Managing People

Unit One

Course Unit Structure

- Managing People Course Structure
  - **Unit 1: Individual Behavior**
  - Unit 2: Motivation
  - Unit 3: Business Communication
  - Unit 4: Managing Human Capital
  - Unit 5: Leadership
  - Unit 6: Managing Groups and Teams
  - Unit 7: Create a Winning Organizational Culture
  - Unit 8: Power, Politics and Change

Unit Learning Objectives

▶ classify individual attributes (such as values, personality, and individual perspectives) that people bring into the workplace

▶ describe how an individual's attributes affect their work behavior

▶ explain how person-job fit and person-organization fit affect work behaviors and job satisfaction

▶ compare decision-making models (rational, intuitive, creative or using the P-O-L-C framework) for individual and organizational decision-making

Unit Vocabulary

- Organizational commitment
- Job satisfaction
- Attitudes
- Values
- Personality
- Organizational Citizenship Behaviors (OCB)
- Job performance
- Absenteeism
- Turnover

- Person-Job Fit (P-J fit)
- Person-Organization Fit (P-O fit)
- P-O-L-C Framework
- Rational decision-making model
- Bounded rational decision-making model
- Intuitive decision-making model
- Creative decision-making model
- Programed decisions
- Nonprogrammed decisions

Overview: Unit One Topics

▶ Attitudes and attributes

▶ Workplace behavior

▶ Job satisfaction

▶ Person-job fit

▶ Person-organization fit

▶ Factors for job satisfaction

▶ Decision making

1a Attitudes and Attributes

▶ Personality

    ▶ Traits that explain or predict behavior

▶ Values

    ▶ Things that are important to us

▶ Attitudes

    ▶ Opinions about people, things or situations

▶ Job satisfaction

    ▶ Feeling people have toward their job

▶ Organizational commitment

    ▶ Emotional attachment people have toward their place of work

1a Attitudes and Attributes, continued

Nurture Factors

Past experiences, religion, family values, societal influences, upbringing

Personality

Nature Factors

Qualities one is born with

1b Workplace Behavior

- Job performance
  - How well we do our job; related to general mental ability
  - Impacts can include stress level or perceptions of fairness
- Organizational Citizenship Behaviors (OCB)
  - Motivated to help others
  - Personality impacts OCB
- Absenteeism and Turnover
  - Absenteeism is an unscheduled absence from work
  - Turnover is when an employee leaves an organization
  - Large costs to an organization

1b Workplace Behavior, continued

Job Performance	Citizenship	Absenteeism	Turnover
General mental abilities	How we are treated at work	Health problems	Poor performance
How we are treated at work	Personality	Work/life balance issues	Positive work attitudes (-)
Stress (-)	Positive work attitudes	Positive work attitudes (-)	Stress
Positive work attitudes	Age of the employee	Age of the employee (-)	Personality
Personality			Age and tenure of the employee (-)

1c Job Satisfaction

▶ Person-Job Fit (P-J fit)

  ▶ Relationship of a person's characteristics as they relate to the job or tasks

  ▶ Demand abilities = employee knowledge, skills and abilities match the job

  ▶ Supply value fit = when an employees needs, desires or preferences are met by their job

  ▶ Fit is positively related to job satisfaction

▶ Person-Organization Fit (P-O fit)

  ▶ Compatibility between individuals and organizations

  ▶ Supplementary fit = when someone possess attributes similar to other members of the organization

  ▶ Complementary fit = when someone has attributes that are different than others, and fills a gap

1c Job Satisfaction, continued

- Multiple generations in the workforce today
    - Each group has been affected by different social, economic and political conditions
    - Each generation may have a different idea of job satisfaction

1d P-O-L-C Framework

▶ POLC

  ▶ Focus on the functions of management, which include: Planning, Organizing, Leading and Controlling

  ▶ Planning entails goal setting and decision making

  ▶ Organizing entails how work will be divided and allocation of resources

  ▶ Leading entails motivating people to meet goals

  ▶ Controlling entails review progress toward goals, take corrective action

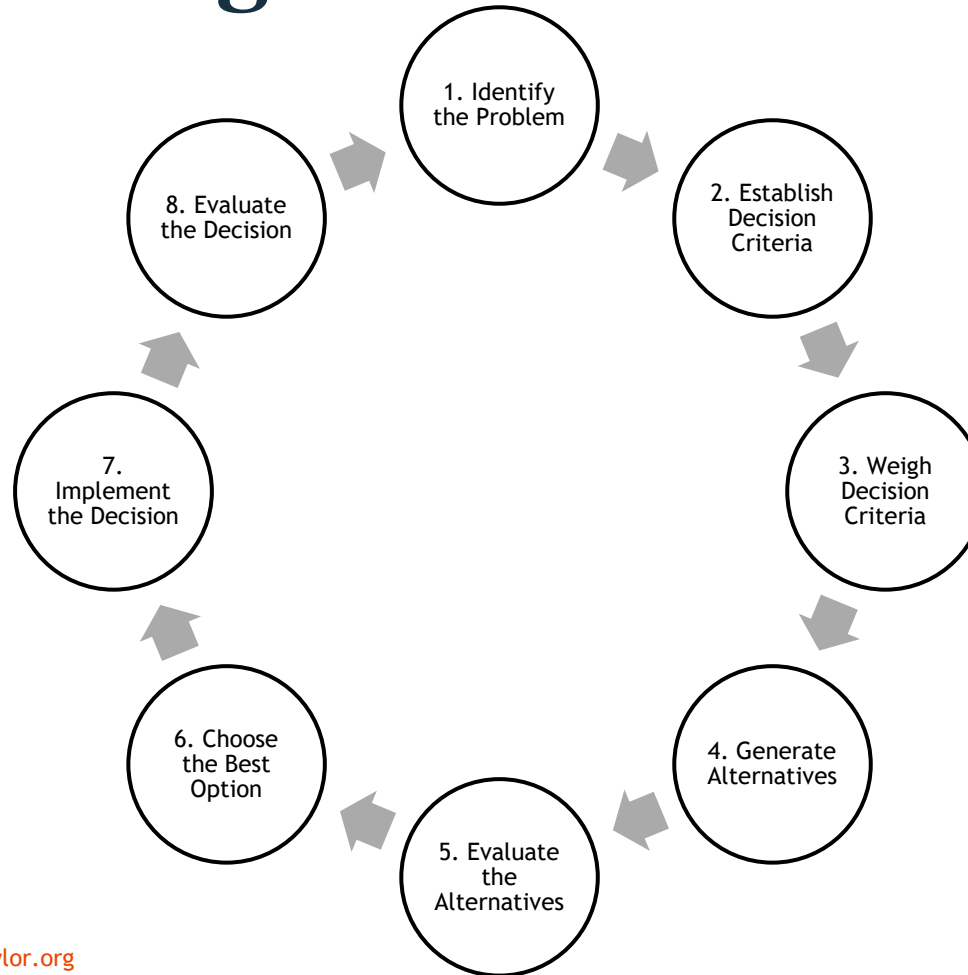| Planning	Organizing	Leading	Controlling
• Vision and mission • Strategizing • Goals and objectives	• Organizational design • Culture • Social networks	• Leadership • Decision-making • Communications • Groups/teams • Motivation	• Systems/Processes • Strategic human resources

1d P-O-L-C Framework: Decision-Making

▶ Programmed decisions: no major consequences, everyday-type decisions

▶ Nonprogrammed decisions: time consuming, non-routine decisions

▶ Rational decision-making model

▶ Formal steps to making a decision

▶ Bounded rational model

▶ Limited options (e.g. choosing a cell phone)

▶ Intuitive decision-making model

▶ Based on experience, training and knowledge

▶ Creative decision-making model

▶ Brainstorming

1d P-O-L-C Framework: Rational Decision-Making Model

1. Identify the Problem

2. Establish Decision Criteria

3. Weigh Decision Criteria

4. Generate Alternatives

5. Evaluate the Alternatives

6. Choose the Best Option

7. Implement the Decision

8. Evaluate the Decision

1d P-O-L-C Framework: Decision-Making, continued

Level of Decision	Example of Decision	Who Typically Makes the Decision
Strategic Decision	Should we merge with another company?	Top management
Tactical Decision	What should we do to help integration of the new company?	Managers
Operational Decision	How often should I communicate with my new co-workers?	Employees

Conclusion

▶ Here's what you learned:

▶ classify individual attributes (such as values, personality, and individual perspectives) that people bring into the workplace

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▶ compare decision-making models (rational, intuitive, creative or using the P-O-L-C framework) for individual and organizational decision-making

What's Next?

▶ To prepare you for the practice exam, consider one more review of the study guide and course materials.

▶ Good luck on the practice exam!