

# Organizational Behaviour

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# Lesson Content

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- Hofstede's dimensions of culture theory and application.
- Principles of Network theory and Systems theory as frameworks to understand organisations.

# Power Distance

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- The value that is attached to power is called power distance. This Explains the extent to which members of a society accept that power is unequally distributed.
- In society there is a general acceptance that some people should have more power than others (This is called power distance).
- We are different based on the levels of power (High/Low/Average power distance).

# Application of Power Distance

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- Power distance has more to do with the perception of power rather than the amount of power one holds within an organization.
- Example: There are two co-workers namely Patricia and Simon who have the very same boss whose name is Bonker. Patricia has a high level of respect for Bonker because she accepts that he is in control of most of the decision making process. On the other hand, Simon may have a low respect for the very same boss because he questions and challenges all of the decisions that Bonker will make in the organization (low power distance).

# Application of Power Distance

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- The distribution of power in an organization is a mirror of how persons in a society perceive power.
- Organization XYZ
- Power is distributed evenly irrespective of their designations. Every individual enjoy equal rights and responsibilities.
- Organization POP
- Superiors are given special treatment and team leaders given more responsibilities.

# Power Distance Index

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- Power distance index refers to the differences in the work culture as per the power delegated to the employees.

## Scenario 1

- There are some organizations which believe in appointing team leaders or team managers who are responsible for their respective teams and have the challenge of extracting the best out of the members. The team members also have to respect their team leaders and work as per their orders and advice.

# Power Distance Index

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- Scenario 2
- However in some organizations, every employee is accountable for his own performance. No special person is assigned to take charge of the employees. The individuals are answerable to none except for themselves. Every employee gets an equal treatment from management, and each person has to take ownership of his /her own work.

# Masculinity vs Femininity

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- In traditional society's there is a general overlap between the role of men and women in our society. Men are now increasingly working in occupations that are traditionally female.
- Competition and aggression are more typically associated with the role of men. The role of women, however, is usually compared to being loving and caring.

# Application – Masculinity /Femininity

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- This refers to the extent to which there is an effect of differences in male and female values on the culture of the organization.

## Discussion Point 1

- Organizations where male employees dominate their female counterparts will follow different policies as compared to organizations where females have a major say in the decision making process of the organization.

## Discussion Point 2

- Male employees would be more aggressive as compared to the females who would be more caring and soft hearted. The responsibilities also vary as per the sex of the employees. The female employees are never assigned something which requires late sittings or frequent travelling's.

# Individualism vs Collectivism

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- This is a society where individuals are expected to take care of themselves and their immediate families.
- Collectivism, is a the opposite where there is a tightly knit framework where individuals expect member of their families to take care of them. In exchange for loyalty.

# Application- Individualism/Collectivism

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- There are some organizations which strongly rely on team work. - Common Interest-Common Goals.
- There is a strong belief system that people must share and exchange their ideas, discuss things among themselves to come out with innovative ideas. In such a scenario the employees share a healthy relationship and take each other's help when required.
- However certain organizations follow a culture where individuals do not believe in working as a single unit and prefer working individually.

# Uncertainty Avoidance Index

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- This is uncertainty avoidance index refers to a culture where employees know how to respond to unusual and unforeseen circumstances. It deals with the tolerance level of the employees in both comfortable and uncomfortable situations. Organizations try hard to avoid such situations and also prepare the employees to adjust well in all conditions. The extent to which members of a society deal with uncertainty.

# Long Term Orientation

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- There are some organizations which focus on long term relationship with the employees. In such organizations people have a steady approach and strive hard to live up to the expectations of the management. Employees get attached to the organization and do not look at short term objectives. On the contrary, some organizations have employees who are more concerned with their position and image. They follow a culture where people move on, in a short span of time and nothing is done to retain them. The employees are concerned only with their profits and targets and leave as and when they get a better opportunity.

# Long Term Orientation

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- Application
- Apply the concept of long term orientation to a work place or scenario that you are aware of and explain its' effect on the organization.

# Systems Theory and Network Theory

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- What is a system
- This is a collection of parts that are integrated to achieve an overall goal. Systems has an input, processes output and an outcome that all are unified to make up a system .
- The organization is a system that is made up of different parts all of which serve to work together for a common goal.

# Systems Theory

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- The effect of this systems theory in management, is that writers, educators, consultants, etc. are helping managers to look at organizations from a broader perspective. Systems theory has brought a new perspective for managers to interpret patterns and events in their organizations. In the past, managers typically took one part and focused on that. Then they moved all attention to another part. The problem was that an organization could, e.g., have wonderful departments that operate well by themselves but don't integrate well together. Consequently, the organization suffers as a whole.

# Systems Theory

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- Now, more managers are recognizing the various parts of the organization, and, in particular, the interrelations of the parts, e.g., the coordination of central offices with other departments, engineering with manufacturing, supervisors with workers, etc. Managers now focus more attention on matters of ongoing organization and feedback. Managers now diagnose problems, not by examining what appear to be separate pieces of the organization, but by recognizing larger patterns of interactions. Managers maintain perspective by focusing on the outcomes they want from their organizations. Now managers focus on structures that provoke behaviours that determine events -- rather than reacting to events as was always done in the past.

# Network Theory

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- This describes how elements in a network interact.
- The nodes in a network represent the persons that make up the organization who are connected by the relationships that they hold.
- Network theory is broken up as follows- reciprocity, the degree with which people do similar tasks for one another.
- exchange, the degree with which people perform different tasks for one another.
- similarity, the degree of similarity between the nodes of the group.