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**Reading Assignment #16**

**Chapter 6 Case Study Questions:**

1. If you were an employee at US Airways Group, what would your main concern be?

Job security is always concerning to employees during a merger. Financial synergies often involve cutting the labor force to more efficiently serve customers but that entails laying off individuals from the gate to the baggage claim process. There is also the risk of a leadership change. Chains of commands might be shuffled around during the merger which could cause people to change how they operate.

1. How could your trust be earned by the company following the merger?

The CEO said that the leadership team will treat every employees well. It is one

thing to simply state such thing and another to actually carry out the action. So I would

see if that statement is performed in action. Additionally, there needs to be distributive

fairness, procedural fairness, and interactional fairness at the workplace.

1. What might happen if employees continued to distrust management? Explain using what you have learned in this chapter.

Lack of trust often leads to lower customer satisfaction, especially in a very service oriented industry. If employees don’t feel vested in business processes they might be less inclined to greet customers with a smile or provide efficient service. Individuals might also be subject to issues with distributive fairness. In a merger, it is possible for wages profiles to be different at both companies and employees will notice a wage differential between themselves and the counterparty. This will lead to lower job performance, lower commitment to management goals and strategic objectives and lower overall job satisfaction.

**Chapter 6 Study Outline**

Social Perception and Perception Errors

* **Social Perception**- Is the process through which we use available information to form impressions of others
* **Schema-** Organized patterns of thoughts or behaviors to help us quickly interpret or process information
* **Stereotyping-** Is a negative perceptual shortcut that involves forming oversimplified beliefs about an individual or group based on the idea everyone in that particular group will behave the same
* **Categorization-** Our tendency to put things into groups or categories
* **Contrast Effect**- Evaluating a person's characteristics through comparisons with other people we have recently encountered who rank higher or lower on the same characteristics
* Research has found that impressions are formed in the first 30 seconds of meeting someone and are difficult to change once they are formed
* **Trust:** The expectation that another person will not take advantage of us regardless of our ability to monitor or control them

**3 Types of Perceived Fairness**

* **Distributive fairness**: Did we get what we wanted? The perceived fairness of the outcome received
* **Procedural fairness**: Were the procedures used in making the decision fair? It has six elements:
  + **Representativeness**: involves giving individuals a chance to speak on their own behalf
  + **Consistency**: a procedure should be used consistently across time and across employees
  + **Bias suppression**: the decision maker’s personal bias should not influence the decision and the decision maker should not be subject to prior beliefs that cause him/her to not give all perspectives adequate and reasonable consideration
  + **Accuracy**: the information being used in the decision should be accurate
  + **Correctability**: a grievance process should exist in case mistakes are made
  + **Ethicality**: ethical standards should guide the decision
* **Interactional fairness:** whether the amount of information about the decision and the process was adequate, and the perceived fairness of the interpersonal treatment and explanations received during the decision-making process
  + **Interpersonal fairness:** the degree to which people are treated with politeness, dignity, and respect by authorities or third parties involved in executing procedures or determining outcomes
  + **Informational fairness:** the extent to which employees receive adequate information and explanations about decisions affecting their working lives