

# UNIT 5 MANAGING PEOPLE & ORGANIZING TEAMS

- *Understanding Behaviour*
- *Organizational Behaviour*
- *Selecting the right person for the job*
- *Instruction in the best methods*
- *Motivation*
- *The Oldham - Hackman Job Characteristics Model*
- *Stress*
- *Health & Safety*
- *Becoming a Team*
- *Group performance*
- *Decision Making*
- *Organization Structures*

# UNDERSTANDING BEHAVIOUR

Positivist approach

Organisational behaviour with people's behaviour

“ if A is the situation then B is likely to result”

Interpretivist approach

How software engineer is defined????

# ORGANIZATIONAL BEHAVIOUR

## Objectives of TAYLOR:

- To select the best people for the job.
- To instruct them in the best methods.
- To give incentives in the form of higher wages to the best workers.

## ALTERNATIVE APPROACH by DONALD MCGREGOR:

### THEORY X:

The average human has an innate dislike of work

There is a need therefore for coercion, direction and control.

People tend to avoid responsibility.

## THEORY Y:



Work is as natural as rest or play.

External control and coercion are not the only ways of bringing about effort directed towards an organisation's ends.

Commitment to objectives is a function of the rewards associated with their achievement.

The average human can learn to accept and further seek responsibility.

The capacity to exercise imagination and other creative qualities is widely distributed.

# SELECTING THE RIGHT PERSON FOR THE JOB

In 1968, comparison of experienced programmers.

1:25-for coding

1:28-for debugging

What sort of characteristics is being looked for??

Couger & Zawacki- "IS professionals have weaker social needs"

# THE RECRUITMENT PROCESS

MEREDITH BELBIN suggests,

- Eligible & Suitable candidates.
- Assess actual skills.

General Recruitment Process:-

- create a job specification.
- create a job holder file.
- obtain applicants.
- examine CVs.
- interviews.
- other procedures.

# Instruction in the Best methods



Induction of recruited member into the team.

Training profile.

Essential training.

Reviews and Inspections.

# MOTIVATION MODELS

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The Taylorist model:

Piece rates in manufacturing industries & sales rate amongst sales forces.

Day rate ---> time rate.

Reward system for the team as a whole not for individuals within the team.

Excessive distinctions between co-workers could damage morale and productivity.



# Maslow's hierarchy of needs



Low-level needs.

Higher-level needs.

Money is the basic Motivator.

Motivation relates to personality differences-individual's work roles.

# HERZBERG'S TWO-FACTOR THEORY

## *TWO FACTORS FOR JOB SATISFACTION:*

- Hygiene or maintenance factors.
- Motivators.

## **THE EXPECTANCY THEORY OF MOTIVATION:**

- expectancy
- instrumentality
- perceived value

# The OLDHAM-HACKMAN Job characteristics model

Five factors to make the job 'meaningful' to the person are:

- ❖ skill variety
- ❖ task identity
- ❖ task significance
- ❖ autonomy
- ❖ feedback

# Methods for Improving Motivation

To improve motivation the manager might,

- ❖ set specific goals
- ❖ provide feedback
- ❖ consider job design
  - job enlargement
  - job enrichment

# STRESS

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Work not more than 40 hours a week.

Overtime on projects influences the quality of outcome.

Requires realistic assessment of effort.

Causes for Stress:

- ✓role ambiguity
- ✓role conflict

# HEALTH & SAFETY



Safety procedures are:

- Top management must be committed to the safety policy.
- The delegation of responsibilities for safety must be clear.
- Job descriptions must include definitions of duties related to safety.
- Consultation on safety.
- An adequate budgeting for safety costs.
- Those to whom responsibilities are delegated must understand and agree to them.

# BECOMING A TEAM



## 5 Basic stages of developing a team

Forming

Storming

Norming

Performing

Adjourning

Specific team-building exercises can be undertaken.

Belbin's conclusion for a balanced team:-  
A team should contain different types of people

- ❖ The Chair
- ❖ The Plant
- ❖ The Monitor-Evaluator
- ❖ The Shaper
- ❖ The Team Worker
- ❖ The Resource Investigator
- ❖ The Complete-Finisher
- ❖ The Company Worker



# WORKING IN A GROUP

Are groups more effective than individuals working alone?????

Categorizing group tasks:

- Additive tasks-the efforts of each participant are added to get the final result;
  - Compensatory tasks-the judgements of individual group members are pooled so that the errors of some are compensated for by the inputs from others.
  - Disjunctive tasks-only one correct answer.
  - Conjunctive tasks-progress is governed by the rate of slow performer.
- Involves group heedfulness.
- Social Loafing.

# DECISION MAKING



Categorized as structured & non-structured.

Based on amount of risks & uncertainty.

Obstacles for good decision making:

- ❖ Faulty heuristics.
- ❖ Information overload.
- ❖ Escalation of commitment.

# GROUP DECISION MAKING

Creative solutions for poorly structured problems.

Brainstorming techniques.

Group members have complementary skills and expertise.

## DRAWBACKS:

- ❖ Time consuming.

- ❖ Leads to conflicts.

- ❖ Risky shift.

- ❖ Conform to group norms.

- ❖ Decisions influenced by dominant personalities

## TEAM HEEDFULNESS:



Supporting the teamwork.

“Collective mind” in software development is promoted by,

- Egoless programming
- Chief programmer team
- Scrum

# ORGANISATION STRUCTURES

- Departmentalization based on staff specialization, product lines, categories of customers or geographical location.

- Verticals.

- DEPARTMENT STRUCTURE: How is a department organized into teams?

  - 3 FORMATS

    - *Functional format*

    - *Project format*

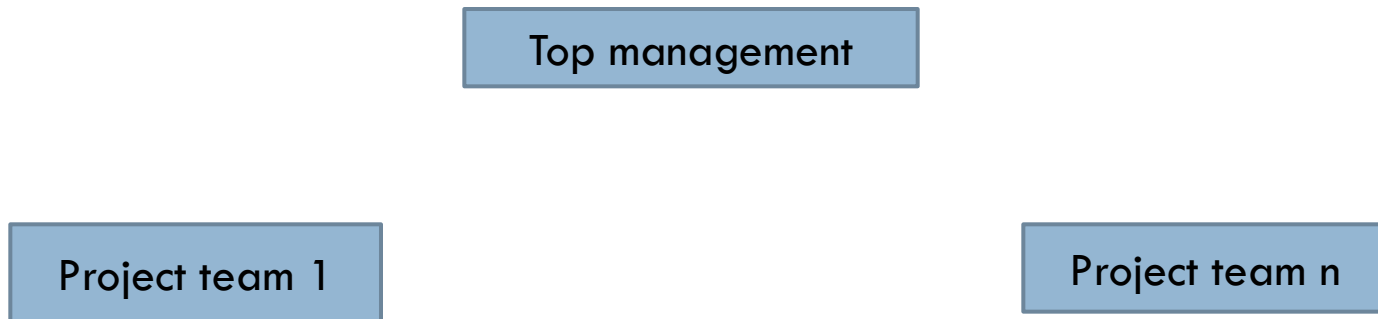
    - *Matrix format*

- ***TEAM STRUCTURE: How are project teams structured?***

# PROJECT FORMAT

Designed for realizing task-oriented teams.

The developers remain with the project till the completion of the project.



# Functional versus project formats

Disadvantages of functional format:

- ✓ communication gap among team members.
- ✓ no dedication of a group to the project.
- ✓ no efficient maintenance activities.

Advantages of functional format:

- ease of staffing
- career planning
- production of good quality documents
- job specialization
- efficient handling of the problems associated with manpower turnover.

# Matrix format

Combines both functional & project structures

Member assigned to a project reports to project manager as well as functional group manager.

2 types of matrix formats

- strong matrix

- weak matrix

PROBLEMS:

Conflicts over allocation of workers.

Frequent shifting of workers in a strong matrix organization.



# LEADERSHIP

Leadership means the ability to influence others in a group to act in a particular to achieve group goals.

Based on the idea of authority or power.

Power may be position or personal power.

## POSITION POWER:

- ❖ Coercive power
- ❖ Connection power
- ❖ Legitimate power
- ❖ Reward power

## PERSONAL POWER:

- ❖ Expert power
- ❖ Information power
- ❖ Referent power

# LEADERSHIP STYLES

Measures of leadership styles on two axes:

- directive vs. permissive
- autocratic vs. democratic

TYPES:

- Directive autocrat.
- Permissive autocrat
- Directive democrat
- Permissive democrat

Leadership based on people orientation & task orientation.