Managing People & Performance

Managing in context

Internal context *(4)*

Patrick Galig / HB41 / Henley Business School

Internal context

Study guide

- Employment relationship as psychological contract
  - line manager gets role from HR
  - interest in person --> not only ressource
  - Expectations of others
    - unspoken
    - unwritten
    - unrecognized
- Organisation of resources
- Culture & Performance
  - recruitment & selection
  - Social tools
    - Communication
    - trust
  - Rewards
- Politics
  - like governements
  - internal and external
- Culture in organisations
  - different subcultres available
  - influence managers internally
  - Schein, E H (1996)
    - Operator
    - Engineer
    - Executives
- Values & Beliefs
  - wright or wrong
  - stable and formed early in life
  - weak values & beliefs
    - can be downfall of organisation
  - strong beliefs
    - competitive advantage
- Organisational culture
  - Culture will be passed on
  - Corporate culture
    - Surface level
      - Artefacts
      - Etiquette
    - Middle level
      - Espoused values
    - Deep level
      - Basic underlying assumptions
- Internal stakeholders
  - employees
    - enhance ability while building organisational capability
  - managers
- Culture
  - organization is microcosm of society
  - Observed behavioural regularities
    - language
    - customs
  - Group norms
    - standards
    - values
  - Espoused values
    - publicly announced principles & values
  - Formal philospohy
    - policies
    - ideological principles
  - Rules of the game
    - unwritten rules to get along in organisation
  - Climate
    - feeling within group
  - Embedded skills
    - special competencies
  - Habits of thinking
    - cognitive frames
  - Shared meanings
    - understandings of the group
  - Root metaphors
    - way how a group characterises itself
    - e.g. Office layout, material artefacts
  - Formal rituals
    - celebrating key events