

COMM 210 Contemporary Business Thinking

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Lecture 7 – Motivation

Objectives For Today

- Review major concepts related to work motivation in organizations
- Describe the various roles a manager plays as he does his job
- Describe various ways influence and power operate in organizations
- New critical thinking skill: Causal claims
- Conducting Interviews
- Instructor's feedback on the mid-term exam

What is your dream job?

- Why do you think you would be especially suited for it?

- What is your worst job?
 - Why do you think you wouldn't like it?

Loving one's job

- Can bad jobs be improved?
 - What might make a bad job better for you?

- What makes a job motivating?
 - What aspects of a job would make you thrilled to get up in the morning and head off to work?

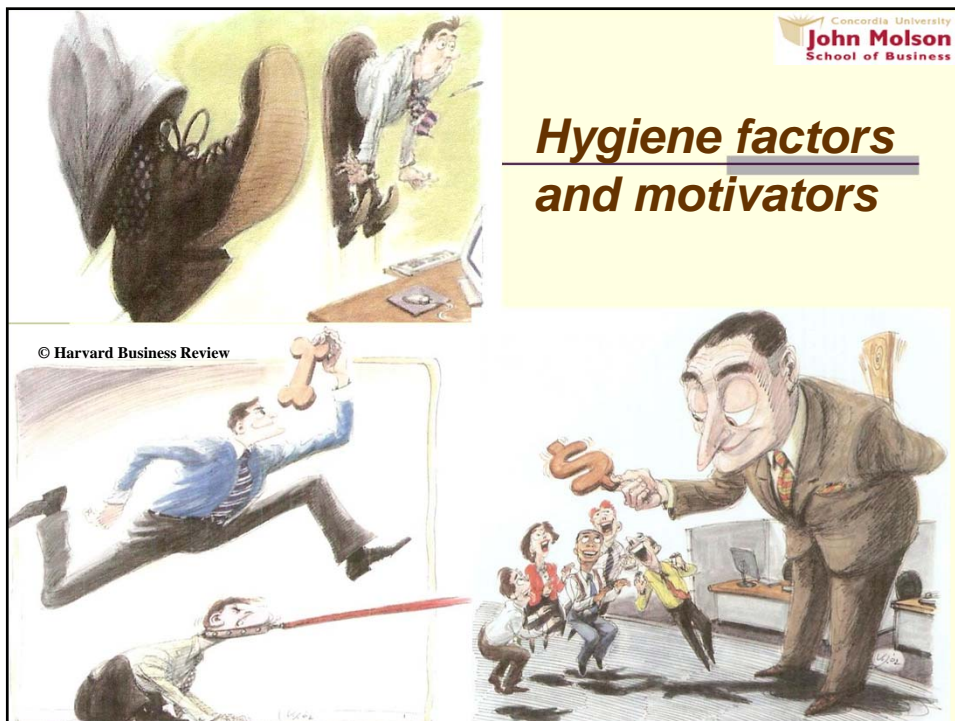
Dilbert on jobs



In my opinion...

Real estate developer, Teacher

Factory worker



Herzberg's Concepts: How do you motivate employees?

1. Hygiene factors
2. Motivators
3. Dissatisfiers
4. Satisfiers
5. Job enrichment/Vertical job loading
6. Job enlargement/Horizontal job loading
7. Negative KITA
8. Positive KITA

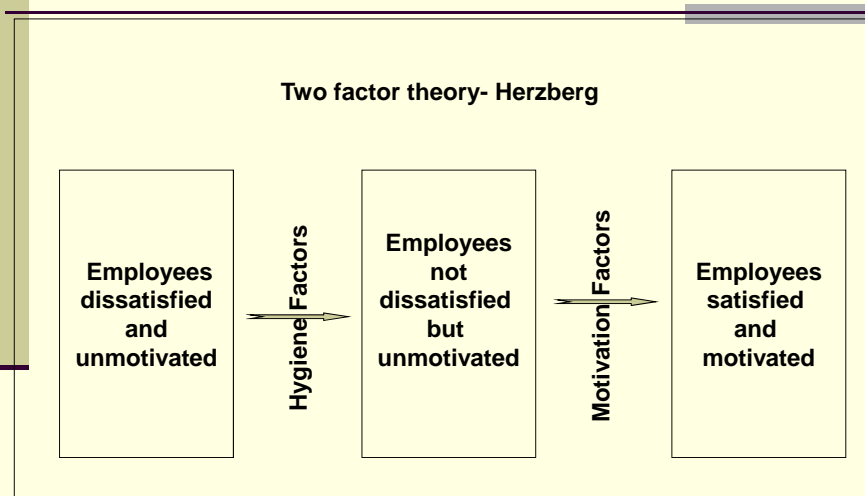
Principles of Vertical Job Loading

- Remove some controls while retaining accountability
- Increase accountability of individuals for own work
- Give person a complete natural unit of work
- Grant additional authority; job freedom
- Make periodic reports directly available to workers themselves rather than supervisors
- Introduce new, more difficult tasks
- Assign workers to specialized tasks, enabling them to become experts

Some Steps for Job Enrichment

- Select jobs, approaching them with the conviction that they can be changed
- Brainstorm possible changes
- Screen to remove hygiene suggestions & horizontal loading
- Avoid direct participation by the employees whose jobs are to be enriched
- Be prepared for an initial drop in performance
- Expect first-line supervisors to experience some anxiety

Two Factor Theory - Herzberg



Source: www.valuebasedmanagement.net

Meeting Herzberg

- <http://www.youtube.com/watch?v=o87s-2YtG4Y>
– part 1
- [http://www.youtube.com/watch?v=gtYi4102OvU
&feature=related](http://www.youtube.com/watch?v=gtYi4102OvU&feature=related) – part 2

Motivation at Lululemon

1. In your view, is Lululemon a **truly motivating** place to work in Herzberg terms?
 - Include discussion of both hygiene factors and motivators
 - Justify your responses with specific evidence from the video
2. Would **you** like to work at Lululemon? Why?

CAUSAL CLAIMS

Sharpen Your Analytical Skills




- Critical thinking = Analyzing the validity of arguments presented in a text
 - Identify the author's major conclusions
 - Describe & evaluate supporting evidence
 - Uncover assumptions & values
 - *Determine soundness of causal logic*
 - Deconstruct use of persuasive language

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Causal Claims

“Reality is a marble cake”

This is Henry Mintzberg’s way of saying that cause and effect relationships are **multiple**, and therefore **difficult to identify**.

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Causal Claims

- Causal explanation = Author’s interpretation of cause & effect relationships
- Rival causes: The same evidence can be consistent with different interpretations
- 3 types of Rival causes related to:
 - Differences between groups
 - Association of characteristics
 - Reverse causation?
 - Effect of 3rd variable?
 - The post hoc, ergo propter hoc fallacy
 - **<After this> <Therefore> <Because of this>**

Do wind farms cause people to become sick?



Health problems increased near some wind farms. It was discovered that **activists had distributed health-warning leaflets to communities near these farms**. In communities where no warning leaflets had been distributed, the frequency of health problems did not change

(Hint: What else happened at the same time?)

Post hoc ergo propter hoc fallacy



Take up a sport, Oxygen magazine advises its readers. “Each has its own unique health benefits. For example, a recent Swedish study found that **golfers live about five years longer than the rest of the population.**”

Globe & Mail, 2008

What is the causal assumption?
What may be an alternative cause?

*(Hint: How do golfers differ from rest of population?
Are there other differences not accounted for?)*

**Critique based on
Differences between groups**



Office clutter!

A recent UK research study found that 25% of workers had been formally reprimanded for clutter. Messy workspaces were found to increase employees' stress levels.

What might be a plausible alternative cause?

Hint: (A → B or B → A? Third variable?)

**Critique based on:
Reverse Causation**

Causal Claims Lululemon



- Identify a causal claim in the *Lululemon's video*
- What is the causal explanation?
- Can you think of any alternate causal explanations?

Exercise 5.2: Causal Claims (Dyer p. 63)

- Paragraphs 5.2.2, 5.2.4 and 5.2.6
- In each paragraph, identify a causal claim and the causal explanation.
- Can you think of a rival cause explanation?
- What type of a rival cause is it?

Interview Simulation

***Your air travel
experience***



Our Scenario

- Primary data (Interviews) : Sometimes you can make an appointment with an interviewee and sit and speak with them. Other times you may need to stop people on the street or in school and ask questions. This requires a bit of practice.
- So, let's imagine that we are doing a project on customer service in the airline industry.
- Our preliminary claim (or hypothesis) is:
 - **Airlines have poor customer service.**
- We have created a short survey and have decided to interview random people to collect primary data.

Our Scenario

- Our simulation:
 - We need two or three volunteers who have travelled by air during the last twelve months.
 - One student plays the interviewer role.
 - The interviewees should come in front of the class and act as if they were walking on the sidewalk while the interviewer conducts an intercept survey.

Demonstration Feedback

- **Interviewers:**
 - Was it difficult or easy?
 - Was there any response you wanted to follow up on?
 - What would you do differently?

- **Interviewee:**
 - How did you feel during the interview?
 - What suggestions would you make to the interviewer?

- **Audience:**
 - What are your observations?
 - What suggestions would you make to both sides?

Tips for Conducting Interviews

1. Present introductory letter
2. Dress neatly! Do not chew gum!
3. Address participants politely
4. Ask questions as on interview guide; follow-up if needed
5. Complete interview in 10-15 minutes as promise
6. Tell interested participants that they may be given a copy of your report

Handling Data

1. Take notes during the interviews
2. Type up your notes and add details as soon as possible after the interview
3. Keep notes confidential
4. Your instructor may ask you to bring these notes to class later in the term

Preparation for Next Week

- Readings for week 7 (Oct 20)
 - Mintzberg's article: The manager's job
 - French & Raven: Bases of Social power
 - Textbook (Dyer), Techniques of persuasion (chapter 6)
 - The Megabus Effect
- Progress Report 2
- Don't forget to check your mailbox and our class folder on MOODLE