

Human Behaviour in Organisations

Final test – 20th May

Class material expected to be used in answering the questions

PREVIOUS NOTES:

- a) Your answer should be complete, your argument clear – even if the answer is not totally right I evaluate well a good argued case (based on the readings) . By complete I do not mean long – straight to the point is welcomed.
- b) Consistent answer, good a argument, even if incomplete is well evaluated ; answers that make no sense even if with correct information from class material are devalued; naïf answers, not well adapted the world we live in are also devalued
- c) The quality of the writing is important because bad writing is difficult to read and the meaning conveyed may not be the one wished by the student

1. Conflict case: Mr Tip Says “no way”

- a. What is this conflict about? Who are the persons involved in this conflict? and what is/are the source/s (what triggered) of this conflict? Explain.

Topics to approach in the answer :

- the conflict started as a task conflict – its root links to scarcity of human resources and the need to recruit more people. However the solution to this task issue brings about a relational conflict which links to stereotype. Stereotyping is a bias o perception – must explain that. This has the characteristics of a very emotional and potentially dysfunctional conflict

1.2 Taking into attention the context in which Marc Lattoni is working how do you think he should solve this conflict? That is what strategy should he use to solve this conflict? Why? Which consequences can be expected? Which strategy he should not use – pick one and explain

Topics to approach in the answer :

The context of Marck Lattoni is that of a new leader; he was promoted because he has the highest degree; this may cause envy, negative reactions ; other may penalise him. By being new he needs the expertise and support of older (or with longer tenure in the firm) employees. So he probably does not have much power and so he must lead and solve conflicts in a collaborative way . [However if for him the issues of stereotyping is so important he can

have a dominating style , which may have perverse effects for his leadership]. AS a leader in face of this situation he should not use accommodation or avoiding (or maybe domination – if you explain it well)

The consequences vary according to the style used, but they are unexpected if we think of the emotional content of the conflict. Also depends on the power he has, his capacity of persuasion. He must deal with this in a very tactful way given that he is new on the job . Can he risk losing or firing Tip? Can he fire him? Does he have resources to hire someone else? These and other issues could be approached

1.3 If you are an external consultant brought in to solve this complex conflict what would you do to overcome it in order to improve the cost accounting department performance ?

Topics to approach in the answer :

Anything in the line of Group /personal development training; personal coaching ; restructuring the department and task procedures (basically organisational conflict management techniques). Techniques that take into account the sensibility of the situation

2. Negotiation situation: Dialogue between a company and a very much desired job applicant (adapted from Lewicki et al 2003)

1st part of the dialogue

Recruiter (R) . what were you thinking as a starting salary?

Applicant (A) – I would like 40 000 €

R- we can only offer 35 000€

A - That's not acceptable!

2.1 In which circumstances is the final statement of A advisable (not excessively risky) in a negotiation ?

Topics to approach in the answer :

This strong statement can only be made by someone with power in the negotiation. This power can be obtained when one has a BATNA , or has information of how much the company needs A. Anything that you may come up with a credible argument that show that A has much power in the negotiation would be accepted.

2nd part of the dialogue

R : 40 000€ is a problem for our company, can you tell me why you decided you wanted 40 000 €

A – well I have lots of education loans to pay off, and I will need to pay for a few more courses to finish my degree , I can't really afford to pay these and live comfortably for less than 40000€

R – our company has a program to help new employees refinance their education loans, in addition we also have a program to provide tuition assistance for new courses if the courses you need to take are related to our job . Would these programs help you with your problem?

A – yes

[A was contracted]

2.2. What type of strategies of negotiation were used in the first and second part of the dialogue ? were they well adapted to the structure of the problem at stake?

Topics to approach in the answer :

1st part the prob is structured as distributive , 2nd part as integrative; one conflict that had just one dimension was enlarged to more dimensions, after a focus on interests not on positions

The strategy of negotiation in the first part is competitive and in the other collaborative (must explain what is meant)

2.3 can you think of 2 more really good arguments to ask for that salary – that seems to be considered high ? That is how would you convincingly argue to demand that salary?

Topics to approach in the answer :

I expect your creativity here but arguments must be very credible , must be documented, , must have outside standards with which to compare the demands made (all this links to the preparation before a negotiation, and the more preparation is needed when one has little power) . Personal qualifications and expertise are a plus but aren't there many more in the market with such qualifications? Need to argue what makes you special, for that firm in particular

Difficult personal situations, needs , etc. are not considered to be credible – the company is not a charity, must see a strong reason to hire that person with that salary . The strong reason must be communicated by the interviewee .