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Organisatiepsychologie

Smvt Organisational Behaviour

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Samenvatting

ORGANISATIONAL BEHAVIOUR

SINDING, K., WALDSTROM, C., KRIETNER, R., KINICKI, A. 2014. ORGANISATIONAL BEHAVIOUR. MCGRAWHILL. FIFTH EDITION.

Intuition and decisions

Not all intuition is equally reliable

Biases in decision-making

- **availability bias**: decision-maker's tendency to base decisions on information that is readily available in memory.
- **representativeness bias**: when people estimate the probability of an event occurring.
- **escalation of commitment**: tendency to stick to an ineffective course of action when it is unlikely that the bad situation can be reversed.

Psychological and Social
Determinants
- ego defence
- individual motivators
- peer pressure
- saving face

Organisational
Determinants
- breakdown in communication
- politics
- organisational inertia

Escalation of commitment

Poor results or outcomes

Project Characteristics
- delayed return on the investment
- setbacks attributed to temporary causes

Contextual
Determinants
- external political pressure

Can be reduced by:
- comparing performance with previously set minimum targets,
- have different individuals make initial and subsequent decisions,
- encourage decision makers to become less ego-involved,
- provide more frequent feedback about project completion and costs,
- reduce the risk or penalties of failure and
- make decision makers aware of the costs of persistence.

- **anchoring**: decision-maker pays too much attention to the first information he receives and not enough attention to information that comes later.
- **hindsight**: people can come to believe that they have in fact accurately predicted than actually happend.
- **overconfidence bias**: is strongest when intellectual & interpersonal abilities are weakest

Evidence about decision-making style and bias

People have characteristics that fall into 2/3 styles.
- knowledge of styles helps you to understand yourself
- you can increase your ability to influence others by being aware of styles
- knowledge of styles give you an awareness of how people can take in the same information and yet arrive at different decision by using a variety of decision-making strategies

Application: avoiding biased decisions

Solution is training & practice

13.3 Group decision-making and other forms of participation

3 guidelines may be applied whether groups should be included in the decision-making process:
- if additional information would increase the quality of the decision, managers should involve those people who can provide the necessary information
- if acceptance is important, managers need to involve those individuals whose acceptance and commitment are important
- if people's skills can be developed throng their participation, managers may want to involve those whose development is most important

Advantages	Disadvantages
Greater pool of knowledge	Social pressure
Different perspectives	Dominations by a vocal few
Greater comprehension	Logrolling

Advantages	Disadvantages
Increased acceptance	Goal displacement
Training ground	Groupthink

Employee involvement in decision-making

Participative management:
Participative management = to increase motivation because it helps employees fulfill three basic needs:
- autonomy,
- meaningfulness of work and
- interpersonal contact.

Satisfaction of these needs enhances feelings of acceptance, commitment, security, challenge and satisfaction.

In turn, these positive feelings supposedly lead to increased innovation and performance.

The effectiveness of PM depends on:
- the design of work,
- levels of trust between management and employees,
- employees' readiness to participate.

Research suggests PM can significantly
- Lead to job satisfaction (meta-analysis of 27 studies)
- positieve impact on performance
- increase job involvement, organisational commitment and creativity.

Evidence about group decision-making and involvement

Contingency Based Recommendations
- use groups when consistency is important.
- let the most competent individual make the decision given time constraints.
- groups make poorer decisions when faced with environmental threats and potential serious impacts of a decision.

In general, groups should be included in the decision process when:
- the additional information people bring would increase the quality of the decision,
- acceptance of the decision is important, and
- if employees can be developed through their participation.

Additional research findings suggest:
- groups were less efficient than individuals
- groups were more confident in their judgments and choices,

- decision quality was negatively related to group size,
- decisions were more accurate when groups were knowledgeable about the issues and group leaders had the ability to effectively weight the members' opinions,
- group composition affects the decision-making process and performance.

Application of group decision-making and involvement

Employee involvement as a vehicle to help them meet their strategic and operational goals as opposed to using these techniques as ends in themselves. Process of implementing employee involvement must be monitored and managed by top management.

13.4 Group problem-solving and creativity

Consensus: when all members can say they either agree with the decisions, have had their views heard and everyone agrees to support their outcome.

3 group problem-solving techniques:
- brainstorming
- nominal group technique
- Delphi technique

Brainstorming

Brainstorming: groups generate multiple ideas and alternatives for solving problems.

- silent idea generation is recommended -> greater number of unique ideas.
- results demonstrated that more controversial ideas and more useful ideas were generated by anonymous brainstorming groups.
- 2nd session: check & evaluate the alternatives

4 rules for brainstorming:
- stress quantity > quality
- freewheeling
- suspend judgment
- ignore seniority

Nominal group technique (NGT)

NGT: process to generate ideas and evaluate solutions

This technique reduces roadblocks to group decision making by:

- separating brainstorming from evaluation
- promoting balanced participation
- incorporating mathematical voting techniques

Delphi technique

Delphi technique: group process that - anonymously - generates ideas or judgements form physically dispersed experts.

Steps:
- managers identifies the issue to be investigated
- participants are identified & questionnaire developed
- questionnaire sent to participants & returned to the manager
- manager summarises the respons and sends feedback to participants
- participants are asked to:
  - review feedback
  - prioritise the issues being considered
  - return the survey within a specified time period
=> circle is repeated until manager obtains necessary information

Useful when face-to-face discussions are impractical, disagreements and conflict are likely to impair communication.

Computer-aided decision-making

Computer-aided decision-making: reduce obstacles to consensus while collecting more information in a shorter period of time.
- chauffeur-drives system: participants answer predetermined questions on electronic keypads
- group-driven system: conducted in special facilities equipped with individual comport workstations that are networked to each other; input simultaneously appears (anonymously)

Creativity

Niet te kennen.

LEARNING OUTCOMES - SUMMARY OF KEY TERMS

CHAPTER 1: FOUNDATIONS OF ORGANISATIONAL BEHAVIOUR AND RESEARCH

1. The early development of the organisational behaviour field
2. Taylor's principles
3. The five key tasks of a manager according to Fayol
4. Barnard's view on co-operation
5. Simon's ideas about motivating workers and bounded rationality
6. Four alternative views of organisation studies
7. Mc Gregor's Theory X and Theory Y assumptions about employees
8. Morgan's eight organisational metaphors
9. Why OB is a horizontal disciple

CHAPTER 3: VALUES, ATTITUDES AND EMOTIONS

1. Values and their sources
2. Rokeach's instrumental and terminal values
3. Schwartz's basic human values model and his related work values model
4. Planned behaviour and how attitude influence behaviour
5. Work-related attitudes: organisational commitment, job involvement and job satisfaction
6. Determinants and consequences of job satisfaction
7. Positive and negative emotions and how they can be judged
8. Emotional intelligence and which components it implies
9. Emotional contagion in the workplace
10. Flow and how it influences organisational behaviour

CHAPTER 5: CONTENT MOTIVATION THEORIES

1. Define the term motivation
2. The historical roots of modern motivation theories
3. The difference between content and process approaches of motivation
4. Maslow's and McClelland's need theories
5. Alderfer's theory and the frustration regression assumption
6. Herzberg's distinction between motivators and hygiene factors
7. Internal work motivation and the job characteristics model

CHAPTER 6: PROCESS MOTIVATION THEORIES

1. Perceived inequity in employee motivation
2. The basic expectancy theory of motivation and its later extension of the expectancy theory
3. How goal setting motivates people
4. Recipient's characteristics and how people process feedback
5. Practical lessons form feedback research
6. Types of organisational rewards
7. Recommendations on how to implement an organisational reward system
8. Issues that should be addressed before implementing a motivational programme

CHAPTER 7: GROUP DYNAMICS

1. Identify the four criteria of a group from a sociological perspective
2. Identify and briefly describe the five stages in Tuckman's theory of group development
3. Distinguish between role overload, role conflict and role ambiguity
4. Contrast roles and norms, and specify four reasons why norms are enforced in organisations
5. Distinguish between task & maintenance functions in groups
6. Summarise the practical implications for group size and group-member ability
7. Describe groupthink & identity at least four of its symptoms
8. Define social loafing, and explain how organisations can prevent it

CHAPTER 8: TEAMS AND TEAMWORK

1. Distinguish between a team & a group
2. Identify and describe the four types of work teams
3. Explain the ecological model of work team effectiveness
4. Discuss why teams fail
5. List at least thee things organisations can do to build trust
6. Distinguish two types of cohesiveness and summarise the related research findings
7. Define quality circles, virtual teams and self-managed teams

CHAPTER 10: ORGANISATION STRUCTURES AND TYPES

1. Four characteristics common to all organisations
2. Differentiation and integration in organisations
3. Organisational forms
4. The organisation's parts and the way tasks can be grouped
5. Co-ordination mechanisms an organisation can use
6. The significance of centralisation and decentralisation
7. The bureaucratic organisation
8. Burns and Stalker's findings regarding mechanic and organic organisations
9. Mintzberg's seven organisation types
10. Why new organisational forms develop and their differences with the classic forms
11. Horizontal hourglass and virtual organisations

CHAPTER 13: DECISION–MAKING

1. The rational model of decision-making, the Carnegie model and the garbage can model
2. Contingency relationships that influence strategies used to select solutions
3. Decision-making styles
4. Biases in decision-making
5. Involving groups in the decision-making process
6. Employee involvement and performance
7. Brainstorming, the nominal group techniques, the Delphi technique and computer-aided decision-making
8. The creative process
9. The model of organisational creativity and innovation