

3.Oct.2019

FM

CH#3

Organizational Culture

Silicon valley is in California.
Venture capitalists (invest on project)

- Culture is all about office designs, its alignment, finding the like minded employees, screening out wrong people from the firm, its fun, its entertainment, its being cult like (Jim Collins), its about how people do things within the organization

- Teddy products should 10 times better based on market.

Wandering
Management By Walking Around
MBWA.

Significance of Culture

1. Culture matters to the extent that can help you achieve organization goals
2. As your company grows, culture can help you preserve your key values, make your company a better place to work and help it perform better in the future.
3. It distinguishes a company from competitors.

It ensures that critical operating values persist such as delighting customers and making beautiful products.

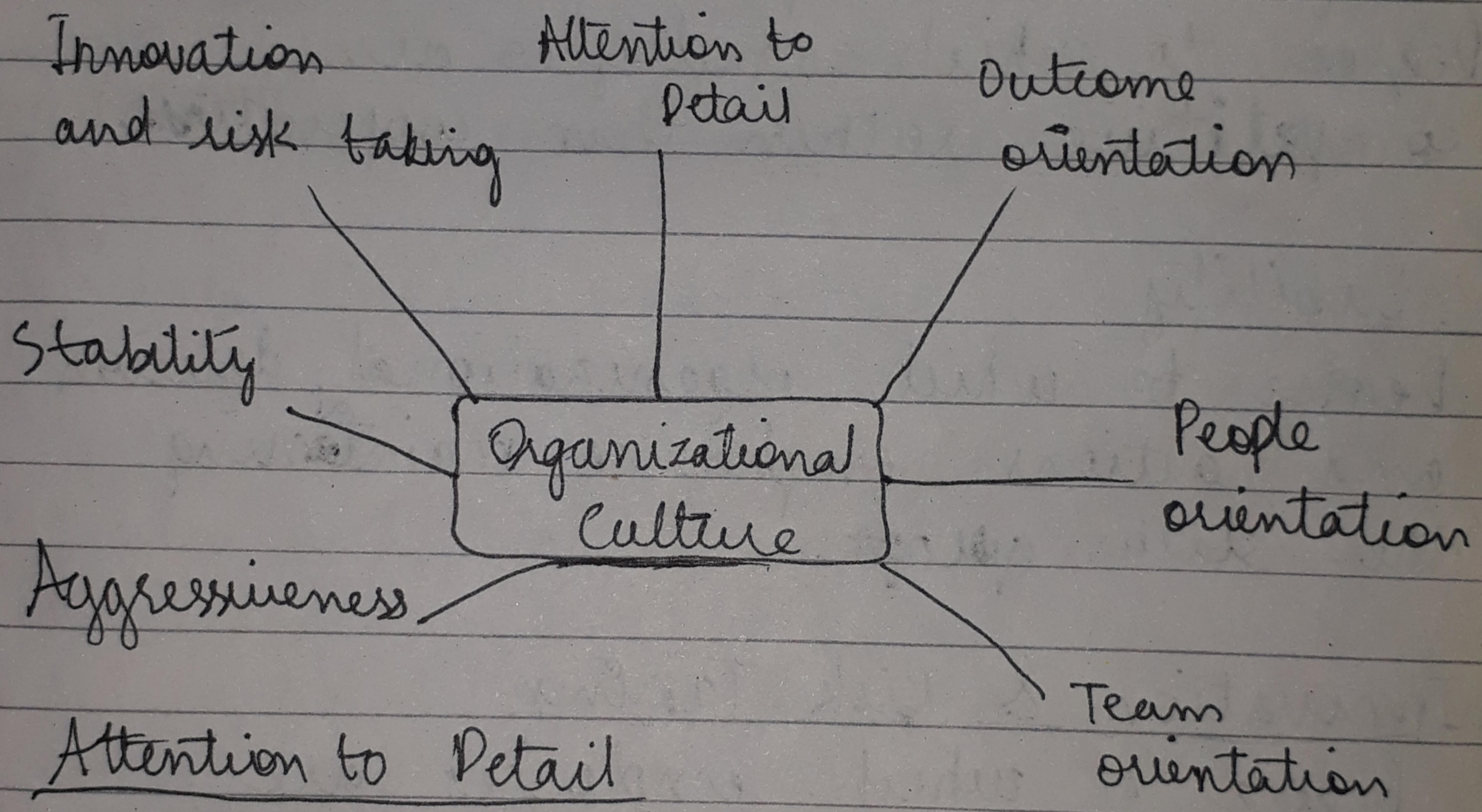
Amazon → customer centric ~~products~~ company.

Starbucks → employee centric company

Vision, mission, core values make culture.

"Move Fast and break things"

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Attention to Detail

Degree to which employees are expected to exhibit precision and analysis accuracy, and attention to detail.

Outcome Orientation

Degree to which manager focuses on results / outcomes.

People Orientation

Degree to which management decisions take into account the effects on people within the organization.

Team orientation

Degree to which work is organized around team rather than individuals.
In group you are responsible for work
In Team line manager is responsible for tasks.

Aggressiveness

Degree to which employees are competitive rather than cooperative

Stability

Degree to which organizational division and actions emphasize maintaining the status quo.

Innovation & Risk Taking

Degree to which employees are encourage to take risk and to be innovative.

Exhibit 3-4

Establishing and Maintaining culture

Top

Philosophy of Organization's → Selection → Criteria

Foot cause → Socialization → Culture

- Higher job attitude and train for skills.
- Assimilation
- Aclimatize

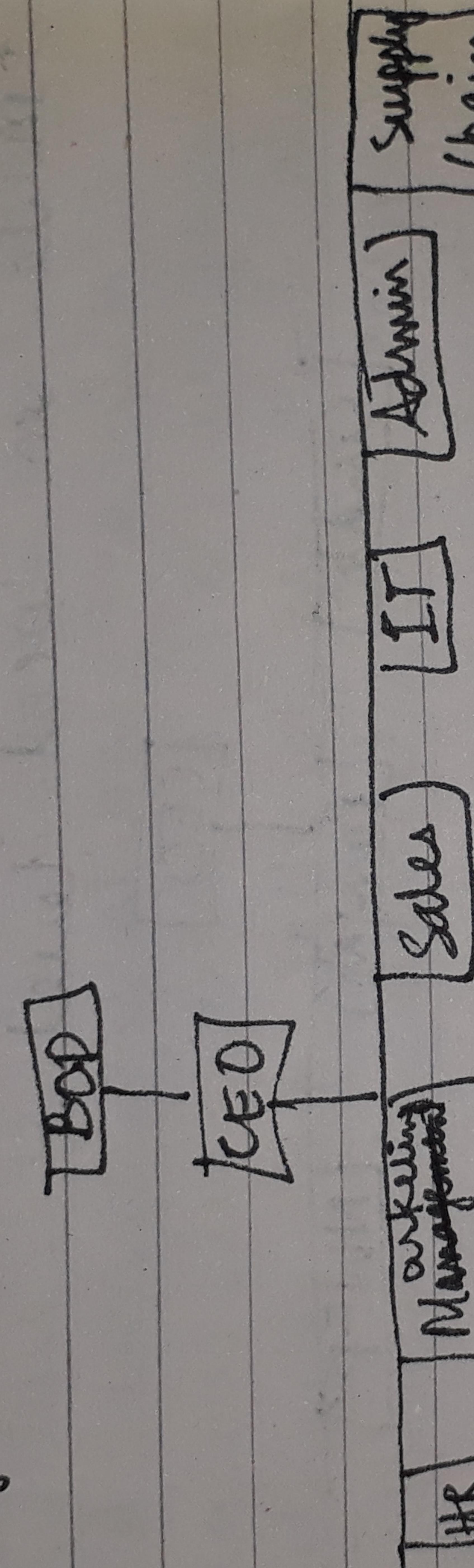
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Organization Structure

1. Functional Structure

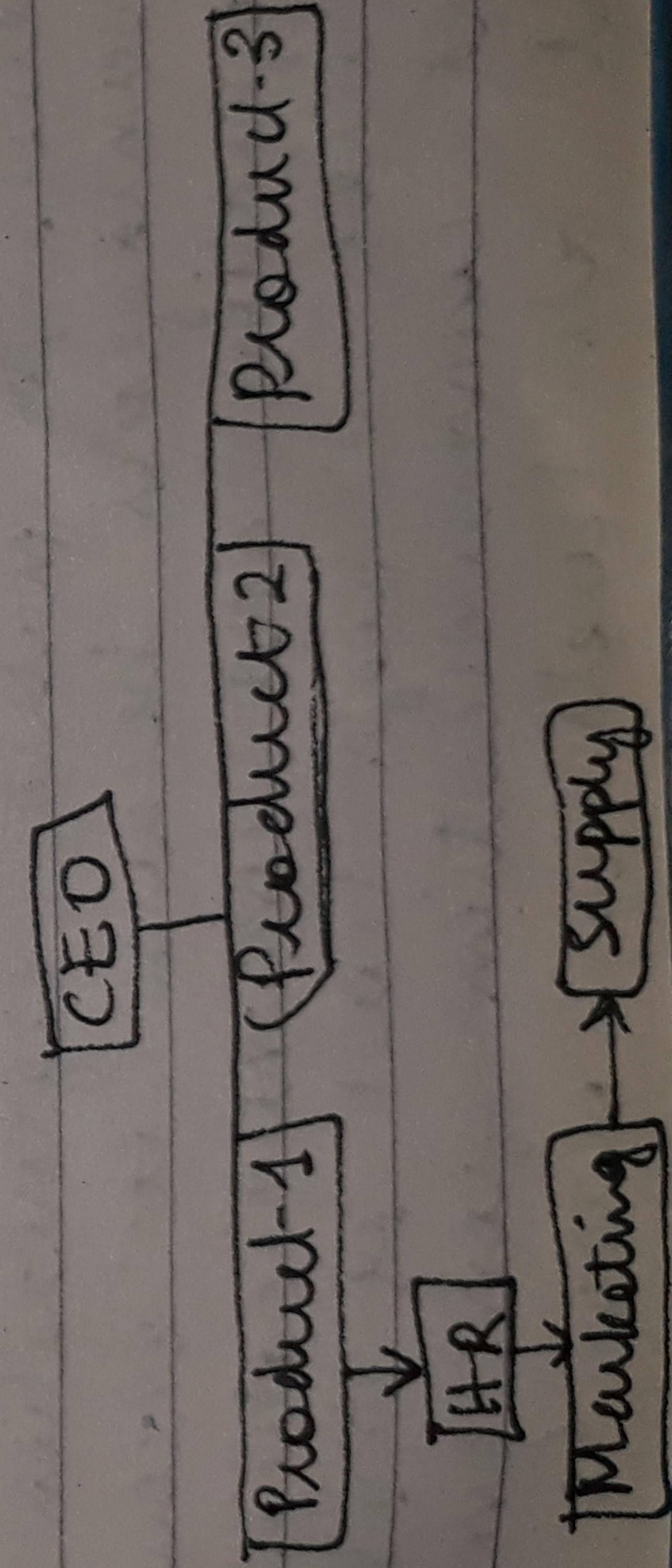
It is a hierarchical structure in which communication moves from the top down and from the bottom up. These structures are

more formal and rigid than some other structures and appropriate for a single product line where specialization is an advantage. Each functional area reports to the CEO. Functional structure are generally very centralized.



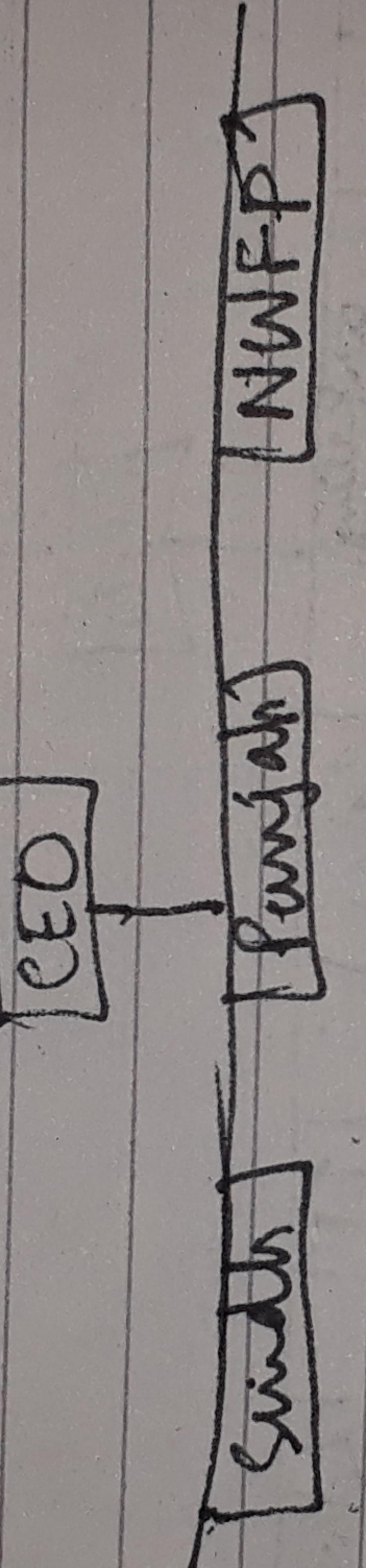
a. Product Based Structure

It is also known as customer oriented structure and is appropriate when the company has well defined product line that are clearly separated from each other. In this structure, each product line reports to CEO. These structures have either centralized or decentralized decision making process.



3. Geographic Structure

In this structure, executives of regional areas are responsible for all the business functions in their assigned regions. The regional executives reports to the CEO. **Geographic structure** are decentralized with most decision being made on local level.



4. Matrix Structure

In a matrix structure, employee reports to two managers generally, one manager is responsible for a product line, and the other has functional responsibility. For example, the VP of marketing in the production manager or a specific product would both supervise the marketing coordinator who is creating a product. A matrix organization is advantageous because it encourages cooperation and communication, it requires a high level of trust and communication from employees at all levels - in order to ensure

The contradictory institutions are minimized.

5. Seamless Structure(Telecommunication)

In this structure, traditional hierarchies do not exist i.e. say horizontal organization connected by networks. The purpose of this structure is to enhance visibility and communication. seamless organization would not be possible without the technology that allows employees to connect with each other via email and internet from anywhere in the world.

6. Divisional Structure

It is made up of separate business units or division where each division has limited autonomy and division manager is responsible for performance and parent corporation acts as an external overseer. This structure focus on results. There is no day-to-day operating details to headquarters. There is duplication of function which increases the organization's cost and reduces efficiency. For example, each division have marketing department and if there weren't any divisions then all of an organization's research marketing is centralized.

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(1959)

Frederick Herzberg Motivation/Hygiene Theory

This Theory is also known as:

began with

attitude that he conducted at Pittsburgh in the year 1950. He began static believing that the causes of job satisfaction would be the opposite of the causes of job dissatisfaction. In fact, the results of these studies were so wage that it was not possible to draw any conclusion. This led hersberg to conduct a study in which he asks participants to identify the work experiences that resulted in

positive feelings about their job and the ones that resulted in negative feelings.

Satisfiers (Motivators) → Intrinsic Motivations

The satisfaction factors motivate by changing the nature of the work so that workers are challenged to develop their talents and fulfill their potential

→ Intrinsic (Motivators)

For example, as long as employees are continue to perform their assignments at acceptable level, they continue to receive a pay check.

→ Inherent talent

Predispositions are aligned with the assignments which are being given with an organization.

Douglas McGregor Theory X and Theory Y (1963)

Theory X managers have a word view of employee as lazy and uninterested in work and needing constant direction to complete their assignments. Theory X managers believe that employees do not want to take

responsibility and are interested in job security above all else. However Theory X managers are generally autocratic, utilizing top-down n

In contrast, theory Y managers believe that gives the opportunity, people will seek out challenging work and additional responsibility if the work is satisfying. Theory Y managers are more likely to invite participation in the decision making process from their subordinates.

Acquired Needs Theory

David McClelland

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McLelland's Acquired Needs Theory (1961)

The premise of this theory is that experiences acquired throughout life motivate people in one of three areas

1. Achievement: Those motivated by achievement take moderate risk, respond to frequent feedback and prefer to work as sole contributors or with others interested in achieving at the same level.

2. Affiliation: Individuals who need affiliation seek acceptance in the work group and need regular interaction with their co-workers or customers.
3. Power: Those individuals are looking for either personal power or institutional power. Those interested in institutional power are often effective manager who are motivated by coordinating groups to achieve organization goals.

J. Stacey Adams' Equity Theory (1963)

In this theory, people are constantly measuring what they put into work against what they get from work. If they perceive its a fair trade, they are motivated to contribute on the same

work when they perceive there is an imbalance they become demotivated and lose interest in work.

Expectancy Theory By Victor Vroom

(1964)

Vroom uses the following terms to explain this theory:

1. Expectancy: Motivation starts with an assessment by individual about their capabilities to successfully complete an assignment.

2. Instrumentality: If individual believes they are capable of completing an assignment, they next ask "What's in it for me?" - that is with the effort to complete the work be the instrument for obtaining the reward from the work value

3. Valence: This is the result of the calculations whether the possible reward is worth the effort required to complete the task.
(Job evaluation, salary valuation, Bonus Calculation)

Operant conditioning

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SECTION: GR-2

FM ASSIGNMENT

Harry Levinson noted in a Harvard Business Review more than 25 years ago, the time for that attitude has passed. Attitude: Organizations strive to motivate people by treating them like animals.

J. B. Watson and Clark Hull stressed the role of appetites, instincts and frustrations, inspiring extensive research on these matters.

Sigmund Freud worked with an image of humankind that assumed a strong biological essence that evolved from lower animals.

B.F. Skinner based on studies of rats and pigeons, carried the influence of behaviorism well past the middle of the century.

West Union

H.

Absent from Maslow's hierarchy of needs was a drive toward higher levels of self-actualization supplemented by workplace research of Douglas McGregor, Frederick Herzberg, led to the rapid growth of a more humanistic perspective as a third force in psychology.

Alphie Kohn makes the case that rewards kill interest! People know instinctively that if they are rewarded for doing something, the action in question is not worth doing on its own merit.

A decade ago Rosabeth Moss Kanter proposed a new motivational toolbox which includes stressing the importance of the work, allowing people greater influence over their work lives, ongoing learning by both individual and group and reputation, which is crucial for

Kanter's approach verification can be found in Mahen Tamboo's research that personal growth, operational autonomy, and task achievement outranked money in importance for a large sample of knowledge workers.

Michael McMaster defines engagement as consisting of the relationships and process of communication that engage the intentions of others in the absence of coercion. He insist that degree of engagement is inversely proportional to amount of authority being exercised.

Thomas Davenport uses a sliding scale of engagement with information, from the passive (seeing and hearing) to discussing, presenting or teaching to using in practice.

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Thursday

ERG Theory

Clayton Eldertee (1969)

Eldertee identifies three level of needs and it is somehow based on Maslow's work as well.

1. Existence: This relates to maslow's definition of physiological and safety needs as those that are required to maintain basic life needs.
2. Relatedness: This is similar to maslow's description of social needs and the steam we find from others.
3. Growth: This is based on self steam and self actualization which is on maslow's definition.