MANAGEMENT THEORIES, ROLES, MOTIVATIONS, AND COMMUNICATION

- What is an airport manager?
  - A Leader of People
- What is a theory?
  - A general body of assumptions and principles used to describe a particular set of facts or some observed phenomenon.

Classical Approach

- What are the three primary classical theories
  - Administrative Management Theory
  - Scientific Management Theory
  - Bureaucracy Theory
- Fayol's 14 principles
  - Centralization
  - Scalar Chain

Scientific Management

- Frederick Taylor
- Lillian Glibreth
- Henry Gantt
- Managers, not workers, should determine how work is to be done
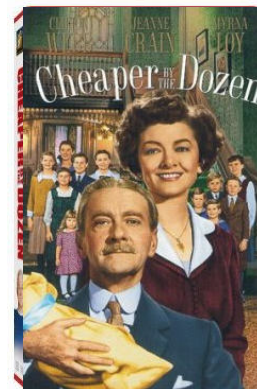
Scientific Management

- Frederick W. Taylor
  - The One Best Way
  - Standardize fair day's work
    - Optimum weight of shovel = 22 lbs
  - Substituting research science rules for rules of thumb
  - Scientifically select, train, teach and develop employees
  - Provide detailed instructions and supervision of each worker
  - Piece-meal pay
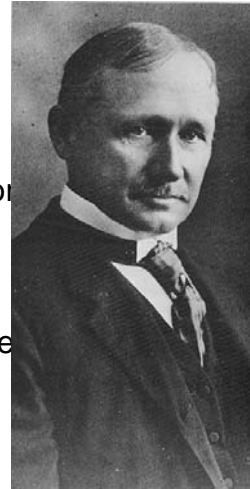
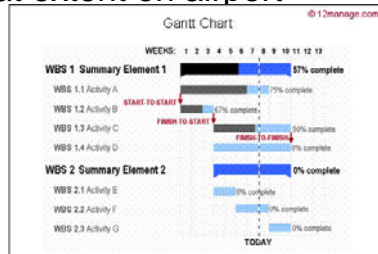
Scientific Management

First Lady of Management

Scientific Management

HENRY GANTT

- Worked with Taylor at Midvale Steel
- Later developed Gantt Chart
  - Show relationship of task to time for project
  - Used to great extent on airport construction
- Advocated Minimum Wage with bonus

Bureaucracy Theory

- Division of Labor with highly skilled employees in each position
- Consistent organization rules and procedures
- Hierarchy of authority/chain of command
- Impersonality of interpersonal relationships as SOP
- Employment/Advancement based on competence (wow what an idea)
- Means for design/manage large organization – not what we have come to associate Bureaucracy (red tape)

Maximilian Carl Emil Weber

Coined the term "Protestant ethic" which became "work ethic"

Behavioral Approach

- Hawthorne Studies 1930's
  - Shift of management theory away from pure mechanistic and economic views of worker motivation and recognition that social relationships could be greater motivator.
    - Work groups influence individual worker output
    - Supervisors attention has significant influence on productivity (JM)
- Effort begun to have a "happy" worker
 - Later partly refuted – being productive more likely to lead to satisfaction then vice-versa

Management Science Approach

- Focus on mathematical models
- Arthur D. Little one of the first
- Dupont developed CPM (1950's)
  - Critical Path Method
  - Most time-consuming set of activities start to finish
- US Navy developed PERT (following year)
  - Program Evaluation and Review

- Used in engineering, construction, office workflow, and emergency response evaluation

Critical Path Method

**Critical Path Analysis - Example 2- Analysis in PERT format**

Critical Path Action ●————● (blue) Non-Critical Path Action ●————● (red)
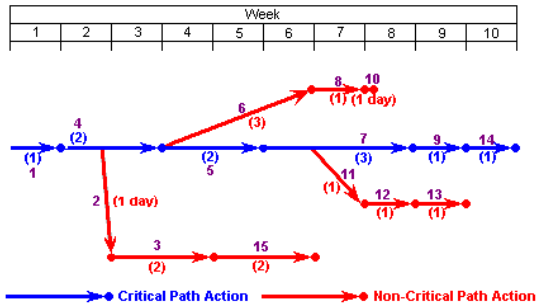
(2) (2) No. weeks to achieve task

1 High Level Analysis
2. Selection of Harware Platform
3. Installation of Hardware
4. Analysis of Core Modules
5. Analysis of Supporting Modules
6. Programming of Core Modules
7. Programming of Supporting Modules

8. Quality Assurance, Core Modules
9. QA, Supporting Modules
10. Core Module Training
11. Develop Accounting Reporting
12. Develop Management Reporting
13. Develop MIS
14. Detailed Training
15. Documentation

Program Evaluation & Review Technique (PERT)
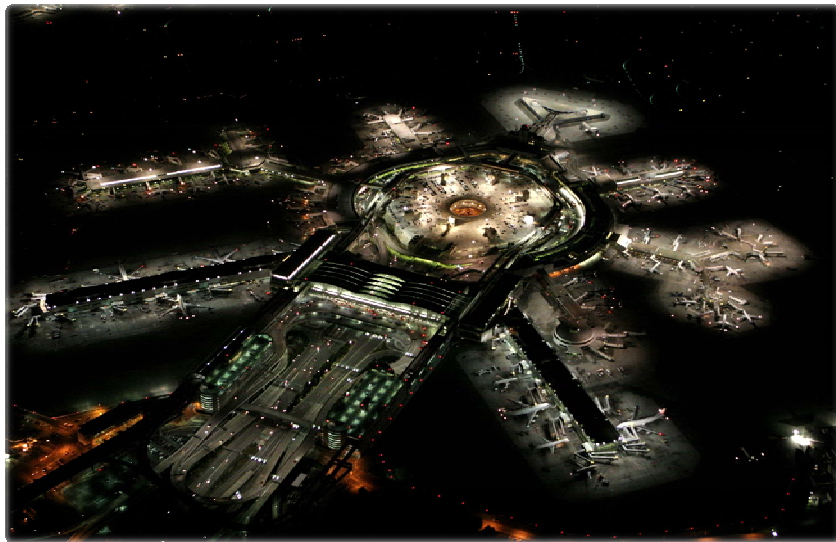
AIRPLANE DESIGN PROCESS
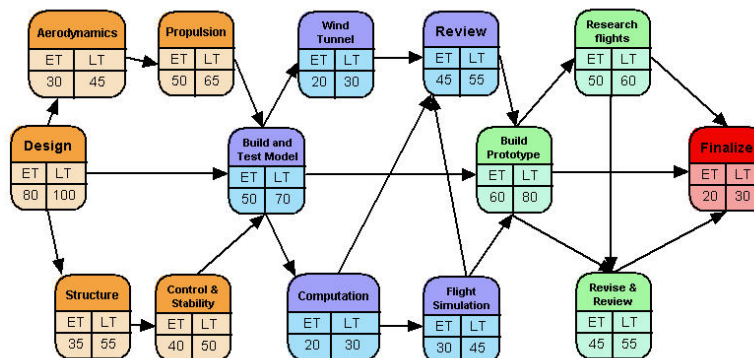
ET: Estimated time, LT: Latest time

Integrative System Approach

- Lets integrate the Classical Approach, Behavioral Approach & Management Science Approach and we have
  - System Approach
  - Socio-technical systems design approach
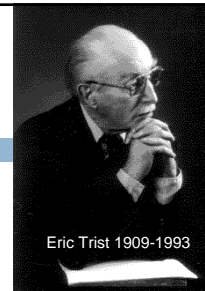 - Contingency management approach

Systems Approach

Systems Approach

- An airport is a system of interrelated parts that cannot be dealt with separat...
  - Impossible to make a change in one area... potential for creating problem in other areas
- System will generally these four basic characteristics
  - Operate within an environment
  - Composed of subsystems
  - Have a central purpose
  - Components are interrelated
- Airports are an "open system"
  - Constantly interact with environment and community

Systems Approach

Eric Trist 1909-1993

- Social-Technical Systems (STS)
  - Developed by Eric Trist
  - Deals with integration of technology & employees within an organization
  - An approach to complex organizational work design that recognizes the interaction between people and technology in workplaces.
  - Realized that machines in mining changed social groups of miners which decreased productivity

System Approach

- Contingency Management Approach
  - "You seen one airport, you seen one airport" (Wizwell)
  - No single best way, "it depends"

- Chester Barnard – subordinates assess legitimacy of a manager's directives and decide whether or not to comply based on their acceptance of authority.
  - Usually done without conscious thought

Chester Barnard
1886-1961

Managerial Roles

- Roles are characteristics and expected social behaviors of an individual in a particular job
- Professor Henry Mintzberg identified several managerial roles in three categories
  - Interpersonal
    - Figurehead, leader, liaison
  - Informational
    - Monitor, disseminator, spokesperson
  - Decisional Roles
    - Entrepreneur, disturbance-handler, resource-allocator, negotiator

Role Conflict

- Intra-role conflict – different expectations from people (expect manager to have democratic approach vs. directive approach)
- Inter-role conflict – make choices between conflicting demands
- Interpersonal role conflict – two people compete for the same role

Leadership Principles

- What is the difference between a manager and a leader?
  - Leadership – the ability to use skills and strategy to influence behavior, thinking or attitudes
  - Manager – influences others by formal position and authority
- Who can tell me the faulty 6 leadership trait initially attributed to good leaders
  - Attractiveness
  - Cooperativeness
  - Popularity
  - Interpersonal Skills
  - Social Participation
  - Tact

Leadership Principles

- Who can now tell me the six approaches our text describes as having some merit
  - Leadership by Assumption
  - Leader Style Approach
  - Leader Behavior Approach
  - Managerial Grid Approach
  - Contingency and Situational Approach
  - Present Leadership Thought

Leadership Principles

Leadership by Assumptions

- Douglas McGregor (1960)
  - Theory X, Theory Y
  - You make an assumption that leads to management style X
  - Your management style is dictated by the expectations of others

Leadership Principles

Theory X managers
- Avg. employee dislikes work and will avoid it
- Most employees must be coerced and closely supervised
- Most employees have little ambition and are mostly interested in job security
- Most employees avoid responsibilities

Theory Y managers
- Physical and mental effort in work is as neutral as play or rest.
- Most people prefer to exercise self-direction and self-control.
- People learn, when encouraged, to accept and seek responsibilities.
- People are interested in displaying imagination, ingenuity and creativity to solve organizational problems

Leadership Principles

- W.E. Deming
  - poor quality & low productivity is due to system , not employee.
- William Ouchi Developed Theory Z
  - Stresses individual responsibility with collective decision making, slow evolution and promotion, long-term employment, holistic concern for the employee.
  - Employee is capital to be cultivated and developed
 - Respect for authority

Leadership Principles

- The three basic leadership styles are:
  - Autocratic
  - Democratic
  - Laissez-faire
- Leadership Behavior Approach
  - Consider employee-centered vs. tasked-centered
- Managerial Grid Approach
  - Create grid of Concern for People vs. Concern for Production

Leadership Principles

- Managerial Grid Approach
  - Create grid of Concern for People vs. Concern for Production
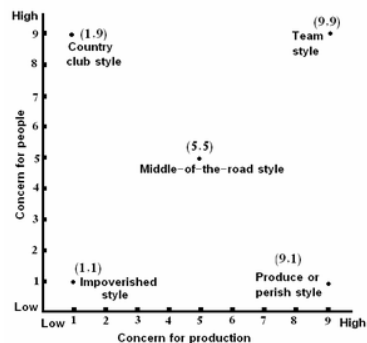
Leadership Principles

Contingency and Situational Approaches

- Recognize that one leadership style won't work for every person, every situation, every time.
- Consider other factors like flexibility and capabilities of the manager.
- Leadership situations:
  - Leader-member relations – the degree to which the group trusts and likes the leader
  - Task structure – the extend to which the task is ill-defined or well-defined
  - Position power – formal authority (hire/fire)

Leadership Principles

Paul Hersey

Paul Hersey and Kenneth Blanchard

- Employees without self-confidence, matuiryt, training, and motivation need more direct leader style
- Their leader styles are:
  1. Use delegation
  2. Use participation and involve the employee
  3. Sell the idea to the employee
  4. Provide a highly directive telling style

Kenneth Blanchard

Leadership Principles

Present Leadership Thought

- Leadership is the act of getting people to want to do something you think ought to be done.
- Choose tasks that are enjoyable and challenging
  - Must know employees abilities well (same approach won't always work)
- Ways to get them to follow
  - 1. Pioneering; 2. Enlisting others to share your vision; 3. Empowering others; 4. Acting as a role model; 5. Expressing encouragement and celebrating

Leadership Principles

Pioneering

- Look at old situation in new way

Enlisting Others to Share Your Vision

- How can they achieve their goals by following you
- Sincerity
- Colorful, expressive language
- Conviction expressed positively
- Enthusiasm in speaking

Leadership Principles

Empowering Others
- Getting people to work together
- Trust
- Delegation

Role Model

Encouraging Others
- Give positive feedback to employees!

Motivation Principles

- Content based theories
  - Emphasize the needs that motivate people
- Processed based theories
  - How do people make choices to satisfy needs
- Reinforcement-based theories
  - When people are rewarded for a particular behavior they tend to repeat it
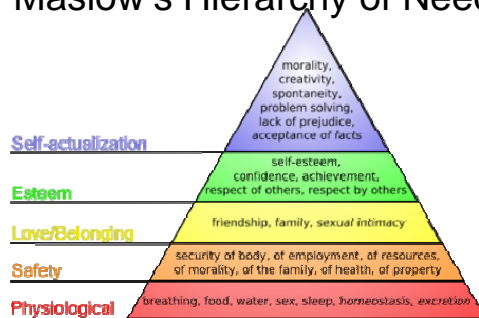
Motivation Principles

Content Theories

- □ Maslows hierarchy of Needs
- □ Frederick Herzberg's two-factor theory
- □ David McClellands acquired needs theory

Motivation Principles

Content Theories

- □ Enables mngt. To understand what motivates others and structure work accordingly
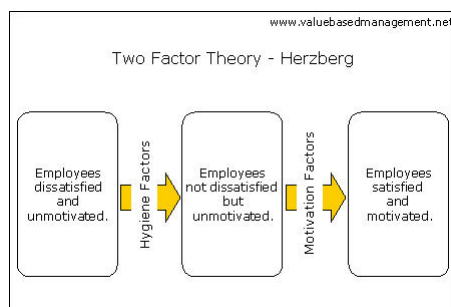- □ Maslow's Hierarchy of Needs

Motivational Principles

- Frederick Herzberg
  - Two-Factor Theory – two groups of factors affect workers attitude and performance
  - Hygienes – lack of them causes dissatisfaction
 - Motivation Factors – motivate employee into higher performance
    - Job enrichment is key to work that motivates employees

www.valuebasedmanagement.net

Two Factor Theory - Herzberg

Employees dissatisfied and unmotivated. → (Hygiene Factors) → Employees not dissatisfied but unmotivated. → (Motivation Factors) → Employees satisfied and motivated.

http://www.valuebasedmanagement.net/methods_herzberg_two_factor_theory.html
http://www.upmf-grenoble.fr/emanagement/HTML/Th%E9o%20des%20besoir

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Management Principles

- Acquired Needs Theory – David McClelland
  - People acquire different needs over time as a result of their life experiences
  - Need for achievement
  - Need for affiliation
  - Need for power
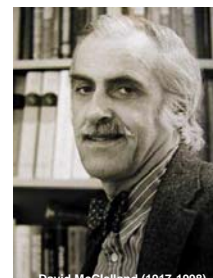
www.mcclellandmedia.com/psych.html

David McClelland (1917-1998)

Process Theories

- How employees make choices to satisfy needs
- Equity Theory
  - People need, seek, and value fairness in work relations
  - When employee feels under/over balanced they will attempt to restore equity
- Path-Goal Theory
  - Managers responsibility to create clear path towards goals.

Process Theories

- Expectancy Theory
  - Motivation is a function of how much we want rewards offered and whether we think they are attainable.

Victor Vroom

Reinforcement Theory

B.F. Skinner 1904-1990
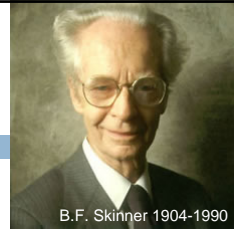
- Disregard needs and process
- Rely strictly on observation
- Reward for specific behavior encourages repetition
- Timing of reward important. Reward must be administered ASAP after performing
- Once behavior set, reward should be ...mittent for best results

Ivan Pavlov 1849-1936

Workplace Violence

- Appears to hinge on three env. Factors
  1. Individuals social support system
  2. Labor market conditions
  3. Changing societal values
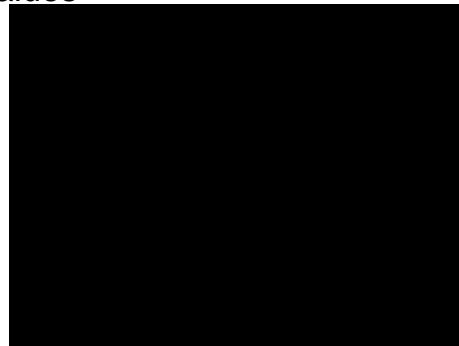
Communication

- Transmitting information from one person to another
  - Info transmitted
  - Receiver aware of transmission
  - Intended recipient understands it
- Through communication leadership occurs

Communication Processes
  1. Interpersonal
  2. Small Group
  3. Organizational

http://www.wordandimage.ch/media/portfolios/corporatelook/images/CL0017%20Communication.

Communication

- Types of communication
  - Oral
  - Written
  - Nonverbal (not the other two)
- Mental filter
  - Totality of all experiences and knowledge from birth to today
  - Probable cause for miscommunication

Communication

Listening

- Hearing, understanding, remembering
- Acquired skill
- Search for meaning

Process of listening

- 1. What the sender means to say;
- 2. What the sender actually does say;
- 3. What the receiver hears;
- 4. What the receiver thinks he or she heard;
- 5. What the receiver says or feeds back to the sender; and
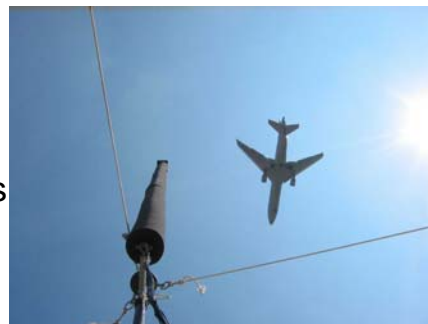- 6. What the original sender thinks the receiver means to say.

http://www.flickr.com/photos/somesay/213635707

Communication

- Noise affect the communication process
  - Social Noise
  - Psychological Noise
  - Semantic Noise
  - Syntactic Noise
  - Physiological Noise
  - Physical Noise
  - Environmental conditions

http://www.soundcontrol.tudelft.nl/Pictures/Full%20views/aircraft_noise.

Communication

- Feedback – clarify original message
  - Positive – Received and understood
  - Negative – not received and not understood
  - Ambiguous – not sure
- Classes of Communication
  - Intrapersonal
  - Interpersonal
  - Group
  - Organizational
  - Mass Communication

Communication

Organizations

- 2 or more people coordinating activities to reach goal
- For organization to be successful there must be effective organizational communication!

Organizational Communication and Networks

- Oral
  - Favored by management
    - Facial Expressions
    - Tone of Voice (e-mail)
    - Body Language
  - Time
  - Writing skills
- Written
  - Permanent record

Organizational Communication and Networks

- Communication Direction
  - What is the Classical Com Direction
    - vertical (up/down)
  - What is Horizontal Com
    - between peers/similar authority
    - Doesn't carry same level of formality
- Grapevine
  - Gossip Chain
  - Cluster Chain

Conflict Management

Positive Outcomes
- **Increase motivation**
- **Increase creativity**
- **Clarify org. problem**
- **Focus attention**
- **Dev. Interpersonal skills**
- **Promote understanding**
- **Improve overall**

Negative Outcomes
- **Emotional distress**
- **Productivity loss**
- **Poor decision making**
- **Destroy relationships**

http://www.intime.uni.edu/Citizenship/themes/single_themes/conflict_resolution/conflict_resolution_wh

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Conflict Management

Escalating Trigger Points
- Over controlling comments
- Perceived putdowns
- Power play for resources
- Oneupmanship

Avoidance
- Lack of response
- Acquiescence
- False agreement …

Recognizing escalation and avoidance and understanding each party very important in Conflict Management

Conflict Management

- □ Substantive Issues are
  - ❑ Those that deal with disagreements over
    - ▪ Policies
    - ▪ Procedures
    - ▪ Decision
    - ▪ Roles
    - ▪ Responsibilities
    - ▪ Resources
    - ▪ Practices
- □ Emotional Issues deal with
  - ❑ Personal perceptions
  - ❑ Feelings

Conflict Management

- □ Manager recognize/understand role in conflict
- □ Manager understand intended consequences and outcomes
- □ Manager evaluates three methods of conflict management
  - ❑ Bargaining
  - ❑ Controlling
  - ❑ Confrontation

Next Weeks Assignment

- You will need to be very familiar with Module 4 next week as you will get a grade for the in-class work we will do based on it. There will not be time during class to read and understand the information and complete the assignment so make sure you are prepared.

Assignment for today (15 min)

- Take out a sheet of paper and put your name on the top corner
- The paper should not be spiral bound – I don't want all the little chad on the edge
- Using notes from the lecture today write a 15 question test from the material we have covered today
  - 5 true false questions
  - 5 fill in the blank questions
  - 5 multiple choice questions
  - Provide an answer key on the back