

Business Organisation and Human Resources

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1 Human Resources

Within the context of 'attributes of Individuals':

- Values

The enduring beliefs that a specific mode of conduct or end-state of existence is personally and socially preferable. (Rokeach, 72')

- Value system

An individualistic, rational approach to life which sets the highest values on achievement, aggression, and affluence.

- Attitude

Predisposition or tendency of a person to evaluate some symbol, person, place, or thing in a favourable or unfavourable manner.

- Cognitive

A component of a person's attitude which corresponds to his/her founded **cognition** of some element e.g. children are **seen** as irresponsible.

- Affective

A component of a person's attitude which corresponds to his/her founded **emotions** towards some element e.g. I **feel** strongly about the Red threat.

- Conative

A component of a person's attitude which corresponds to his/her founded **behaviour** e.g. I **would rather** be dead than Red.

- Survival needs

The very basic elements that an individual needs to maintain life e.g. air, water, food and protection from physical danger.

The non-critical requirement of an individual for contact with other individuals in order to obtain interaction with others, sense of belonging and the beginning of feeling of personal worth.

- Expectation

The predicted outcome which an individual anticipates due to an appraisal of a given situation where the consequences are yet undetermined.

- Traits and dispositions

A pattern that makes up an individual's personality, distinguishing one from another and determining how he/she adjusts to their environment.

- Introversion

A personal disposition that comprises carefulness/reflectiveness/unsociability/inhibition/control/inactivity and responsibility. (Eysenck)

- Extroversion

A personal disposition that comprises expressiveness/impulsiveness/risk-taking behaviour/sociability/practicality/expressiveness and irresponsibility. (Eysenck)

- Neuroticism

A personal disposition that comprises low self-esteem/little autonomy/unhappiness/anxiety/obsessiveness/hypochondria and guilt. (Eysenck)

- Stability

A personal disposition that comprises self-esteem/autonomy/happiness/tranquility health and well-being/calmness and quiescence. (Eysenck)

- Prejudice

An attitude (usually negative) towards the members of some specific group (racial, ethnic, sexual etc.) which causes the person holding it to evaluate others solely on the basis of their membership in that group.

- Stereotypes

Preconceived beliefs, expectations or notions held about members of a particular group.

- Internals and externals

Internals are individuals who believe they control their own fate or destiny, whereas externals believe much of what happens to them is uncontrolled and determined by outside forces.

- Sensation and intuitive types

Sensation-type individuals are those who prefer routine and order, and emphasize well-defined details in gathering information, whereas intuitive-type individuals prefer the big picture, like solving new problems, and dislike routine.

- Stress

A perceived phenomenon under which an individual feels as if he/she cannot handle or cope with a situation.

- Type A and Type B behaviour

Type A behaviour refers to individuals who are competitive, aggressive, restless, impatient and so forth, as oppose to those who are classified as type B which exhibits low sense of urgency, low sense of competitiveness and relative humbleness.

- Differentiation

Vertically, it is the extent to which an organisation is divided into specific **levels** of decision-making authorities and, Horizontally, it is the extent to which overall tasks are performed in specialised task units **across** the organisation.

- Integration

Vertically, it is the extent to which there is coordination and control in the organisational **hierarchy** and, Horizontally, it is the extent to which there are coordination and control procedures **across** different functions of the organisation.

- The contingencies that impact on differentiation and integration

Differentiation and integration are contingent upon the size of the organisation, the technologies employed by the organisation and the nature of the organisational environment.

- Mechanistic structures

The form of hierarchical levels for which there is some precise specification or definition of well-defined procedures, duties, responsibilities or roles carried out by an individual.

- Organic structures

The form of hierarchical levels for which there is some loosely-defined, flexible and changeable definition of procedures, duties, responsibilities or roles carried out by an individual.

- Technological complexity

The complexity of the **production process** within an organisation which, according to Woodward, has a correlation to the characteristic and structure of this organisation.

- Technological predictability

The extent to which the technology used in an organisation is **predictable**, which according to Perrow, is the key factor in assessing the impact of technology on the organisational structure.

- Pugh's four separate features of organisational structure

The four basic dimensions of organisational structure: structuring of activities, concentration of authority, line control of the workflow and the supportive component.

- Workflow integration

The extent to which operations are continuous, in a fixed sequence and automated (Hickson, Pugh and Pheysey, 69'), where workflow refers to the production and distribution of outputs.

- Strategy

The determination of the basic long-term goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out these goals. (Chandler, 62')

- Strategy follows structure

For a more efficient and desirable operation within an organisation, some structural adaptation needs to occur once changes to the strategy, i.e. long-term goals and objectives, are agreed upon.

Organisational structures, which are a result of an expanding company decentralising, where this de-centralisation is a weak one as one division would be carrying on a closely related business to the original firm and could account for up to 80 per cent of the total business.

- Organisational culture

The ideologies, beliefs and deep-set values which occur in all firms and are the prescriptions for the way in which people should work in those organisations. (Harrison, 72')

- Power culture

An organisational culture that depends upon a **single** source of influence where all the power is centralised within one person or a clique comprising a small number of persons.

- Role culture

An organisational culture in which positions within the firm are preset and are given primacy over the individuals who fill them.

- Task culture

An organisational culture in which instead of hierarchy having a considerable impact, it is the **senior management** that allocates **projects** to the various parts of the organisation, and the projects are worked on and developed autonomously by teams of staff who often get together for that project alone.

- Person culture

An organisational culture where the **individual** is the keynote and the organisation is there to serve the interests of the individuals who form it.

- The applicable school of culture

The approach according to which organisational culture has provided the long-elusive link between corporate success and effective and efficient organisation.

- Planned change and reactive change

Under a planned change, targets are set, timetables for achieving intermediate goals are drawn up and the process is constantly monitored, whereas reactive change is about **adapting** to an already changed situation.