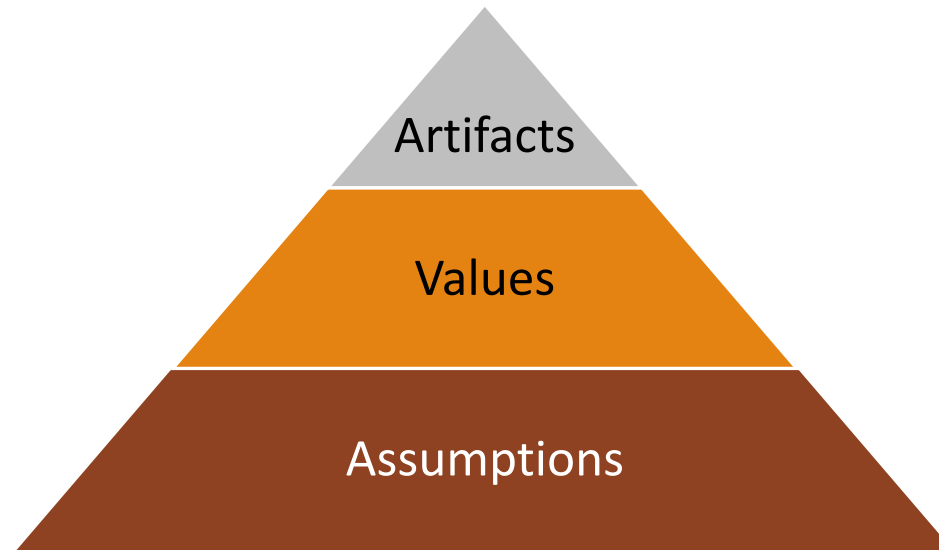


GENERAL MANAGEMENT

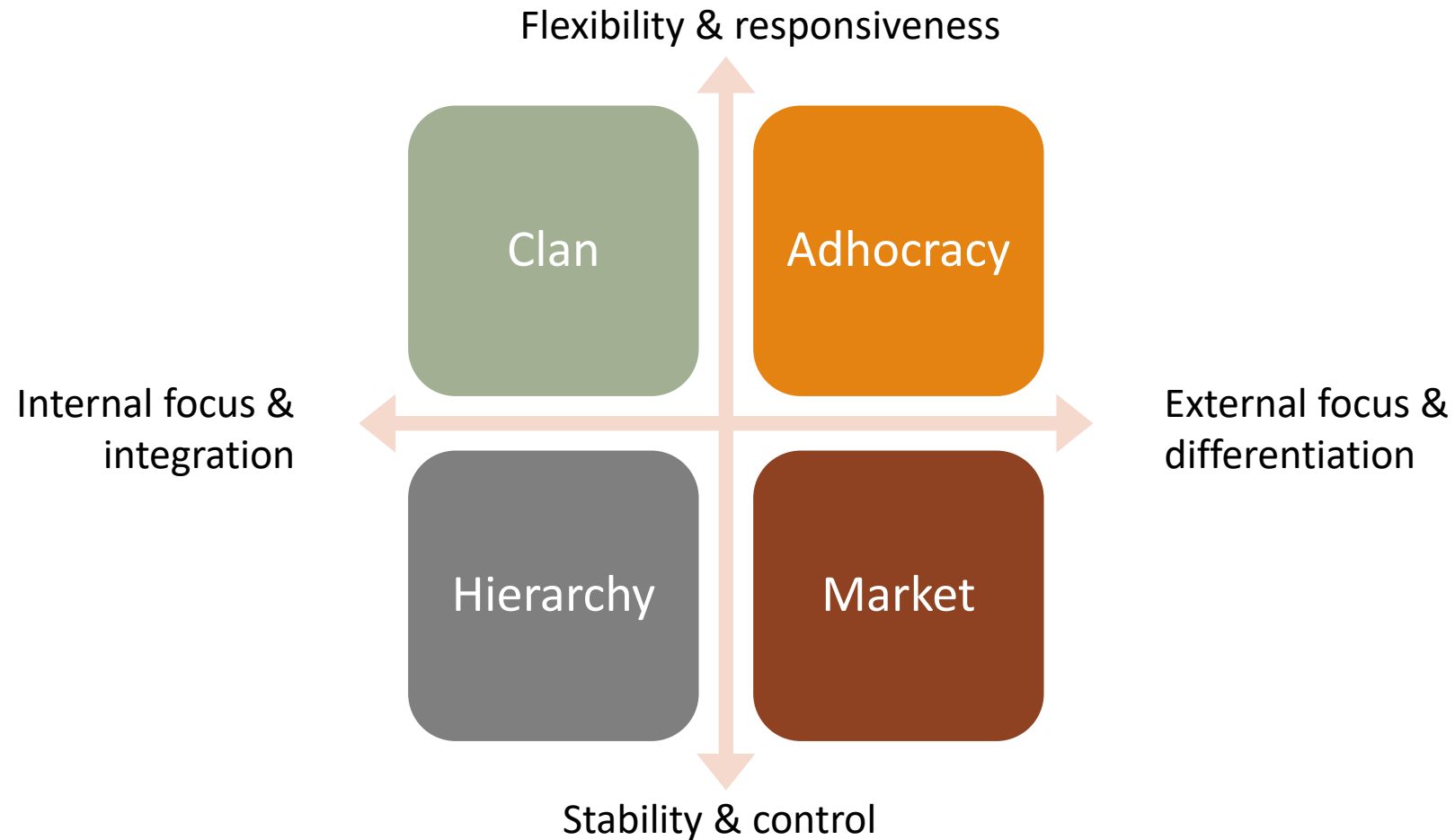
HSE GRADUATE SCHOOL OF BUSINESS

Organizational culture & E.Schein

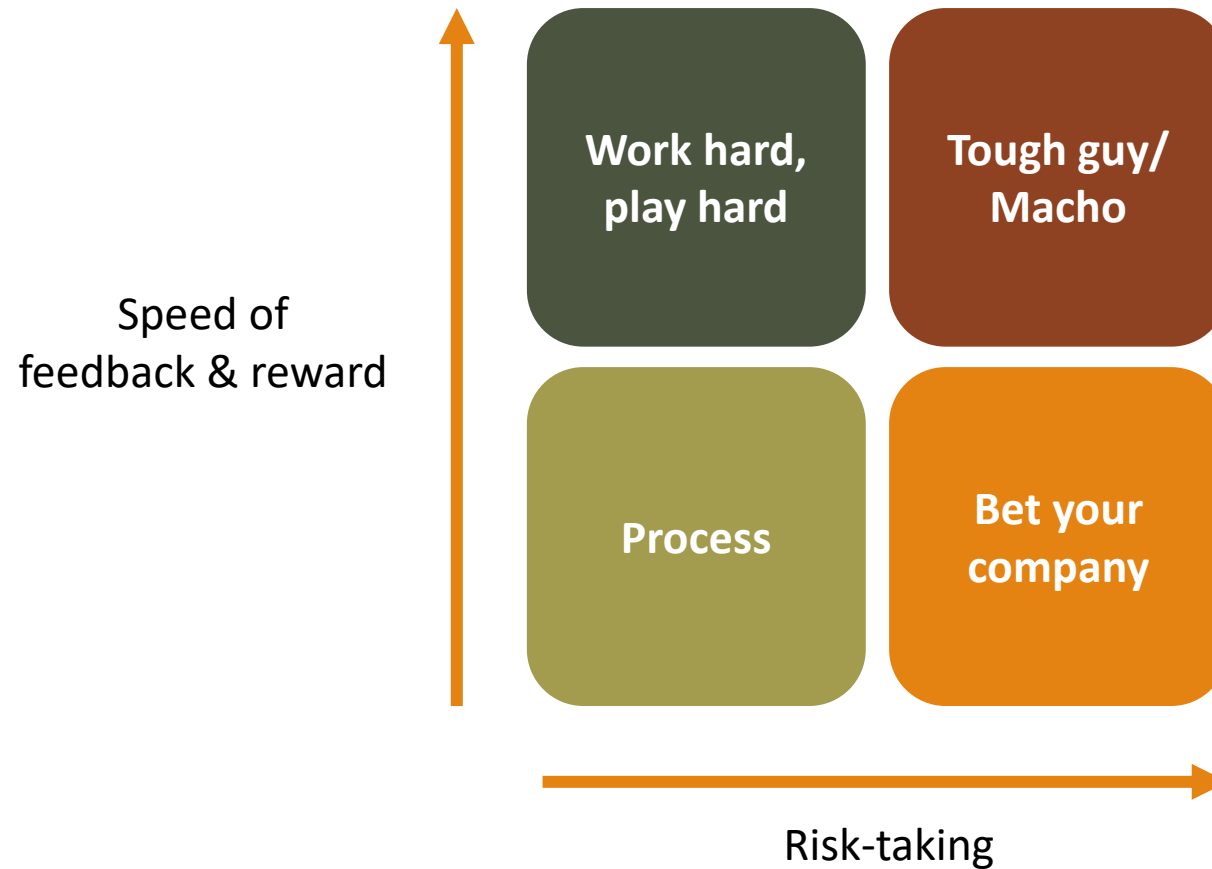
- A pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems



Competing Values Culture Model & K. Cameron and R. Quinn



Organizational culture model & Deal and Kennedy



Cultural dimensions theory & G.Hofstede

- Power distance index
- Individualism vs. Collectivism
- Uncertainty avoidance
- Masculinity vs. Femininity
- Long-term orientation vs. Short-term orientation
- Indulgence vs. Restraint

Cultural dimensions & Trompenaars and Hampden-Turner

- Universalism vs. Particularism
- Individualism vs. Communitarianism
- Neutral vs. Emotional
- Specific vs. Diffuse
- Achievement vs. Ascription
- Sequential vs. Synchronous time
- Internal direction vs. External direction

Strong culture

- Strength of the beliefs of the group's leaders
- Time the group has existed
- Intensity of group's shared experience
- Learning mechanism and new joiners induction

Strong culture: advantages & disadvantages

- Job satisfaction
 - Commitment
 - Job proficiency
 - Differentiation
 - Stability
 - Low turnover
 - ...
- Difficulty recognising the need for change
 - Less alternative points of view
 - Undesirable behaviour
 - Difficult mergers
 - Reaction to change
 - “Toxic” loyalty
 - ...

Leadership

- Leadership refers to an individual's ability to influence, motivate, and enable others to contribute toward organizational success

Management

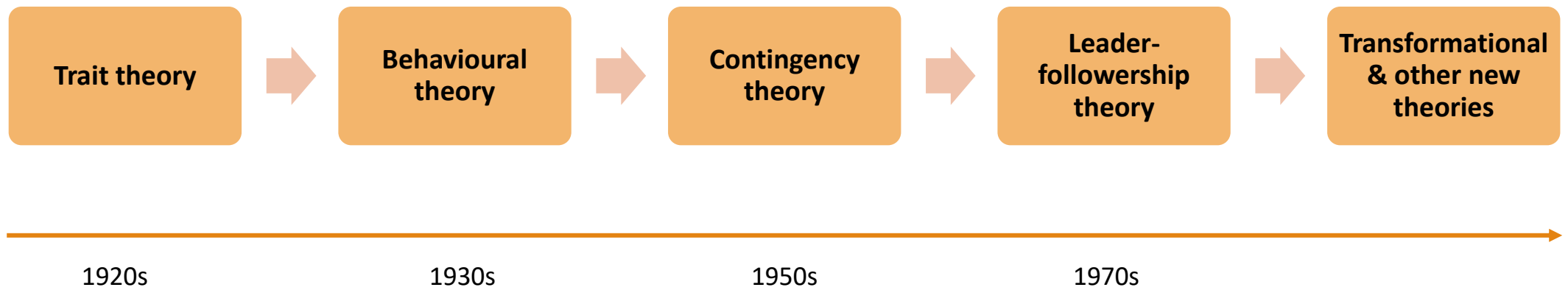
- Planning and budgeting
- Organizing and staffing
- Controlling and problem solving

Leadership

- Establishing direction
- Aligning people
- Motivating and inspiring

“A manager does things right; a leader does the right things” [P.Drucker]

Leadership: the history of studies



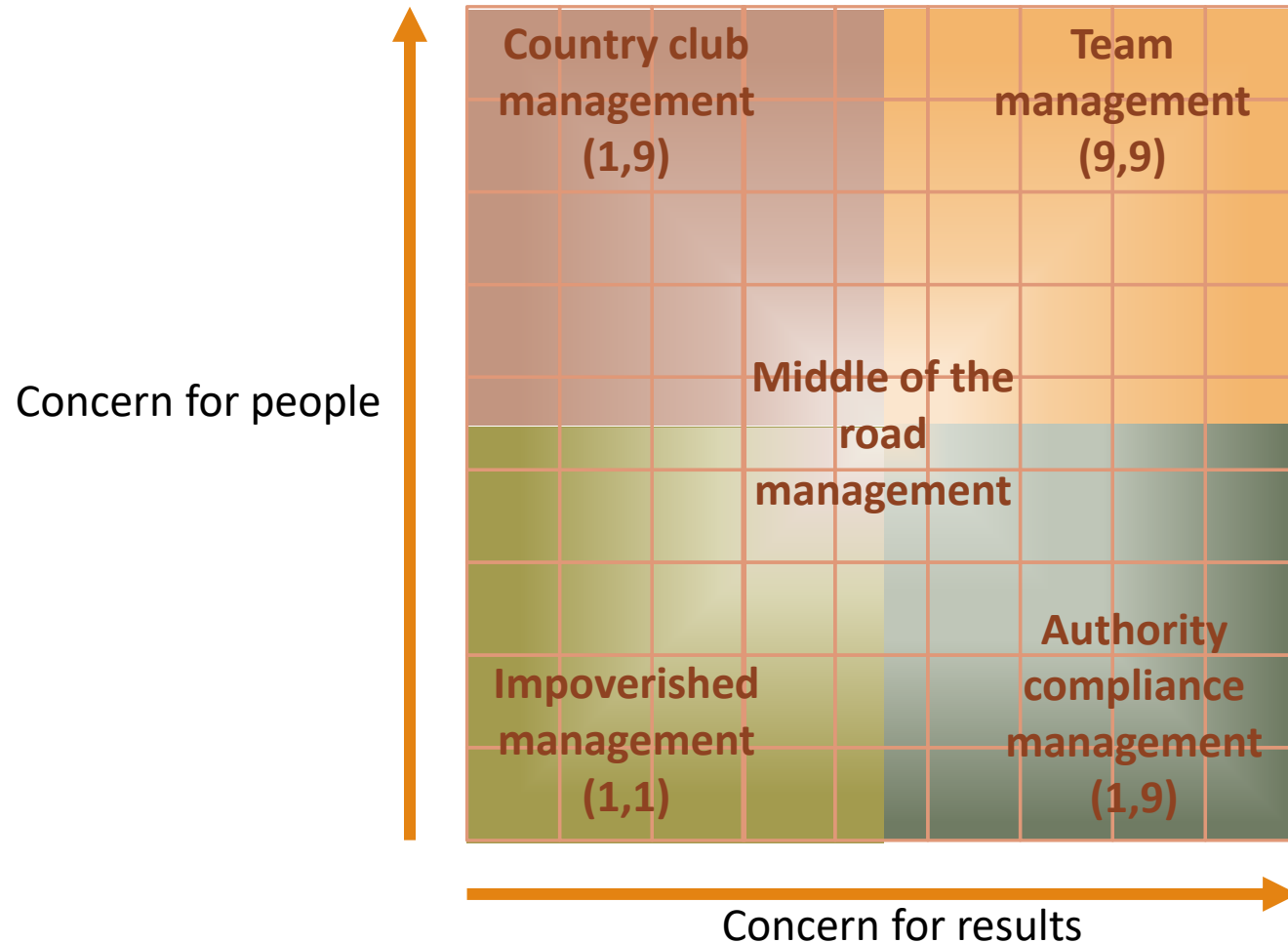
Leadership: approaches

- **Trait:** a list of traits that good leaders have
- **Behavioural:** leadership is a sum of task behaviours and relationship behaviours
- **Contingency** (situational): leadership depends on context
- **Leader-follower relationship:** leadership as a relationship between leader and follower
- **Transformational:** Leadership is a process that changes and transforms people
- **Authentic:** leaders know themselves well and can be their authentic selves in leadership roles

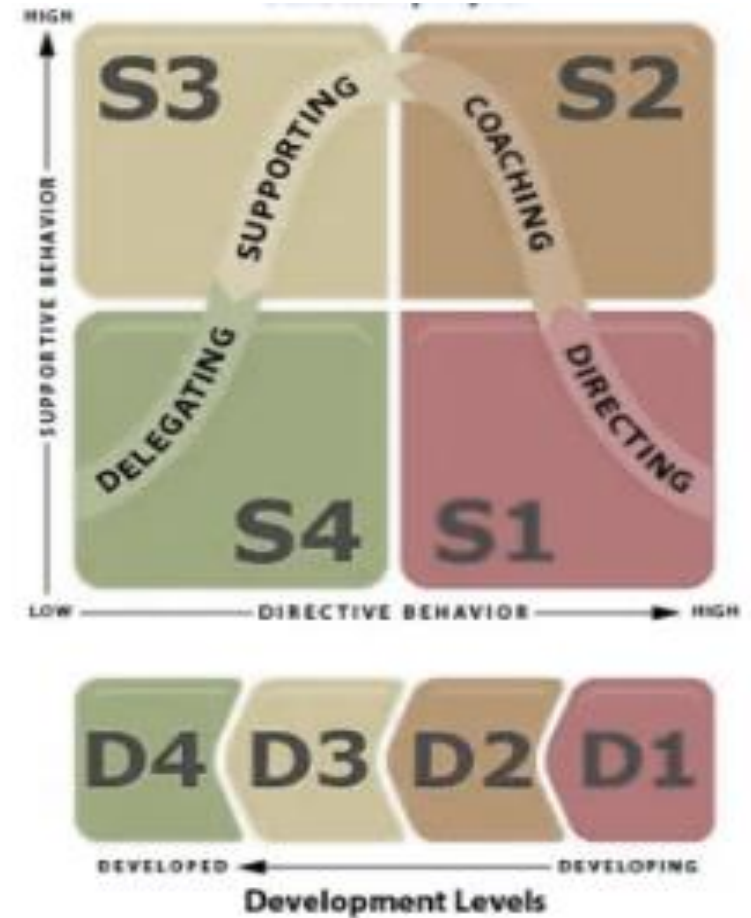
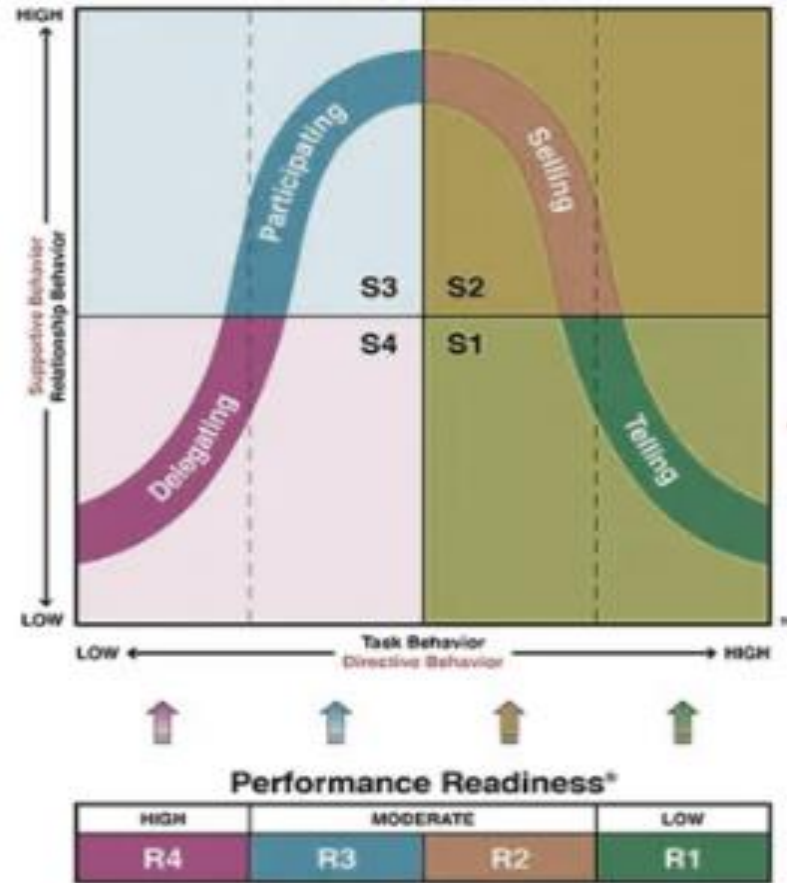
Big Five personality traits & Judge

- Extraversion (high)
- Openness (high)
- Agreeableness (0)
- Conscientiousness (high)
- Neuroticism (low)

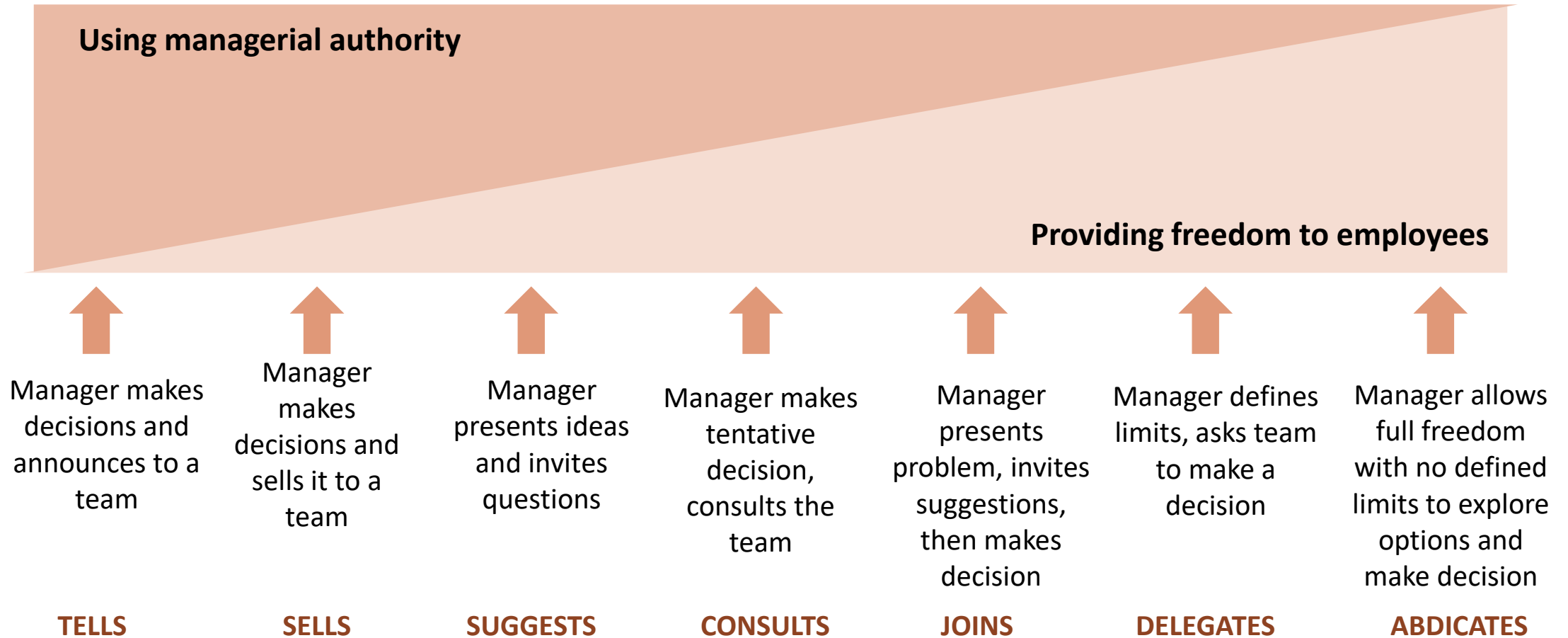
Leadership Grid & Blake and Mouton



Situational Leadership & Hersey and Blanchard



Leadership Behaviour Continuum & R. Tannenbaum and W. Schmidt



Leader-Member Exchange & Graen and Uhl-Bien

- Relationships between the leader and each individual member of the group (followers)
- Leadership as a co-constructed process where both parties contribute equally and shape the relationship
- Exchange relationships are formed on the basis of personal compatibility and subordinate competence and dependability

Leader characteristics

- Supervisor's expectations of followers
- Contingent reward behavior
- Transformational leadership
- Extraversion
- Agreeableness

Follower characteristics

- Competence
- Agreeableness
- Conscientiousness
- Extraversion
- Neuroticism
- Openness
- Positive affectivity
- Negative affectivity
- Locus of Control

Interpersonal relationship

- Perceived similarity
- Affect/ Liking ingratiation (supervisor reported)
- Ingratiation (subordinate reported)
- Self promotion
- Assertiveness
- Leader trust

Transformational leadership & Bass

- Transactional leadership vs.
- Transformational leadership
 - Idealized influence
 - Inspirational motivation
 - Intellectual stimulation
 - Individualised consideration

Transformational leadership & Rafferty and Griffin

- Vision
- Inspirational communication
- Intellectual stimulation
- Supportive leadership
- Personal recognition

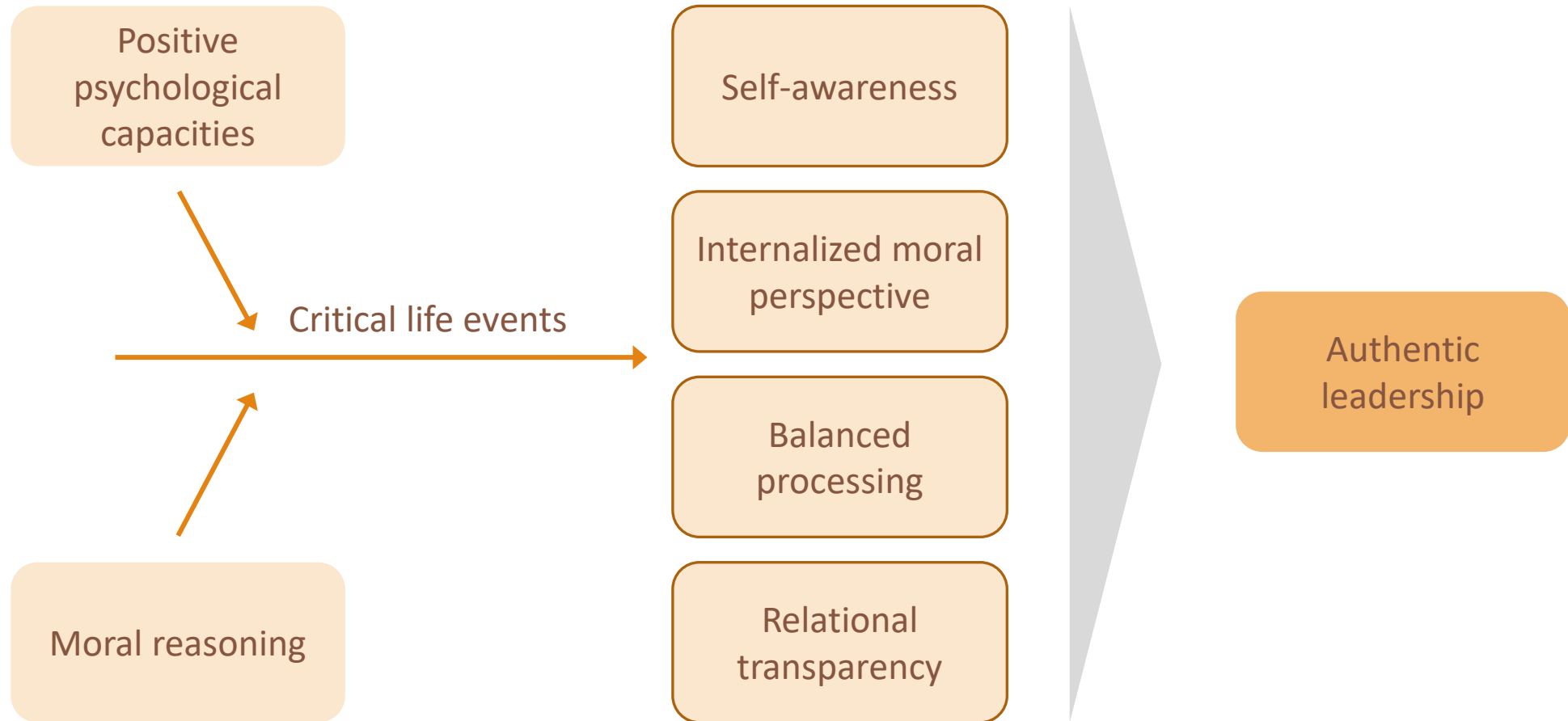
Level 5 leadership & J.Collins

- Humility
- Will
- Ferocious resolve
- Give credit to others/ assigning blame to themselves

OSCAR & K.Whittleworth and A.Gilbert

- Outcome
- Situation
- Choices/ consequences
- Actions
- Review

Authentic leadership & Luthans and Avolio



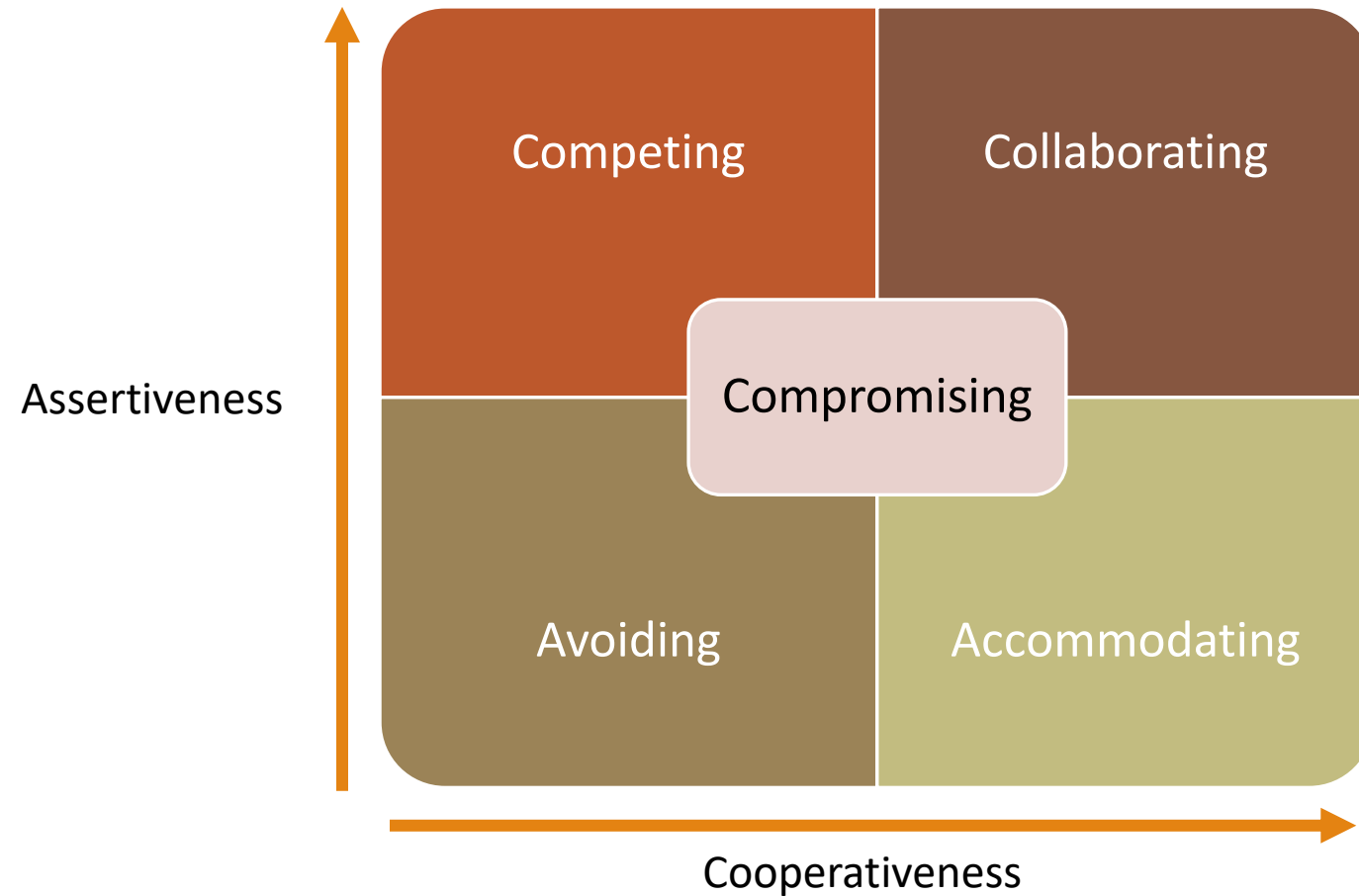
Conflict management

- A process that begins when one party perceives that another party has negatively affected, or is about to negatively affect, something that the first party cares about
- Traditional view / Human relations view / Interactionist view
- 'There probably exists no social unit in which convergent and divergent currents among its members are not inseparably interwoven. An absolutely harmonious group, a pure 'unification', not only is unreal, it could should have no real life process' (Simmel)

Types (sources) of conflict

- Task conflict
- Relationship conflict
- Process conflict

Conflict resolution



Labor unions

- Unions provide their members at least the following services:
 - Wage bargaining
 - Disciplinary procedures
 - Insurance
- Benefits could outweigh costs for employers

Collective Action: other stakeholders

- Government
- Social
- Public
- ...