Sensorveiledning HMAN 4210

1 a)

The six principles are: reciprocity, liking, commitment and consistency, social proof, authority and scarcity. This is a rather open-ended question, so the students should be given some leeway when they discuss the last part of the question. Several of the themes we have discussed in the lectures can clearly be relevant here. For example, reciprocity can be understood as a mechanism which enables leaders to create followers and a mechanism that may help us understand the positive sides of transformational leadership. In general, the principle of reciprocity is of course central in several of the social sciences. It is clearly also of use for understanding the functioning of teams. Several of the other mechanisms can also be relevant for understanding team performance in general and groupthink more specifically (authority, commitment). The same goes for negotiations, here reciprocity is important (give and take). Other topics are motivation, and power. In the recap lecture I distinguished between three ways in which Cialdinis principles could be of use for leaders: 1) As a tool for influencing others 2) to recognized when others are trying to influence you and 3) as an analytical tool. A student who is able to use the principles analytically to understand some of the topics we have discussed should be rewarded. All the students have written a short discussion paper on Cialdini.

1b)

In the lectures we have discussed how organization can be understood on a continuum from function organization to program organization. While functional organization emphasizes specialization after profession or discipline, a program organization emphasizes each program or patient group. This can lead to better coordination across disciplines and more patent centeredness. In the book that is on their reading list, full program organization is regarded as difficult to achieve. It is also mentioned that size is an important factor. It is also emphasized that there are several intermediate forms or use of lateral relations that can be used before switching to a full program based organization (for instance a matrix structure).

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1. Transactional leadership is characterized by: contingent rewards, managemen by exception (active and passive) and a more laissez-faire approach to organizational change.
2. Includes the following mechanisms: supervision, mutual adjustment and group coordination. These approaches are more time consuming than programming approaches, and can be used in situations with high uncertainty.
3. Hertzberg distinguishes between hygiene and motivators. Hygiene factors include policy, supervision, salary and more. The presence of these hinders dissatisfaction, but does not necessarily lead to more motivation. Motivators are factors that motivate if present, but that does not lead to dissatisfaction if not present. Motivators are typically related to the work in itself (intrinsic factors), while hygiene factors are more related to extrinsic factors/the work environment.