Think

International and cultural influences

'The protestant version of the work ethic prevails, implying heads-down work, focused agendas, punctuality, efficiency.'

In French and Spanish offices, it takes the first hour to kiss everyone, the second to discuss local gossip and the third to pop out for a coffee and croissant.

In Britain, these activities would count as sexual harassment, time-wasting and absenteeism.'

Reeves



The people–organisation relationship

People generally respond in the manner in which they are treated.

*Many problems in the people–organisation relationship arise not so much from **what** management does, but **how** it is done.*

The psychological contract –

Activity: Top 3 of each

*Have I
Nice Day*

INDIVIDUALS' EXPECTATIONS OF THE ORGANISATION

- Provide safe and hygienic working conditions.
- Make every reasonable effort to provide job security.
- Attempt to provide challenging and satisfying jobs, and reduce alienating aspects of work.
- Adopt equitable human resource management policies and procedures.
- Respect the role of trade union officials and staff representatives.
- Consult fully with staff and allow genuine participation in decisions which affect them.
- Implement best practice in equal opportunity policies and procedures.
- Reward all staff fairly according to their contribution and performance.
- Provide reasonable opportunities for personal development and career progression.
- Treat members of staff with respect.
- Demonstrate an understanding and considerate attitude towards personal problems of staff.

ORGANISATIONAL EXPECTATIONS OF THE INDIVIDUAL

- Uphold the ideology of the organisation and the corporate image.
- Work diligently in pursuit of organisational objectives.
- Adhere to the rules, policies and procedures of the organisation.
- Respect the reasonable authority of senior members of staff.
- Not to take advantage of goodwill shown by management.
- Be responsive to leadership influence.
- Demonstrate loyalty, respect confidentiality and not betray positions of trust.
- Maintain harmonious relationships with work colleagues.
- Not to abuse organisational facilities such as email or Internet access.
- Observe reasonable and acceptable standards of dress and appearance.
- Show respect and consolidation to customers and suppliers.

Figure 1.6 The psychological contract: possible examples of individual and organisational expectations

Importance of people and organisational behaviour

‘One way to recognise why people behave as they do at work is to view an organisation as an iceberg. What sinks ships isn’t always what sailors can see, but what they can’t see.’

Hellreigel, Slocum and Woodman



The organisational iceberg

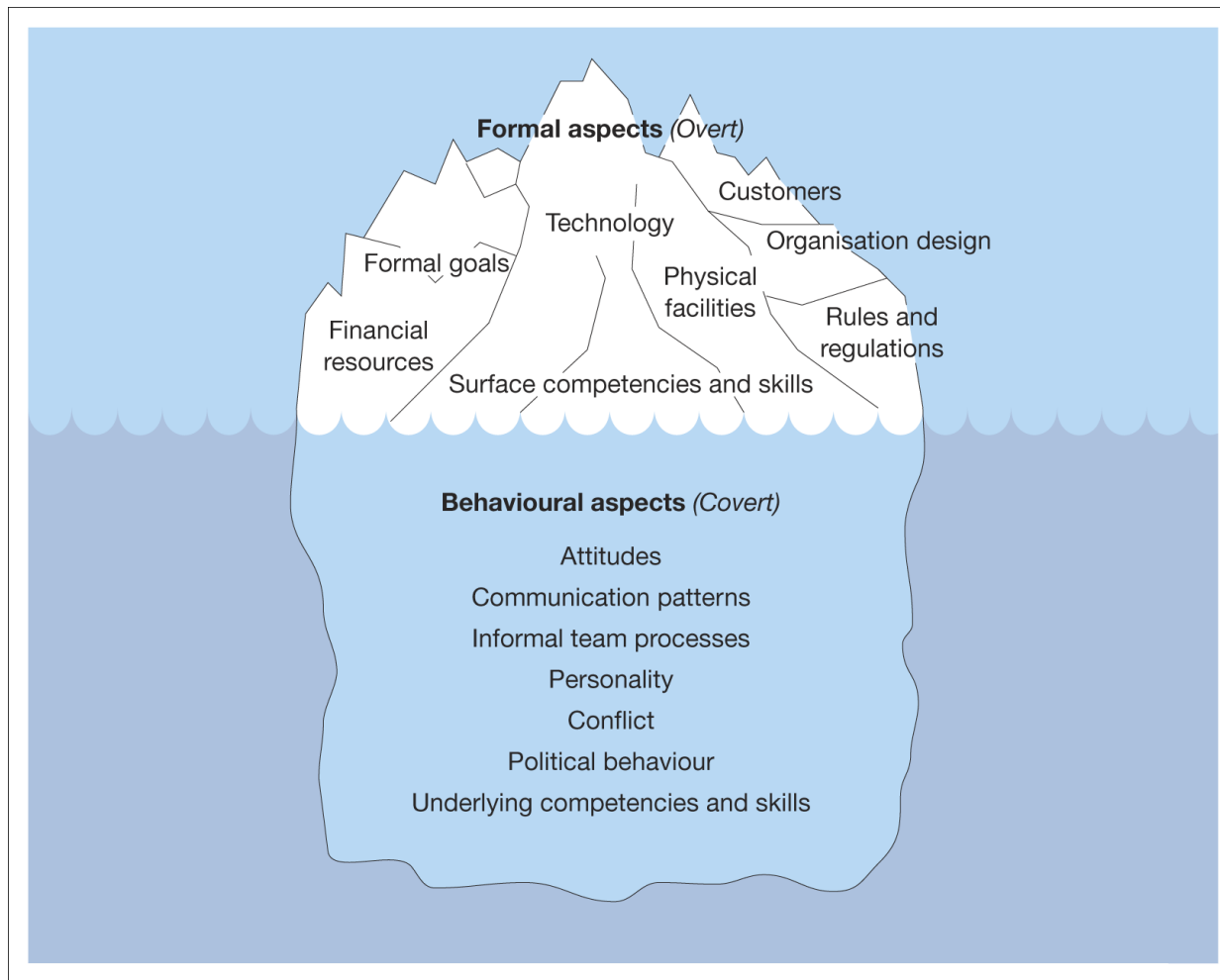


Figure 1.8 The organisational iceberg

Source: Hellriegel, D., Jackson, S.E. and Slocum, J. W., Jr., *Management*, Eighth Edition, South-Western Publishing (1998), p. 6. Reprinted with the permission of South-Western, a division of Thomson Learning (www.thomsonrights.com / Fax: 800-730-2215)



The central focus of management

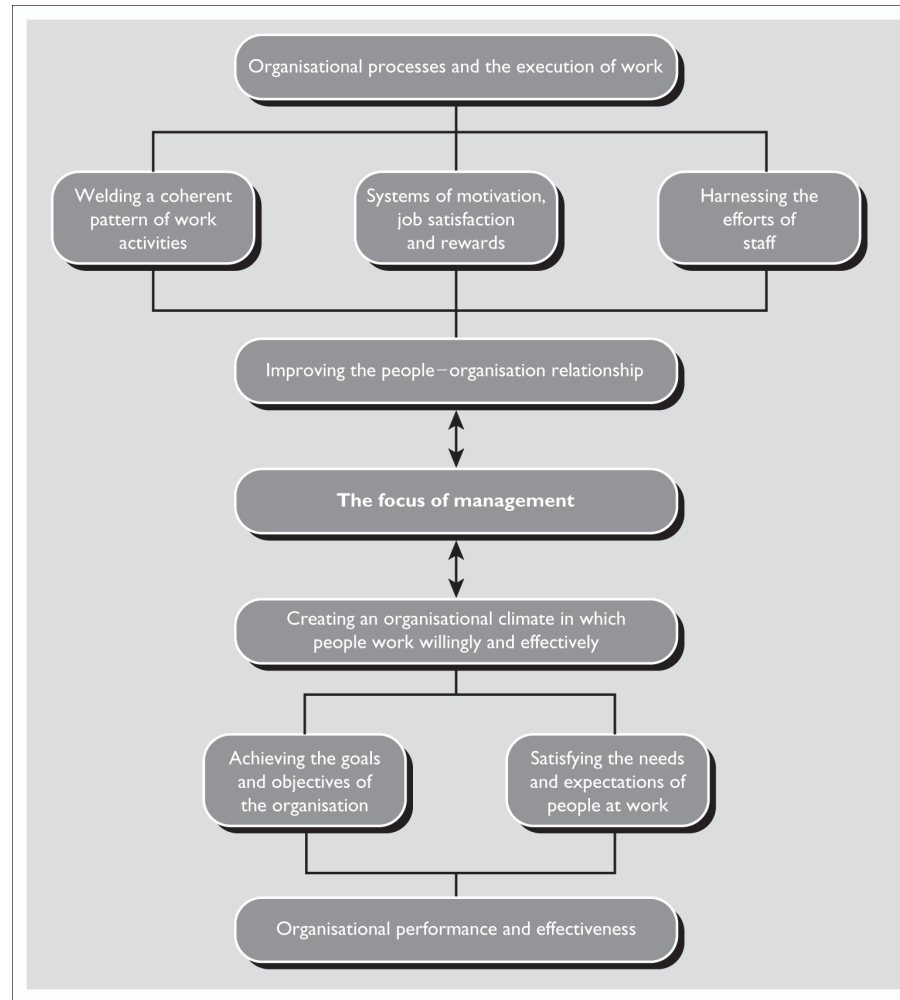


Figure 5.1 The central focus of management

Assignment 1

Who is this?



Managerial roles

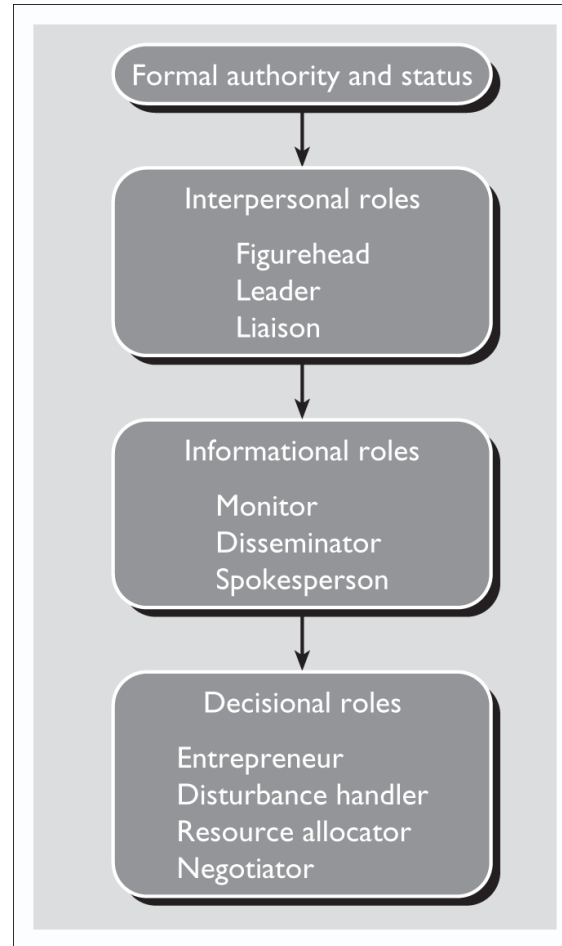
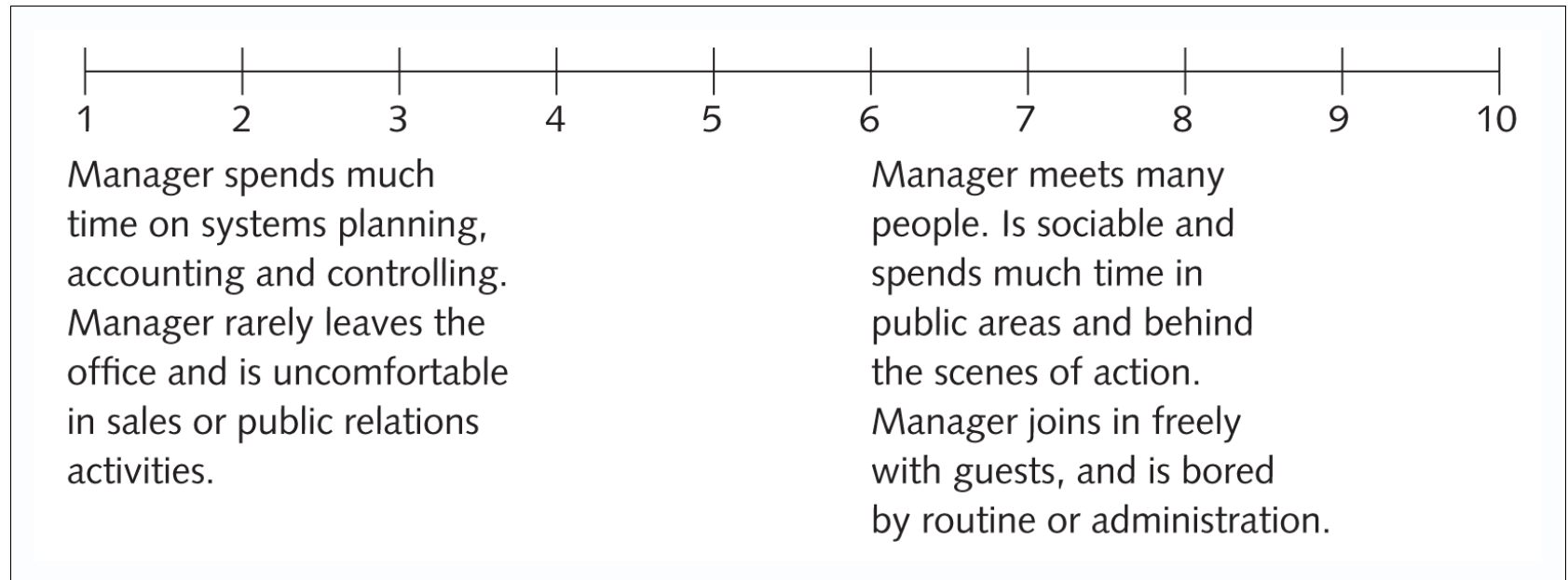


Figure 5.2 The manager's roles

Source: Mintzberg, H., *The Nature of Managerial Work*, p. 59, © 1973 Harper & Row Publishers, Inc. Reprinted with permission of Addison Wesley Longman, Inc.

Management by walking about



Differing styles and approaches of management

- Managerial behaviour
- Manager's attitudes towards people
- Theory X and Theory Y McGregor
- Manager – subordinate behaviour
- Demands of the situation
- Theory Z

Interrelated sub-systems of hospitality operations

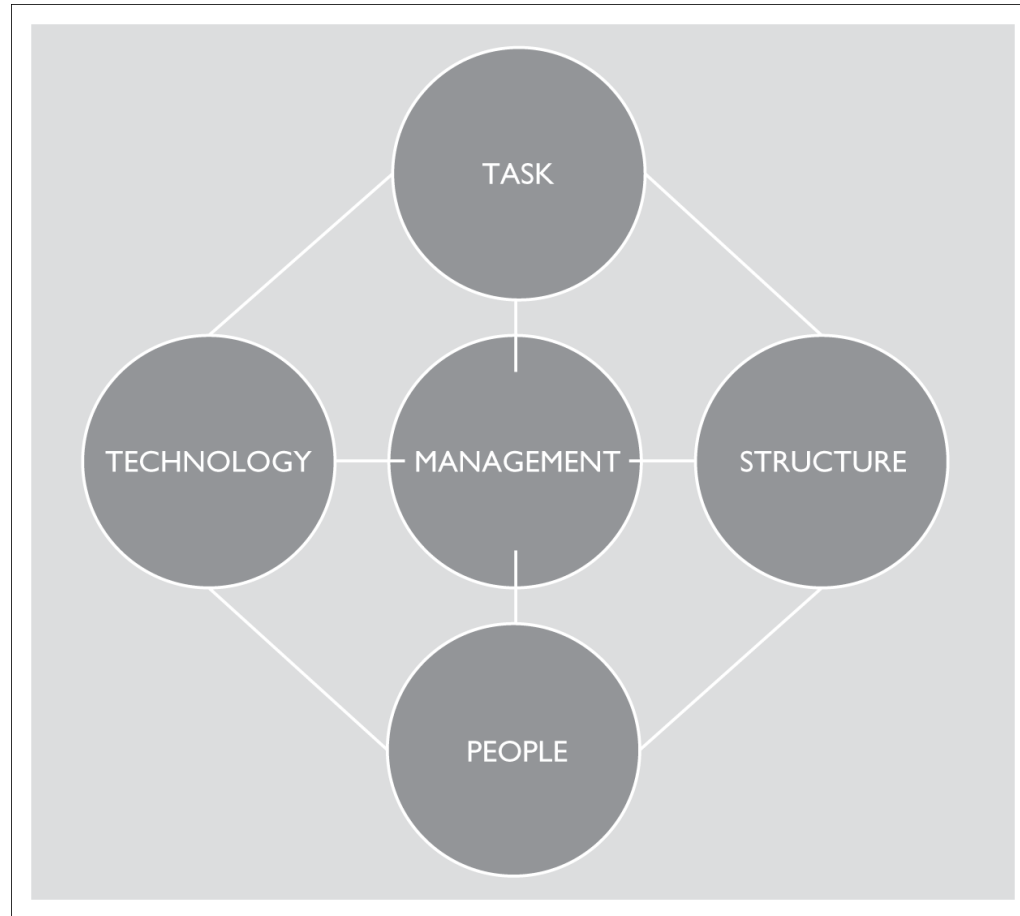


Figure 1.9 Interrelated sub-systems of hospitality operations

Today's objectives

1. Organisational behaviour defined
2. What organisations are
3. Why they exist
4. The role of managers
5. Key issues affecting organisations
6. The need to understand organisational behaviour

[Recap]

Tutorial task 1 – in pairs:

Name

2 likes; 2 dislikes

Where you're from

What drives you?

Studying what?

Who do you most

Current/previous jobs?

admire and why?

Did you like it? Why?

What would you most
like to change?

Your future career plan

Something unusual
about you



Tutorial 1

- 'Shapes' exercise
- Name some organisations you belong to.
- What makes each one an organisation?
- Do you behave differently in each one?
- What do you believe should be the purpose of a hospitality organisation? To be commercial or hospitable?
- What makes an employer a 'good employer' to work for?