MGT-217 notes on Chapters 7, 9, 10, 13, 14,16, 17
Management 217
Chapter 7
Teams

Team - a group of people brought <u>together</u> to use their individual skills on a common project or goal.
Group - three or more people who work <u>independently</u> to attain organizational goals

Decentralization - the distribution of power across all levels of the organization

Virtual teams - groups of individuals from different locations work together online (through email, video conferencing, instant messaging, and other electronic media)

Three types of teams:
Self-managing team - a group of workers who manage their daily duties under little to no supervision

Problem-solving team - a group of workers coming together for a set amount of time to discuss specific issues

Cross-functional team - a group of workers from different units with various areas of expertise, assembled to address a certain issue.

Team contextual influences:
Interdependence - the extent to which team members rely on each other to complete their work tasks

Pooled interdependence - an organizational model in which each team member produces a piece of work independently of the other members

Sequential interdependence - an organizational model in which one team member completes a piece of work and passes it on to the next member for their input, similar to an assembly line.

Reciprocal interdependence - an organizational model in which team members work closely together on a piece of work, consulting with each other, providing each other with advice, and exchanging information.

Team composition. Development (Process and Outcomes):

1. **Forming** - a process whereby team members meet for the first time, get to know each other, and try to understand where they fit in to the team structure

2. **Storming** - a phase during which, after a period of time, tension may arise between members and different personalities might clash, leading to tension and conflict in the team

3. **Norming** - the process by which team members resolve the conflict and begin to work well together and become more cohesive

4. **Performing** - the way in which a team is invested towards achieving its goals and operates as a unit

5. **Adjourning** - a process whereby individuals either leave the team or have no reason to be in further contact with their teammates—successfully completing a group project, for

Norms - the informal rules of a team's behavior that govern the team

Cohesion - the degree to which team members connect with each other

Synergy (process Gains and Losses) - the concept that the total amount of work produced by a team is greater than the amount of work produced by individual members working independently.
Potential Group Effectiveness + Process Gains* - Process Losses* = Actual Group Effectiveness

*Process gains: Factors that contribute to team effectiveness
*Process losses: Factors that detract from team effectiveness

Social factors:

Social loafing - a phenomenon wherein people put forth less effort when they work in teams than when they work alone

Social facilitation - the tendency for individuals to perform tasks better when they are in the presence of others

Team Decision Approach (Group Technique):

Groupthink - a psychological phenomenon in which people in a cohesive group go along with the group consensus rather than offering their own opinions

Brainstorming - the process of generating creative, spontaneous ideas from all members of a group without any criticism or judgment

Nominal group technique - a structured way for team members to generate ideas and identify solutions in which each member is asked the same question in relation to a work issue and requested to write as many answers as possible. Answers are read aloud and voted upon

Delphi technique - a method of decision making in which information is gathered from a group of respondents within their area of expertise.

Chapter 9
Creativity and Innovation

Creativity - the generation of meaningful ideas by individuals or teams

Innovation - the creation and development of a new product or service

<u>**Three-component model of creativity**</u> - a model proposing that individual creativity relies on domain relevant skills and expertise, creativity-relevant processes, and intrinsic task motivation

Productive forgetting - the ability to abandon a solution that isn't working in favor of a new one
Creativities:

Creative potential - the skills and capacity to generate ideas
Practiced creativity - the ability to seize opportunities to apply creative skills in the workplace

Innovations:

Product innovation - the development of new or improved goods or services that are sold to meet customers needs

Process innovation - the introduction of new or improved operational and work methods

Organization structural innovation - the introduction or modification of work assignments, authority relationships, and communication and reward systems within an organization

People innovation - changes in the beliefs and behaviors of individuals working in an organization

Exploitative innovation - the enhancement and reuse of existing products and processes

Exploratory innovation - risk taking, radical thinking, and experimentation

Organizational cultural lag - the deficit in organizations that fail to keep up with new emerging innovations

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Chapter 10 Conflict and Negotiation

Conflict- A clash between individuals or groups in relation to different opinions, thought processes, and perceptions

Functional- A constructive and healthy dispute between individuals or groups

Dysfunctional conflict- A dispute or disagreement that has negative effects on individuals or groups

Task conflict- The clash between individuals in relation to the direction, content, or goal of a certain assignment

Relationship conflict- The clash in personalities between two or more individuals

Process conflict- The clash in viewpoints in relation to how to carry out work

Antecedents of conflicts- Factors that set the scene for potential dispute

Perceived/felt conflict stage-The stage at which emotional differences are sensed and felt

Manifest conflict stage- The stage at which people engage in behaviors that provoke a response

Outcomes conflict stage- The stage that describes the consequences of the dispute

Trust- The dependence on the integrity, ability, honesty, and reliability of someone or something else

Negotiation- The process of reaching an agreement that both parties find acceptable

Mediator- A neutral third party who attempts to assist parties in a negotiation to find to find a resolution or come to an agreement using rational arguments and persuasion

Arbitrator- A neutral third party officially assigned to settle a dispute

Conciliator- A neutral third party who is informally assigned to persuade opponents to communicate

Distributive bargaining- A strategy that involves two parties trying to claim a "a fixed pie" of resources

Integrative bargaining- A strategy that involves both parties negotiating a win-win solution

BATNA- The best possible alternative to a negotiable agreement

ZOPA- The zone of possible agreement, the area where two sides in a negotiation may find common ground

Chapter 13 Effective Communication

Communication- The act of transmitting thoughts, processes, and ideas through a variety of channels

Oral communication- The ability to give and exchange information, ideas, and processes verbally, either one on one or as a group

Written communication- Messages communicated through the written word, such as e-mails, reports, memos, letters, and other channels
Electronic communication- The ability to transmit messages through email, Skype, videoconferencing, blogs, fax, instant messaging, texting, and social networking

Nonverbal communication- The transmission of wordless cues between people

Channel richness- The capacity to communicate and understand information between people and organizations

Filtering- The process of screening and then manipulating a message from a sender before passing it on to the intended receiver

Emotions- A state of feeling that affects the way we communicate

Information overload- Exposure to an overwhelming amount of information

Differing Perceptions- The way in which our interpretations of situations clashes with the perceptions of others.

Active listening- The act of concentrating on the true meaning of what others are saying

Processing- The act of understanding and remembering what is being said as well as making an effort to empathize with the speaker's feelings and thoughts and the situation at hand

Sensing- The way listeners pay attention to the signals sent from the speaker

Responding- The way active listeners provide feedback to the speaker

Downward communication- Messages sent from the upper levels of the organizational hierarchy to the lower levels

Upward communication- Messages sent from the lower levels of the organizational hierarchy to higher levels

Lateral communication- Messages sent between and among the same hierarchy levels across organizations

Formal networks- The transmission of messages established and approved by the organizational hierarchy

Informal networks- A casual form of sharing information between employees across company divisions

Grapevine- An unofficial line of communication between individuals or groups

Gossip chains- A type of communication that occurs when one individual creates and spreads untrue or inaccurate information through the organization

Cluster chain- A type of communication that occurs when a group of people broadcast information within a larger group

Low-context cultures- Cultures that depend on explicit messages conveyed through spoken or written words

High-context cultures- Body language and non-verbal cues used

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Chapter 14 Organizational Culture
Organizational culture -pattern of shared norms, rules, values, and beliefs that guide the attitudes and behaviors of its employees

Clan cultures- Welcoming places where employees openly share and form strong personal relationships

Hierarchy culture exhibits a combination of stability and an internal focus

Market culture is positioned under the control and stability dimension but places more emphasis on interactions conducted outside the organization with a view to increasing company competitiveness

Adhocracy culture focuses on flexibility and discretion with an external emphasis

Dominant culture- the set of core values shared by the bulk of organizational employees

Subcultures- Groups in an organization who share different values to those held by the majority

Counterculture- Values that differ strongly from those of the larger organization

Competing values framework- A procedure that provides a way to identify, measure, and change organizational culture

Groupthink- A phenomenon whereby employees can become conditioned to think the same way as their peers and become reluctant to share different views

Symbols- Objects that provide meaning about a culture

Rituals- Formalized actions and planned routines

Ceremonies- : Events that reinforce the relationship between employees and the organization

Organizational language- Words or metaphors and expressions specific to an organization

External adaptation- A pattern of basic assumptions shared between employees of the goals, tasks, and methods that need to be achieved, together with ways of managing success and failure

Internal integration- A shared identity with agreed-upon methods of working together

Change hindrances- Obstacles that impede progress and make it difficult for the organization to adapt to different situations

Diversity hindrances- Obstacles that limit the range of employees in organizations

Person–organization fit- The degree of compatibility between job candidates and organizations

Socialization- The process through which an organization communicates its values to new employees

Chapter 16 Organizational Change and Development

DADA syndrome- Four stages—denial, anger, depression, and acceptance—experienced by individuals when they are faced with unwanted change

Transforming- The process that occurs when people begin to make peace with their doubts and uncertainties and begin to embrace the new direction of the company

External forces- Outside influences for change

Internal forces- Inside influences for change

Resistance to change- The unwillingness to accept or support modifications in the workplace

Organizational development- A deliberately planned system that uses behavioral science knowledge to increase the efficiency and effectiveness of an organization

Sociotechnical systems- The interaction between human behavior and technical systems

Quality of worklife- The relationship between the employees and the workplace

Sensitivity training- A type of program designed to raise awareness of group dynamics and any existing prejudices toward others

Process consultation- An intervention that involves increasing group awareness and/or understanding

Intergroup development- The process of finding ways to change the attitudes, perceptions, and stereotypes that employees may have of each other

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Chapter 17 Organizational Structure, Design, and Technology

Organizational structure- A framework of work roles that helps shape and support employee behavior

Division of labor- The degree to which certain jobs are divided into specific tasks

Departmentalization- A process of grouping people with related job duties, skills, and experiences into different areas within the overall organizational structure

Chain of command- The flow of authority and power from the highest to the lowest levels of the organization

Span of control- The number of direct reports to a given manager following an expansion

Mechanistic model- A formalized structure based on centralization and departmentalization

Organic model- A less formalized structure based on decentralization and cross-functional teams

Formalization- The degree to which rules and procedures are standardized in an organization

Bureaucracy- An organizational style characterized by formalized rules and regulation, specialized routine tasks, division of labor, and centralized authority

Simple structures- Organizational structures, common in small organizations where there is one central authority figure, usually a business owner, who tends to make decisions

Functional structures- Organizational structures that group employees according to the tasks they perform for the organization

Divisional structure- An organizational structure that groups employees by products and services, geographic regions, or customers

Matrix structure- An organizational structure that combines both functional and divisional departmentalization together with dual lines of authority

Organizational design- The process of creating or changing the structure of an organization to integrate people, information, and technology

Technology- The development of scientific knowledge as applied to machinery and devices

Information Technology (IT)- A set of tools, processes, systems, and data communications based on microelectronic technology, designed to disseminate information to provide support to individuals in an organization

Operations technology - the combination of processes, knowledge and techniques that creates product or service value for an organization