



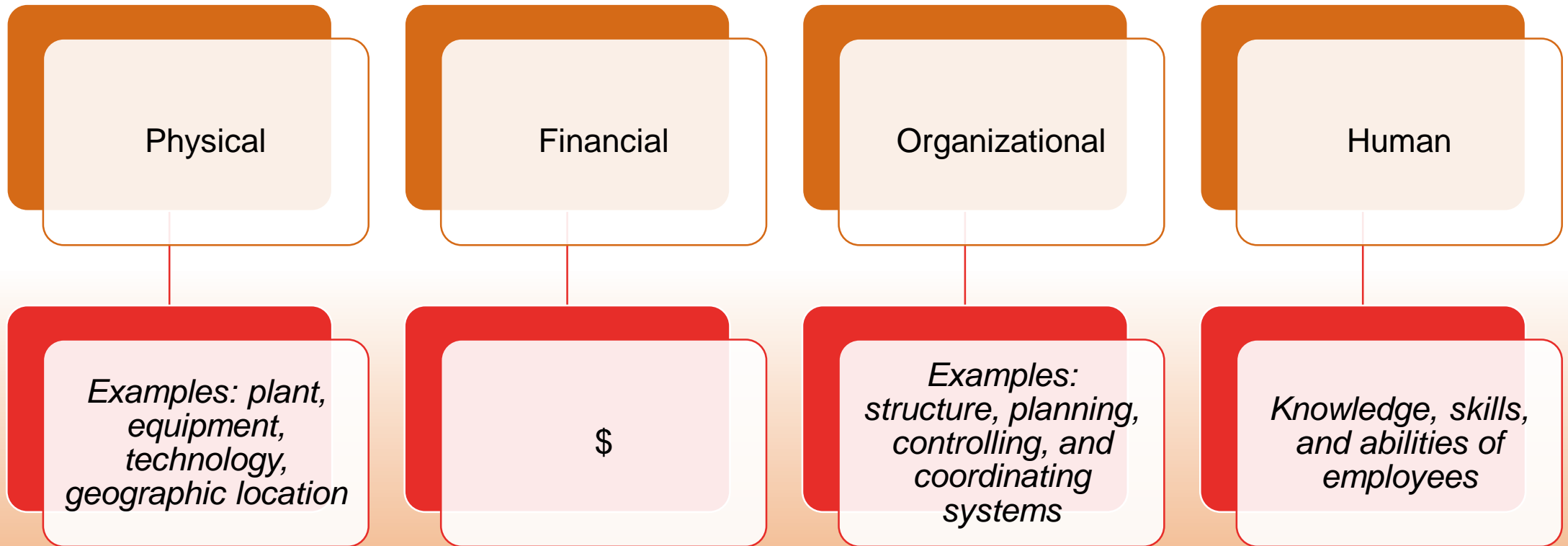
MANAGING HUMAN CAPITAL

Dr. Emily Tarr



**HOW DO YOU
GET
PROMOTED?**

ORGANIZATIONAL RESOURCES



WHAT IS MANAGEMENT?

- The process of getting work done that is required for achieving the goals of an organization in an efficient and effective manner



Planning



Organizing



Motivating



Evaluating



WHAT IS ORGANIZATIONAL BEHAVIOR?

- **The study of what people think, feel, and do in and around organizations**

Systematically examines individual, group, and organizational processes

WHAT IS AN ORGANIZATION?

- A group of people who work interdependently toward some purpose
- Key features:
 - Collective entities
 - Collective sense of purpose (goal orientation)
 - Coordinated activities
 - Division of labor
 - Continuity over time, regardless of change in individual membership



WHY STUDY MANAGEMENT?



Understand and predict behavior



OB improves an organization's financial health



Teaches us about how to influence behavior to get things done



Helps us to test/improve personal theories



Adam Grant ✓
@AdamMGrant

81 studies of over 24,000 people: in most jobs, prior experience has little to no bearing on performance.

Hey managers: it's time to stop requiring experience in job applications. It's a poor proxy for knowledge, skill, and motivation.

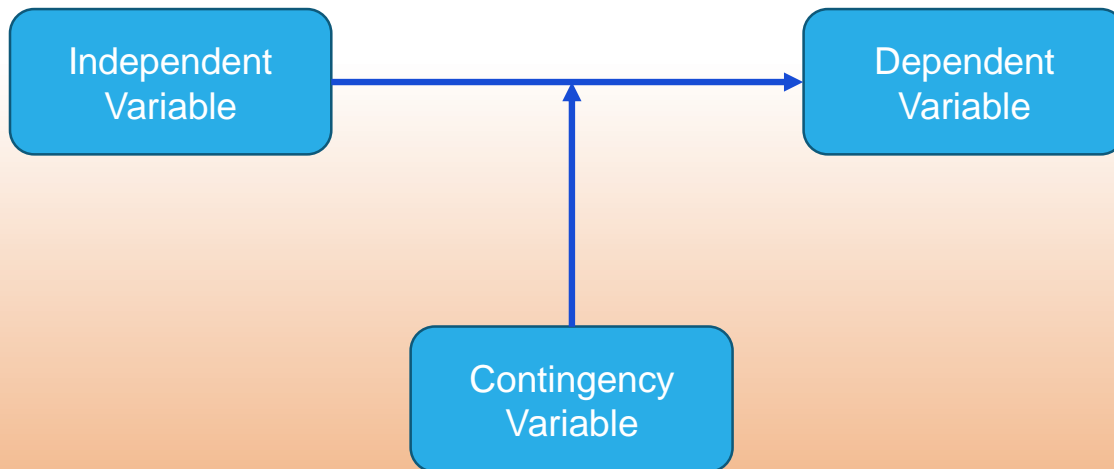
EVIDENCE- BASED MANAGEMENT

**Making decisions and
taking actions based
on research evidence**



WHY IS MANAGING PEOPLE DIFFICULT?

- Humans are complex and diverse
- Contingency variables

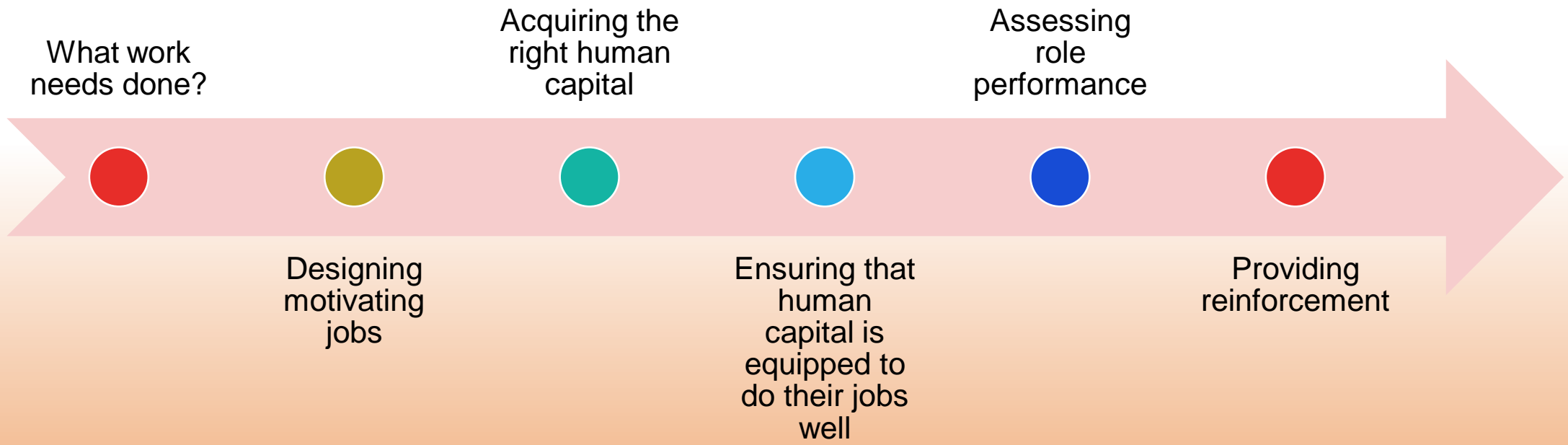


WHAT IS HUMAN RESOURCE MANAGEMENT?

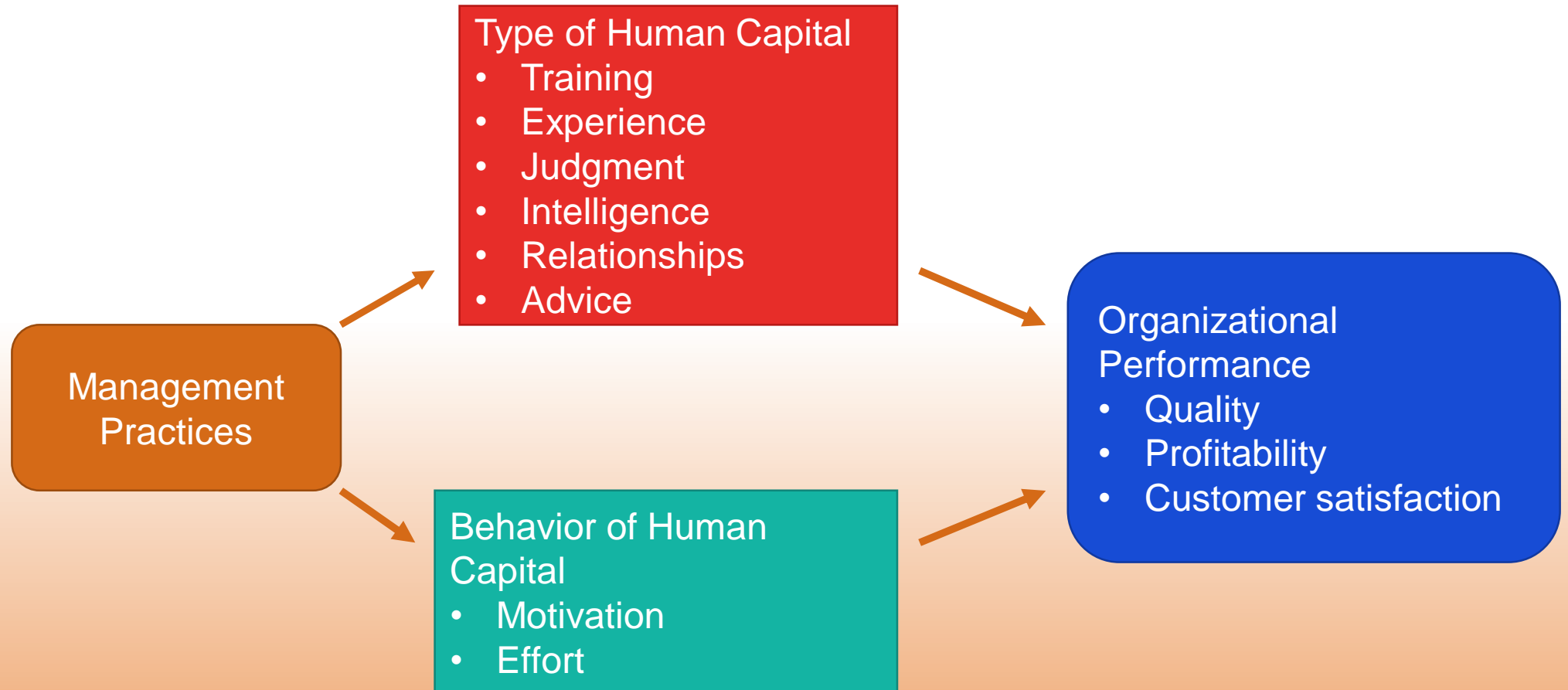
- **Human Resource Management** (**HRM**): the policies, practices, and systems that influence employees' behavior, attitudes, and performance



HUMAN CAPITAL FLOW



WHY SHOULD WE CARE ABOUT OB AND HR?



HUMAN CAPITAL AS A SUSTAINABLE COMPETITIVE ADVANTAGE

1. Human resources are valuable

2. Human resources are rare

3. Human resources cannot be imitated

4. Human resources have no good substitutes

“Discretionary effort—by employees who are engaged and willing to give their best—is at the heart of organizational success, and managing and developing people is the way to drive and sustain that effort.”

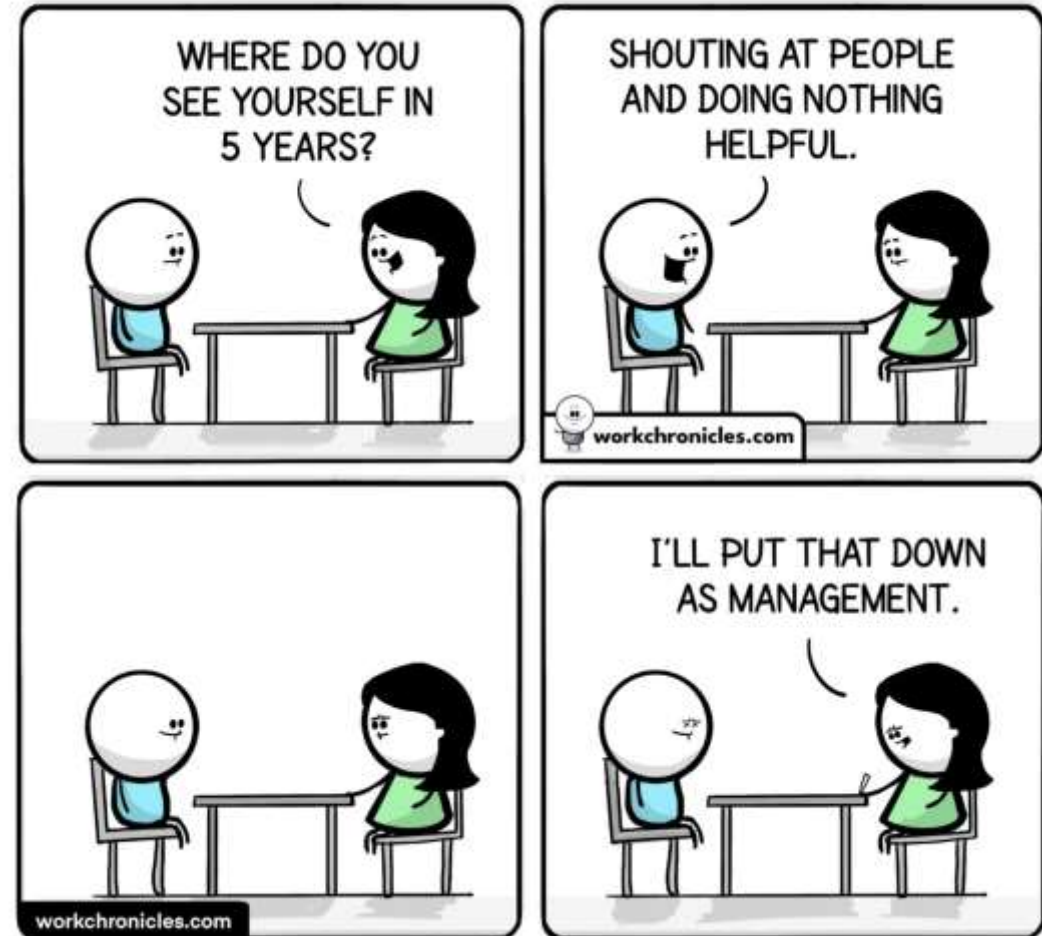




WHY WE LOVE TO HATE HR

- Why do people have negative views of HR?
- Have you personally had negative experiences with HR?
- How can HR get a “PR makeover?”

WHAT DO MANAGERS DO?





POWER

- The relative capacity to modify others' states by providing or withholding resources or administering punishments

This capacity results because one person controls resources that another person values (dependence)

DEPENDENCE (AND THUS POWER)

Directly proportional to your motivational investment in resources controlled by others



Inversely proportional to availability of these resources outside of one person

BASES OF POWER

Reward	Derived from a person's ability to control the allocation of rewards
Coercive	Derived from the ability to apply punishment
Legitimate	Derived from formal authority to make decisions Ability to administer feelings of obligation or responsibility
Expert	Derived from valued knowledge, information, or expertise that an individual has
Referent	Derived from others wanting to identify or be associated with an individual

INFLUENCE

Influence occurs when one's emotions, opinions, or behaviors are affected by others

Commitment

- **Substantial agreement followed by initiative and persistence in the pursuit of**

Compliance

- **Reluctant or insincere agreement due to extrinsic factors**

Resistance

- **Stalling, unproductive arguing, or outright rejection**

PRINCIPLES OF INFLUENCE



Reciprocity

People feel indebted to those who do something for them or give them something



Social Proof

People tend to look to those around them to guide their decisions and actions



Commitment & Consistency

We're more likely to do something after we've already agreed to it



Liking

People are more likely to say yes to people that they like



Scarcity

The less there is of something, the more valuable it is



Authority

People respect those in positions of authority and follow the lead of credible, knowledgeable experts

COMPLIANCE TECHNIQUES



Door-in-the-face technique

Refusing an initial large request increases the likelihood of agreeing to a second, smaller request



Foot-in-the-door technique

Agreeing to a small request increases the likelihood of agreeing to a second, larger request

INFLUENCE TACTICS IN ORGANIZATIONS



Pressure tactics

Using demands, threats, or intimidation to convince you to comply with a request or to support a proposal



Upward Appeal

Seeking to persuade you that the request is approved by higher management, or appeals to higher management for assistance in getting your compliance with the request



Exchange Tactics

Making an explicit or implicit promise that you will receive rewards or tangible benefits if you comply
Reminding you of a prior favor to be reciprocated



Coalition tactics

Seeking the aid of others (a coalition) to persuade you to do something

Using the support of others as an argument for you to agree also

INFLUENCE TACTICS IN ORGANIZATIONS (2)



Ingratiating tactics

Trying to get you in a good mood to think favorably of him/her before asking you to do something, usually through flattery



Rational persuasion

Using logical arguments and factual evidence to persuade you that a proposal or request is viable and likely to result in the attainment of task objectives



Inspirational Appeals

Making an emotional request or proposal that arouses enthusiasm by appealing to your values and ideals, or by increasing your confidence that you can do it



Consultation tactics

Seeking your participation in making a decision or planning how to implement a proposed policy, strategy, or change



WHICH TACTICS TO USE

- Commitment is most likely when:
The request is something seen as important and/or enjoyable
The requestor is liked/respected
- Most effective for building commitment
Rational persuasion
Consultation tactics
Inspirational appeals
- Least effective for building commitment
Pressure tactics
Coalition tactics