Chapter 8 - Socialization and organizational culture - 12 questions

Organizational culture

- The shared beliefs, values, and assumptions that exist in an organization
    - Style, atmosphere, personality, feel, vibe - Don't want people that go against the culture
- Knowing and maintaining the culture can be crucial for the organization's survival
    - **Organizational culture** → fairly stable year over year
        - Very hard to change
    - **Organizational climate** → more adaptive
        - Can change and shift quite readily

Subcultures

- Unique cultures within the organizational culture
- May develop based on training, occupation, department goals, locations
- Organizational culture should be an umbrella for all subcultures
    - Subcultures should not differ from the overall culture by too much because that causes confusion and tension

- Organizational culture varies according to intensity or strength
    - Strong versus weak
- **Strong cultures** = high consensus and consistency in the organization's values and beliefs
    - People conform absolutely, no innovation or brand new ideas
    - Coordination, conflict resolution, financial success
- **Weak cultures** = everyone has different viewpoints
    - It is unclear what the policies, values, and beliefs the organization cares about
    - The weaker the culture, the less likely it is that people will be committed
- Strong cultures can be positive or negative
    - Positive = want
    - Negative = don't want

Strong organizational cultures

Advantages	Disadvantages

• Increased job satisfaction, organizational commitment, and engagement
  ○ People know what to expect, very clear relationship between the work i put in and the rewards i get
• Lower turnover, absenteeism, presenteeism
	• Can create resistance to change
	  ○ A lot of pushback on certain decisions when you "go against" the culture
	  ○ It is really hard to change the culture
	• Foster culture clash
	• Risk of culture becoming or being "pathological" or hostile

• Increased productivity and innovation ○ Strong culture only increases innovation if it is an innovative organization****	○ The culture is so strong I believe in it and don't question it, I agree to it without critical thought

Smaller organization: stronger culture

Socialization

- The process by which people learn the attitudes, knowledge, and behaviours that are necessary for a person to function in a group or organization
- The better we are able to socialize a person into the organization, they will perform better and fit in better

Compliance: conformity to a social norm prompted by the desire to acquire rewards or avoid punishment

Identification: conformity to a social norm because those who promote it are attractive or similar to yourself

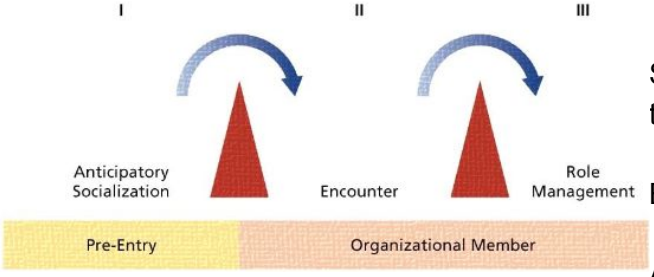
Internalization: conformity due to true acceptance of the beliefs, values that underlie the norm

Social information processing theory: information from others is used to interpret events and develop expectations about appropriate and acceptable attitudes and behaviours

2 benefits of socialization:

- **Information dependence:** reliance on others for information about how to think, feel, act
  - Gaining more information about how to do the work we are supposed to be doing
  - Learning the expectations
- **Effect dependence:** reliance on others due to their capacity to provide rewards and punishments
  - We know what behaviour results in promotion, and which causes punishments
  - The behaviours that help us succeed or fail in the organization

Stages of socialization



1. Anticipatory socialization

Socialization that occurs before the person enters the organization

2. Encounter

Begin to acquire norms, seek to have needs met

3. Role management

Actively managing your role in the organization

Fit

The extent to which there is congruence between the values, attitudes, and beliefs of an individual and a corresponding target

1. Person - job fit
    - Certain characteristics you have that make you good at the job
    - You have the traits the job requires
2. Person - organization fit
    - The persons personality, beliefs, and values align with the values and beliefs of the organization
3. Person - group fit
    - How well does that one person fit in with the group or team they are apart of
    - Lower overall performance and satisfaction if the person does not have PG fit

Expectations

Psychological contracts: beliefs held by employees regarding the reciprocal obligations and promises between them and their organization

- Many components not part of the legal contract, like type of environment, opportunities for growth, opportunities for promotion
- **Just as important as legal contracts**
- And can be used in court of law, saying that they built up this expectation and did not do it
- Expectations can be **unrealistic** and they can also be **breached**

Approaches to socialization

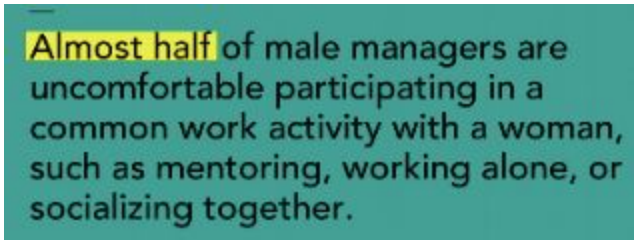
- Realistic job previews
    - The provision of a balanced realistic picture of the positive and negative aspects of the job to job applicants
        - Like sitting in on a high school class before you go to high school
    - Work simulations or samples can be conducted
        - Going in and shadowing someone's job that yours will be to see if you like it
- Employee orientation programs
    - Introduces employees to the job, coworkers, and the organization
    - Establishes psychological contract with new employees
- Mentoring
    - Formal or informal developmental relationship that produces benefits through partnering senior organizational member with junior member
    - Effective mentoring techniques:
        - Career functions
            - Sponsorship
            - Exposure and visibility
            - Coaching and feedback
            - Developing assignments

- Psychosocial functions
  - MORE IMPORTANT THAN CAREER FUNCTIONS
  - Role modeling
  - Providing acceptance and confirmation
  - Counselling
  - **Proactive socialization:** newcomers play an active role in their own socialization through feedback seeking and information seeking

Diversity and mentorship

Formal mentoring programs: organization sponsored programs in which seasoned employees are recruited as mentors and matched with proteges

- Mentor-mentee relationships have often been based on similarity between individuals, resulting in fewer minority populations having access to mentorship
- Cross-gender mentorship also involves less informal mentorship than same gender mentorship



- Mentors with cross-race mentees typically provide less assistance in mentorship relationships than to same- race mentees
- Mentorship is more beneficial for career success of minorities than those of majority populations

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Chapter 7 - Groups and teamwork - 15 questions

Groups

- Complex social structure designed to achieve a common goal through interdependence
  - Groups have more power than individuals
  - Work best when they have some similarity in their beliefs
  - Not additive, but multiplicative

Stages of group development **EXAM!!!!!!!**

1. **Forming**

When groups are made, individuals are selected and given an assigned purpose

2. **Storming**

Tensions arise, conflict emerges, roles are being assigned

3. **Norming**

Establish expectations for group, assign roles, everyone knows what is expected of them, set rules and codes of conduct

4. **Performing**

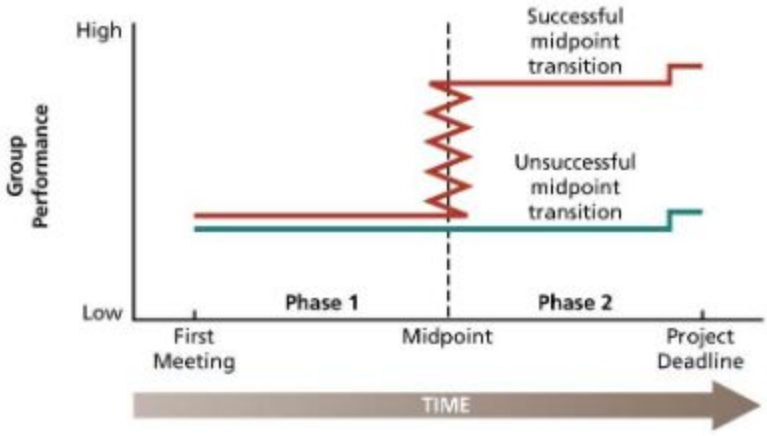
Implementing the task, fulfilling obligations

5. **Adjourning**

Group disbands, has served its purpose, stop working together

Punctuated equilibrium model of group development

Describes how groups with deadlines are affected by their first meetings and crucial midpoint transitions



← blue line is an unsuccessful group

- They panic a bit at the end to get it done but performance does not improve much

- Groups need to be challenged
- Red line: something needs to shake it up, like getting a bad grade back or having a member become a leader
    - Some transition will happen, and through that transition group performance will increase dramatically

Group structure

- Larger groups report lower satisfaction with group membership
    - **Additive tasks**
        - Each person adds a unique aspect or quality to the job, if we add each person's task together, that results in project completion
        - Overall performance is the sum of each person's effort
        - Like a relay race
    - **Disjunctive tasks**
        - It doesn't matter if a few people suck, as long as you have one person who can pull the work together
        - **Only one person has to perform**
    - **Conjunctive tasks**
        - Every single person must perform in order for the job to be successful
        - If even one person doesn't pull their weight, it will fail

Diversity of groups

- Diverse teams have more difficult time communicating and becoming cohesive (once developed, equally productive and cohesive)
    - The more diverse a team is, the more we bring to the table
- Diverse groups often perform better on innovation tasks
- Negative effects of “surface diversity” reduce over time
    - We often see an initial drop in performance from demographically diverse teams
        - After the drop, we see a faster, steeper increase in productivity
    - Initial loss is really just from people trying to get used to each other
- Attitudinal differences (diversity) towards work can damage cohesiveness
    - Want to limit how much ideological diversity exists in your team
        - That is different opinions in how work should be done
    - Want fairly similar ideologies, lots of diversity in demographics

Group norms

- Groups are influenced and controlled by situational norms and expectations
    - Reward allocation norms
        - Groups are ineffective if the attitudes differ on how people should be rewarded
        - Equity: reward according to inputs, such as effort and performance
        - Equality: reward everyone equally
        - Reciprocity: reward people the way they reward you
        - Social responsibility: reward those who truly deserve the reward

Roles

- Positions in a group that have a set of expected behaviour attached to them
- Assigned roles versus emergent roles
    - **Assigned:** someone tells you what to do
    - **Emergent:** as we work together we’ll see who best fits what role
        - Emergent groups roles often don't work and result in poor performance
- **Role ambiguity** - when goals of one’s job or method of performing are unclear
    - Role ambiguity can be caused by:
        - Organizational factors
            - No manager saying what's going on
        - Role sender expectations
            - The one giving you the job doesn't really know what it is
            - Giving focal person ineffective or unclear instruction
        - Focal person understanding of role
            - The one being given the role doesn't know what it is

Role conflict

- Exists when an individual is faced with incompatible role expectations
    - Interrole Conflict
        - Several roles held by occupant create competing demands
    - Person-role Conflict
        - Role calls for behaviour that is incompatible with personality or skill of role occupant
    - Intrasender role conflict
        - The role sender expects two conflicting things from you
    - Intersender role conflict
        - Two or more role senders have conflicting expectations of the focal person

Group cohesiveness

- The degree to which people get along with their groups
- Cohesiveness increases with:
    - Threat and competition
        - Group needs to feel they are working towards goal they need to achieve against another group
    - Success
        - Give them an opportunity to be successful
        - Don't have a sense of accomplishment that is necessary for cohesion if there is no opportunity for success together
    - Homogeneity
        - Need to give them something to be similar on
        - One common identity
        - Like **giving the team a name**
        - If there is a collective bond, there is a greater feeling of need to help each other succeed
    - Small group size
        - Smaller groups are able to find more similarity between each other
    - Toughness of initiation
        - Make people struggle to become part of the group
        - People are more committed if they have to work really hard to be there

Dangers to groups

- **Social loafing:** Withholding effort on a group task
    - **Free rider effect:** lower effort at expense of fellow group members doing more
    - **Sucker effect:** lower effort due to feeling others are free riding
        - If they're not working hard i'm not working hard
- Counteracting social loafing
    - Making individual performance visible

- Making work interesting
  - If they don't like the task they've been given, trade with them
- Increase feeling of indispensability (Make them feel important and that their contribution is necessary)
- Increase feedback
- Reward group performance

The future of groups and teams

- **Self-managed Teams:** group that completes challenging work with limited supervision
- **Cross-functional Teams:** bring people with different functional specialities together for specific goals
  - **Superordinate goals:** outcomes that can only be achieved through collaboration
- **Virtual work Teams:** groups that utilize technology to communicate and collaborate across space, time, and boundaries

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Chapter 9 - Leadership - 12 questions

Leadership

- The ability of an individual to influence the motivation and performance of others within an organizational context
  - Enhancing productivity
  - Increasing innovation
  - Fostering satisfaction
  - Improving commitment

Types of leadership

- **Formal Leadership:** individuals who occupy assigned leadership roles and titles
  - Given specific authority to make decisions and expected to influence others
- **Informal Leadership:** individuals who have the ability to influence without formal authority
  - Reliance on likeability and skill
  - Can be more impactful than formal leaders
- **Strategic Leadership:** ability to initiate changes that create viable future for organization
  - Open, honest, focus on the future
  - Big picture oriented, seeing how things are interconnected
  - See how their leadership related to other aspects of the organization

Theories of leadership

- Trait theories of leadership
  - Characteristics that make people a leader

    - Fundamental attributes and qualities that exist that make some people good leaders and other people bad leaders
- Leadership categorization theory
    - People are more likely to view someone as a leader and to think they are an effective leader if they possess prototypical characteristics of leadership
- Situational theories of leadership
    - Effectiveness of leadership style is contingent on the context
    - Impact of leader will depend on the nature of employees
    - **Fiedler's contingency theory:** the association between leadership orientation and group effectiveness depends on how favourable the situation is

Participative leadership

Involving employees (individually or as a group) in making work decisions

- **Benefits:**
    - Can increase **motivation** and empower employees to contribute to setting and achieving goals
    - **Higher quality** decisions can be made
        - More people can see potential problems
    - Can increase **acceptance** of decisions when made
        - If i have voice in the decision being made, i'm more likely to agree with it
- **Potential problems:**
    - Requires substantial time and energy to do well
    - Can be viewed as reducing the power of the leader
        - People question the authority/ ability of the leader
    - Lack of employee receptivity or knowledge

What of the three types of tasks (additive, conjunctive, disjunctive) would be most beneficial to a participative leader? **exam** !!!

Leader member exchange (LMX)

- Focuses on the development of the relationship quality between a leader and employee
    - High LMX = high quality relationship
- Based on the premise of reciprocity of favourable treatment (social exchange theory)
- High LMX: trust, loyalty, open communication, respect, and high degree of mutual influence and obligation
- Can be used in partnership with other leadership styles

Transactional leadership

- Based on a straightforward exchange relationship between leader and followers
- Reciprocity relational form of leadership

- Will reward you and punish you in order to get the subordinate to do what you want
- Leaders focus on:
  - Contingent reward behaviour
    - Only reward if you do what i want you to do
- Effective in any job where there is correct and incorrect behaviour
  - But it only motivates them to do the minimum

Transformational leadership

- Leadership that provides followers with a new vision that instills true commitment
- Can change the beliefs and attitudes of followers to correspond with new vision
  - Big picture, getting employees to work towards the big picture
- Motivates increased performance and increased engagement
  - Wants people to go above and beyond
- Clarify pathways to goals and reward good performance

Aspects of transformational leadership:

- **Intellectual stimulation**
  - Getting people to think differently
  - Cognitively engaged in the work
- **Individualized consideration**
  - Treating employees distinctly for their needs
  - Treating people as individual and unique, caring about them
- **Inspirational motivation**
  - Appealing communication, strong vision, build enthusiasm and meaning with high standards, optimistic, inspire following
- **Charisma** *****
  - Command strong devotion, strong influence, emotional investment
  - Caring about people so that they will care about you
  - CANNOT BE A TRANSFORMATIONAL LEADER WITHOUT CHARISMA

Pseudo Transformational leaders: use the elements of transformational leaders for bad things

Empowering leadership

- Implementing conditions that allow for power to be shared with employees
- Delegate responsibilities to specific individuals to have leadership capacities in one specific area, then taking the power back afterwards
- Implementing conditions that enable power to be shared with employees
- Provides participation and autonomy in decision making

Ethical leadership

- Involves the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through communication, reinforcement, and decision making

Authentic leadership

- Positive form of leadership that involves being true to oneself
- Leaders adhere to their values, beliefs, strengths, and help others do the same
    - Doesn't mean the values are good, but that they are consistent

Servant leadership

- Leader recognizes that they are not the most important person in the room
- Prioritizes employees over themselves
- Sees their job as making the job easier for others and creating a space for their employees to succeed

Gender and leadership

Women and leadership

- Women tend to be more participative and transformational leaders than men
    - Women are expected to be communal and make socialized decisions
- Men were more likely to engage in laissez faire leadership
- Women hold very few leadership positions in canadian, american, or european organizations
    - Glass ceiling
        - Women can only make it so far in an organization before they are faced with systemic barriers
            - Things like long term maternity leave, men don't take parental leave, reduces opportunities to advance
    - Glass cliff
        - Marginalized groups are put in leadership roles when the organization is in a time of uncertainty
        - If something goes wrong, we can blame them
        - When organization is in a difficult time
    - Glass escalator/ elevator
        - In certain sectors, we have a gender difference in who makes up those sectors
            - Ex. like more women in nursing
        - In traditionally female sectors, men advance much faster than women when in those roles
    - Glass cellar
        - There are certain positions in society that we often consider “dirty” or “dangerous”
            - Mining, construction, sanitation, plumbing
        - Those jobs should be done by men
        - Men should do these jobs *because* they are dangerous
            - Keeps men in those positions and limits women’s access to those roles
        - Women should not be doing these types of jobs

- Labyrinth
  - A metaphor for women trying to achieve leadership roles by going through a maze
  - Leadership is at the centre of the maze, it's not a direct or clear path
    - You don't know if you're going the right direction until you actually get there
  - It's not that they don't know *how* to get to the leadership role, it's that there are so many obstacles that getting there is confusing and hard to do
  - **Much better than glass ceiling**

Gendered traits

- Men perceived as having more agentic traits
  - Being assertive, having control, being directive, persevering
  - Men are rewarded if they use these
- Women perceived as having more communal traits
  - Focusing on the collective group success
  - Expected of women
  - When women use agentic traits, they are called bossy, it impacts them negatively
    - Women are penalized for using the same traits that men are rewarded for
- This creates perceived role incongruity between feminine gendered traits and stereotypical leadership traits

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Chapter 12 - Power, politics, and ethics - 13 questions

Power

- The capacity to influence others who experience dependence
  - **If someone does not depend on someone, they do not have power**
  - Needs at least two people, only exists in virtue of how you relate to others
- Not always perceived or used, multidirectional
  - I can perceive myself to have power, you can perceive me to have power, there's a lot of perceptions
- Not necessarily a negative
  - Can use it positively, or can use it to take advantage of others

Types of power

- **Legitimate Power:** based on person's position/ formal authority
  - The higher you are in an organization, the more legitimate power you have
- **Reward Power:** ability to provide positive outcomes and prevent negative outcomes

- **Coercive Power:** use of punishment and threat
  - Ability to punish people
- **Referent Power:** association with power holder; liked by others
  - Have a network of people
  - People with bigger networks have more referent power
  - **One of the most important forms of power in organizations**
- **Expert Power:** retaining special information or expertise valued by others
  - **If you want to make a specialized decision, you look to a person with expert power**

Establishing power

- Power is more likely to be establish when you engage in activities that are:
  - Extraordinary
    - Above and beyond the average person
  - Visible
    - Other people need to be able to see it in order for them to perceive you as having power
  - Relevant
    - Needs to be relevant to the workplace

Power into influence

- Assertiveness
  - Be boastful, dominant, people will see you as someone who has power
  - But doesn't work in every situation, like if you are talking to a superior
- Ingratiation
  - Trying to make yourself more similar to the person you are trying to influence
  - Trying to make them like you
    - People are more likely to agree with people they like/ are similar to
  - Most effective in interviews → more likely to be hired
- Rationality
  - Using logic to influence people
  - Facts and evidence
- Exchange
  - Exchanging favours
  - Doing something nice for someone so they feel like they owe you
- Upward appeal
  - Getting people with more legitimate power to support you
- Coalition formation
  - Creating a sense that there are a lot of people on board with the idea
  - Create consensus
  - Makes it seem like someone can't disagree with you because they are disagreeing with a whole group of people

Power in groups

- Organizational subunits may strive to retain power
- Control over strategic resources and critical institutional factors foster subunit power
- Groups and units are able to establish power where there is:
    - Scarcity of resources
    - Coping through uncertainty → more power
    - Centrality of work organization
    - Low substitutability (no one else can do their work)

Organizational politics

- The pursuit of self interest within an organization
- Using influence to achieve a goal beyond the scope of approval of the organization
- Individual or group level
- Organizational politics can be beneficial for the organization even when outcomes are achieved through questionable practices

More likely to occur at middle and upper management levels

Building political skill:

- **Social astuteness:** attuned to others needs and motives (reading people, careful self presentation)
- **Interpersonal influence:** persuasive, flexible style to meet the needs of the situation
- **Apparent sincerity:** perceived as genuine and exhibiting high integrity
- **Networking ability:** establishing good relations with key individuals and groups to accomplish goals
- **Machiavellianism:** using political skill to take advantage of and manipulate others
    - the dark side of politics
    - If people can tell you're trying to manipulate them, it can backfire

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Chapter 13 - Stress and conflict - 15 questions

Ethics

- Systematic thinking about the moral consequences of decisions
- Managers acknowledge unethical practices occur, and that they have been pressured to compromise ethics
    - Ex. if they want me to meet these targets, then I have to push my employees harder than I should
    - See themselves as more ethical than peers
- Senior leaders see organizations as more ethical than subordinates do

Types of conflict

- **Relationship Conflict**

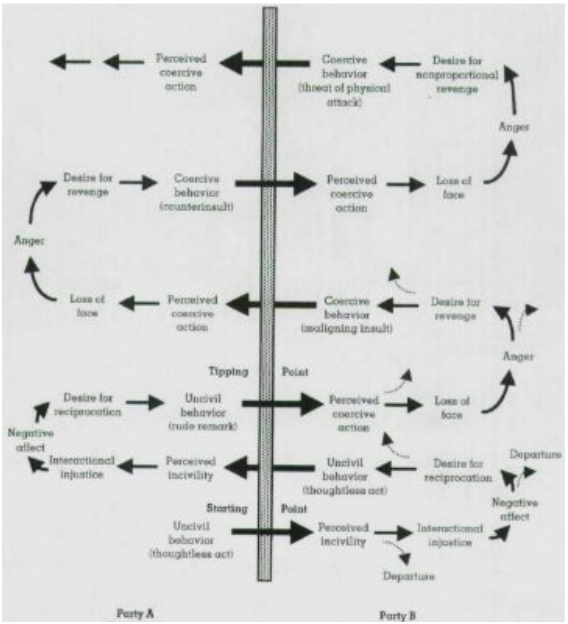
    - Interpersonal tension among individuals that have to do with their relationship, not the task
- **Task Conflict**
    - Disagreements about the nature of the work
    - About how we are going to achieve the goal
    - In general, results in new ideas and creativity
- **Process Conflict**
    - Disagreements about how work should be organized and accomplished
    - Who is in charge, uncertainty about who is doing what
    - VERY BAD
- Relationship and process conflict are detrimental to team performance and member satisfaction

Common conflict dynamics

- Individuals strive to "win" the conflict rather than achieve a good solution
    - Prioritizing yourself over the goal results in conflict
- Information becomes a valued resource and employees conceal information from others (or distort it)
    - When info is scarce
    - If one person knows something and others don't, that creates conflict
- Cohesion develops on each side of the conflict
    - If two different departments are very cohesive, they will compete with each other
- Communication and contact with opposition is discouraged
    - Reducing contact and communication creates secrecy, more conflict
- Negative attitudes towards opposition
    - The more you build negative attitudes towards someone the more likely you are to get in a conflict with them
- Aggressive employees may emerge as leaders
    - Aggressive leaders encourage aggressive employees

Incivility spiral

2 or more people working together (person a and person b)



1. Starts with a low intensity bad thing, like person a not holding door for person b
    - Person be has 2 choices:
        - They can look at it as just an accident, or unintentional
        - If they do this, they engage in a **departure**
        - If they depart, the spiral doesn't continue, **we want departures**
        - Or they can say person a intentionally didn't hold the door, what a jerk
2. They experience interactional injustice, they are hurt

3. Then feel a negative emotion
    - They can either depart, not do anything
    - Or, they can reciprocate and get back at person a, so the next time they see person a, they don't hold the door, or do something else petty
    - This is where the spiral starts to form
4. Person a can either see this petty thing as nothing and depart, or react and reciprocate
    - This is how the spiral intensifies
    - Can escalate to harassment

States that if someone does not depart, or no one intervenes, that conflict can continue to escalate

Ended by:

1. **Departure**
2. **Someone else intervening**

If neither of these things happen, conflict will continue to escalate

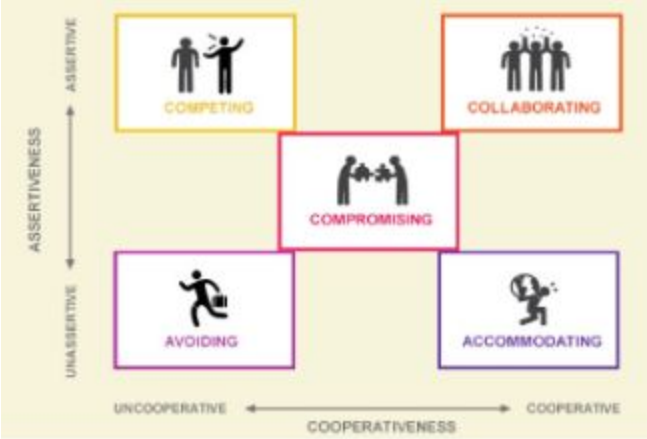
- Conflict starts small, and builds up
- Can cause the organizational culture to become aggressive

Managing conflict

Cooperation and assertiveness

- **Avoiding**
    - Short term stress reduction, does not change matters
    - Ignoring it
    - Sensible when: trivial issue, low information, need to "cool down," opponent is powerful/hostile
- **Accommodating**
    - One cooperates without asserting own interests
    - Giving in to the other person's position
    - If a sign of weakness, hinders future interactions
    - Effective when: you are wrong, issue more important to opponent, and want to build good will
- **Competing**
    - Maximizes assertiveness of own position/minimizes cooperation (win-lose terms)
    - Effective when: you have power, you are certain with facts, situation is truly will-lose, and no future interactions with opponent
- **Compromise**
    - Does not result in most creative response
    - Not useful in asymmetrical power conflict resolution, if there is symmetrical power not bad
    - **You typically don't get the best outcome with compromise**
        - **One of the worst outcomes**
- **Collaborating**
    - Attempts to secure integrative agreement that satisfied interests of both parties (win-win)

- Coming up with new ideas
- Works best with low intensity conflict and both parties have information useful to each other
- Frequently enhanced productivity and achievement
- Takes substantial time and practice



Negotiation

- An attempt to prevent conflict and resolve existing conflict
- **Goal:** to reach satisfactory exchange among and between parties

Distributive Negotiation:

- Fixed amount of assets divided between parties (win-lose)
- In order for one person to get what they want, the other person must lose
- Like splitting up a pie
- The more you give to one, the less you can give to others

Distributive negotiation tactics

- Threats and promises
  - Implying punishments if other does not concede or pledge rewards if follow through
  - If you don't give me more money I'll quit
- Firmness versus concessions
  - Sticking to position without offering movement
  - The more firm you are, the more likely you are to win
- Persuasion
  - Attempt to change other party's attitudes towards your position
  - Build an argument that will win people over

Integrative Negotiation:

- Mutual problem solving can enlarge assets to be divided between parties (win-win)

Integrative negotiation tactics

Copious information exchange

- Build free flow of information through asking questions and listening

Framing differences as opportunities

- Barriers contain information about real interests

Cutting costs

- Reduce anticipated costs of integrative settlement
- Then you have more to distribute

Increasing resources

- Work together to increase available resources

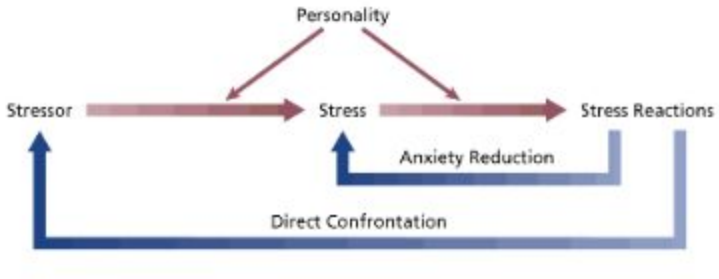
Introducing superordinate goals

- Attractive outcomes available only through collaboration
- Creating a goal that every unit can buy into

Workplace stress

Stress in organizations

- Stress costs organizations billions of dollars each year
    - Absenteeism, presenteeism (showing up but not being able to work), increased use of benefits, people quitting
- Work is often reported to be of greater stress than health and relationship issues



← model of a stress episode

1. Stressor: an event, object, person, some starting point that initiates a reaction
    - At its core, causes harm or threat to other people
2. Your personality moderates the extent to which you experience stress
    - Not all people who experience a stressor will experience stress
3. Stress reaction: how do we actually act upon the stress?
    - We can have physiological reactions
4. Our body can only handle stress for so long before we shut down. How we deal with that:

a. Direct confrontation: change the stressor itself
    - Asking for an extension on an assignment, reporting an abusive coworker
    - Tangibly changing the stressor itself

b. Anxiety reduction: try to engage in practices that reduce our feelings of stress
    - Do things to slow down your heart rate, go for a walk, take a nap, read a book

We want to use direct confrontation whenever we can

- If we can't, anxiety reduction is a second option

- If we don't do these, stress won't stop
    - Increases our likelihood of becoming ill

Job demands-resources model

Demands: weigh us down, stressors, not having skills, having to commute

- Things that make our life more difficult/ complex

Resources: things that make us stronger and more capable, protects us

- The level of education you have, having a private office, vacation time, your salary, having a friend or supportive supervisor

We all experience demands, but we all have different resources

- If we have more demands than resources, stress
- Same demands as resources, will even out and be okay
- More resources than demands: engagement, energized, feeling good
    - Want to increase resources and reduce demands

High resources: engagement
High demands: burnout

Burnout

- When our demands are greater than our resources
    - When stress is unbearable
- Syndrome made up of **emotional exhaustion, cynicism (losing hope), and low self efficacy**
- Emotional exhaustion → cynicism → depersonalisation (losing sight of who you are) → low self efficacy and low personal accomplishment (i just can't do this)
- Those with high self esteem, high conscientiousness, and internal control report less burnout

Stressors at work

- Executive and managerial stressors
    - Role overload and heavy responsibility
- Operative level stressors (front line workers)
    - Physical working conditions and job design
    - Manual labour based stressors
    - Low levels of control and agency
- Boundary role stressors
    - Role conflict
        - A lawyer could experience this when their firm does something unethical
    - When different parts of our lives are in conflict with each other
- General stressors
    - Interpersonal conflict, work-life conflict, job insecurity, role ambiguity, sexual harassment

Behavioural reactions to stress

- Problem solving
  - Delegation, time management, talking it out, asking for help, searching alternatives
- Seeking social support
- Performance changes
  - Maybe we're stressed because we aren't doing our own job properly
- Withdrawal and presenteeism (going to work when sick)
  - These are ineffective, removing yourself from the stressful environment
- Use of substances

Psychological reactions to stress

- Psychological reactions to stress involve emotions and thought processes, such as use of defense mechanisms
  - Rationalization
    - Creating an understanding for why we are stressed
  - Projection
    - If i'm stressed, I talk about how OTHERS feel stressed
  - Displacement
    - Ignore what's bothering you and focusing on something more satisfying
  - Reaction formation
    - If you're feeling really stressed and you act super chill
    - Using an opposite approach to what you are feeling
  - Compensation
    - If something is going really bad, you compensate with a different aspect of your life
    - Trying to excel in a different area in order to make up for deficiencies in another area
- Primary focus is on anxiety reduction rather than dealing with the stressor

Physiological reactions to stress

- physiological reactions to stress are noted in elevated blood pressure, cholesterol, and pulse rate
  - Greater likelihood of heart disease and heart attacks
  - Organizations can be held liable

Chapter 14 - Environment, strategy, and structure - 4 questions

The external environment of organizations

- The external environment of an organization is the events and conditions surrounding it that influence its activities
- Organizations must cope with demands of the environment in terms of inputs and outputs

Organizations as open systems

- Systems that take inputs from the external environment, transforms some of them, and send them back into the environment as outputs
    - Ex. students go into the university, they are transformed by teaching and knowledge, the output is educated individuals

Components of the external environment

- General economy
    - Competition for customers during downturns
- Customers
    - Successful firms are highly sensitive to customer reactions
- Suppliers
    - Shortages in supplies or resources
- Competitors
    - Monitor and struggle for limited resources and customers
- Social and political factors
    - Cope with changes in public attitudes and regulations - social media
- Technology
    - Advances and limitations in available technologies

Environmental uncertainty

- Uncertainty exists when the environment is vague, difficult to diagnose, and unpredictable
- Uncertainty is contingent on complexity and rate of change:
    - Simple environment - involves relatively few factors
    - Complex environment - a large number of dissimilar factors
    - Static environment (rate of change) - components remain fairly stable over time
    - Dynamic environment (rate of change) - components are in a constant state of change, which is unpredictable and irregular, not cyclical

Resource dependence

- Organizations require resources to maintain functionality and survival
- Resource inputs (ex. Capital, raw materials, human resources) must be carefully managed, key to survival and success
- Dependence on resources is unrelated to environmental uncertainty
- Therefore, organizational strategy must be developed and implemented to address resource dependence and environmental uncertainty

Strategic responses to uncertainty and resource dependence

Strategy: The process by which top executives seek to cope with the constraints and opportunities that an organization's environment poses

- Formulating strategy requires understanding of the organizational mission, goals, and objectives, as well as the constraints and opportunities
- For strategy to be effective it **requires the right person, in the right position, at the right time**

Organizational restructure

In order for an organization to achieve its goals, it has to do two things:

1. **Divide** labour among its members
2. **Coordinate** what has been divided

The manner in which an organization divides its labour into specific tasks and achieves coordination among these tasks

Dimensions of division of labour

1. Vertical divisions of labour

Concerned primarily with allocating authority

Key ideas:

a. Autonomy and control

The domain of decision making and authority is reduced as the number of levels in the hierarchy increases. **A flatter hierarchy allows people lower to have more power over decisions**

b. Communication

Coordination between levels. As the number of levels increases, effective communication is harder to achieve

2. Horizontal division of labour

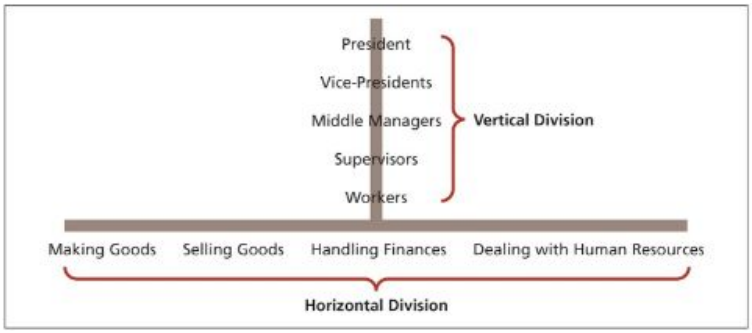
It groups the basic tasks that must be performed into jobs, and then into departments so the organization can achieve its goals

Key ideas:

a. Job design

b. Differentiation

The tendency for managers in separate units, functions, or departments to differ in terms of goals, time spans, and interpersonal styles. **More horizontal division, more differentiation**



Organizations tend to see **restructuring** as a solution to major problems or opportunities

Potential sources:

- The environment shifts: regulations, consumer demands
- Tech changes: new technology
- Organizations grow: structure when small does not fit now
- Leadership changes: often the first step of a new leader is trying a new strategy

Departmentation

Departmentation is the assignment of jobs to departments

- Core response to horizontal division of labour

Methods of departmentation

- **Functional departmentation**
  - Employees with closely related skills and responsibilities are assigned to the same department

Advantages

- Enhanced communication
- Enhanced career ladders and training
- Easier to measure and evaluate performance

Disadvantages

- Poor coordination and slow response to problems
- Department conflict
- Departments over organizational goals

- **Product departmentation**
  - Departments are formed on the basis of a particular product, product line, or service
  - A personal care firm having a shampoo department and a cosmetics department

Advantages

- Better coordination and communication among specialists
- Flexibility
- Departments as profit centres, independent control over costs and revenues

Disadvantages

- Professional development suffers
- Economies of scale suffer
- Inefficiency may occur
- Department work at cross purposes

- **Matrix departmentation**
  - Employees remain members of a functional department while also reporting to a product or project manager

        - Capitalizing on both functional and product departmentation, employees remain tied to a functional department but also report to a product manager

Advantages

- Balance between demands of project and people who do the work
- Very flexible
- Better communication from functional areas

Disadvantages

- Conflict between managers
- Role conflict and stress due to multiple reports

Other forms of departmentation

- **Geographic departmentation**
    - Divisions created to serve the different needs of different areas
- **Customer departmentation**
    - Relatively self contained units provide products or services to particular customer groups

Geographic and customer departmentation are used to separate delivery of service based on region or customer needs

- **Hybrid departmentation**
    - Hybrid approaches mix different forms of departmentalization
    - Few organizations represent pure examples of functional, product, geographic, or customer departmentation

Traditional Structural characteristics

Structures of organizations can be characterized in terms of:

- Span of control
    - Number of subordinates per manager
    - Span increases = less attention by supervisor
- Flat versus tall
    - Levels of hierarchical authority
    - **Flat organization:** few levels of vertical hierarchical authority
        - Enhance vertical communication
    - **Tall organization:** a lot of levels
- Formalization
    - Extent work roles are highly defined or variability in performing tasks
    - Very formalized organization: tolerates very little variability in the way members perform their tasks
- Centralization
    - Extent decision making is localized in company
    - Decentralized = dispersed power
- Complexity

    - The extent to which an organization divides labour vertically, horizontally, and geographically
    - Simple organization: few divisions of labour
- Size
    - In general, small organizational are less complex

Strategic responses

- Vertical integration
    - To formally take control of sources of organizational supply and distribution
    - Like a coffee chain harvesting their own coffee beans
- Mergers and acquisitions
    - Joining or purchasing of organizations for economies of scale or vertical integration
    - Reduce uncertainty or resource dependence
- Strategic alliances
    - Cooperative relationships between legally separate organizations
    - Reduce risk and uncertainty through interdependence
- Establishing legitimacy
    - Taking actions that conform to prevailing norms and expectations
    - Association with higher status groups/ people; be seen doing good things
    - Visible responses to social trends

Chapter 15 - Organizational change, development, and innovation - 4 questions

Organizational change

- Determining the ways things are managed and implemented is essential
- Organizational change is prompted by:
    - External sources (global economy, regegulation, advanced technology)
    - Internal sources (low productivity, conflict, strike, high absenteeism and turnover)
- Change must occur in order to maintain effectiveness and efficiency
- Change will require an investment of resources and time, as well as modification off routines and processes
- Organizations that are more dynamic will be better prepared and suited for change
- Change is not invariably good or bad, thus caution and expertise are needed to assess:
    - When organizational change is necessary
    - How it should be implemented

Areas of organizational change

- Goals and strategies
    - What is desired and how to achieve it
- Technology

        - What infrastructure and systems are used
    - Job design
        - Individual or collective job changes in terms of more or less autonomy, variety, identity, significance, and feedback
    - Structure
        - Changes in design, formalization, centralization, tallness, spans of control, and networking
    - Processes
        - Basic changes in how work is accomplished
    - Culture
        - Shifting the environment, beliefs, attitudes, and/or values of the organization
    - People
        - Changes in workforce, or skills and attitudes

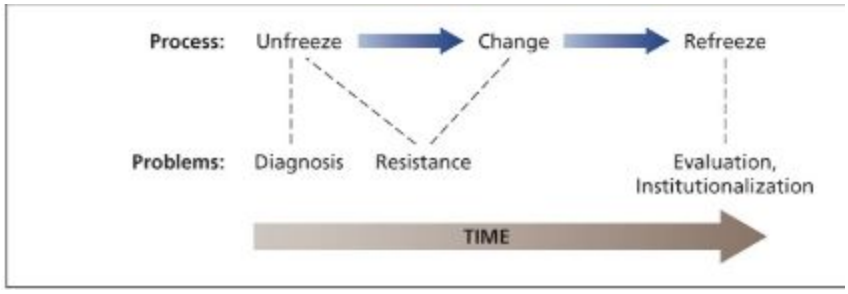
Process

- Unfreezing is the recognition that current state is unsatisfactory, perhaps due to crisis
    - May be prompted before a crisis through the accumulation of meaningful organizational data
- Change involves the implementation of a program or plan to move the organization towards satisfactory
    - Can range from minor to major, must have opportunity, capability, and motivation
- Refreezing involves make the change enduring
    - Involves assessment for desirable impact

The Learning organization

- **Organizational learning:** Refers to process of an organization acquiring, developing, and transferring knowledge throughout itself
- **Learning organization:** an organization that has systems and processes for creating, acquiring, and transferring knowledge to modify and change its behaviour to reflect new knowledge and insights
- Learning organizations require:
    - vision/support
    - Culture that supports learning
    - Learning systems/ dynamics
        - Employees are challenged to think, solve problems, make decisions, and by learning by doing
    - Knowledge management/ infrastructure
        - Integrates people, processes, and technology so that information is available to everyone when they need it

Change process and problems



Diagnosis

- Can clarify the problem and suggest changes through an appropriate strategy that reduces resistance
- Intended targets of the change should be involved in the diagnostic process

Resistance

- Overt or covert failure by organizational members to support a change effort
- Change is often met with resistance
- Resistance may occur in recognition of a problem, the proposed change(s), or in the evaluation of the outcomes of the change
- Common reasons for resistance:
    - Politics and self interest → feeling that they will personally lose power
    - Low tolerance for change → predispositions in personality
    - Lack of trust → not trusting the motives of people proposing the change
    - Differing assessments of situation → feeling that the change is not necessary
    - Strong emotions → feeling helpless and resistant to change
    - A resistant organizational culture → those proposing change viewed as deviant

Two major themes: 1. The change is **unnecessary,** 2. The change is **unobtainable/ threatening**

Dealing with resistance

- Supportive and patient supervision for dealing with low tolerance to change
- Providing special and desirable roles in the change process
- Offering special incentives for change
- Good communication
- Involving people are targets of the change
- Transformational leadership leading the change

Evaluation

- Organizations often do not prioritize evaluation of change; assumption that change means effective
- Things to consider when implementing change:
    - **Reactions**

        - Was it liked?
    - **Learning**
        - What knowledge was acquired?
    - **Behaviour**
        - What changes in job behaviour occurred?
    - **Outcomes**
        - What changes in productivity, absences, etc. occurred?

Institutionalization

- Occurs when change becomes permanent
- Process is inhibited when:
    - Lack of extrinsic rewards
    - Higher expectations unfulfilled
    - New highers not socialized
    - Employee turnover
    - Key management transfers or resigns
    - Environmental pressures cause regression to abandon change

Organizational development

- Planned, ongoing effort to change organizations to be more effective and more human
- Emphasis is placed on interpersonal and group processes
- Jointly concerned with improving people, performance, and the organization
- Examples of OD, include:
    - Job enrichment, diversity training, team building, survey feedback, reengineering

---

100 multiple choice
Most from 7, 8, 9, 12, 13, 14

- Portion comes from lectures before midterm
- No ted talks tested
- ROZ 101
- Things in the land acknowledgement - the covenant attawandaron
- What types of conflict are good and bad
- Types of leadership - will be described, tell me what leadership style it is
- Different types of commitment
- Realistic job previews
- Mentorship
- Big 5
- His slides on the guest lecture, one from the textbook
- **Lecture slides most important**
- The slide on risk ? consequences and probability→ ALL NEED TO KNOW ARE THE FOUR CORNERS (high probability low risk etc)