

COMM 210

Contemporary Business Thinking

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Department of Management

Lecture 8 – The Manager’s Job and Social Power

Objectives For Today

- Hand in Progress Report 2
- Describe the various roles a manager plays as he does his job
- Describe various ways influence and power operate in organizations
- Critical thinking skill: review Causal Claim
- New critical thinking skill: Techniques of Persuasion
- Preparation for next week

MANAGERIAL ROLES

Mintzberg's Manager's Roles

Myth:

Managers plan,
organize,
coordinate &
control

Realities

Interpersonal roles

- Figurehead
- Leader
- Liaison

Informational roles

- Monitor
- Disseminator
- Spokesperson

Decisional roles

- Entrepreneur
- Disturbance-handler
- Resource-allocator
- Negotiator

Managerial Roles

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Figurehead 2. Leader 3. Liaison 4. Monitor 5. Disseminator 6. Spokesperson 7. Entrepreneur 8. Disturbance-handler 9. Resource-allocator 10. Negotiator | <ul style="list-style-type: none"> ■ Think back to a job you have had. Which roles did your own boss enact most frequently? ■ Which role best describes Dale Moser's job when he adds a new service (like he did between Chicago and Memphis)? When he rides the buses himself once a month? |
|--|--|

Managerial Roles in Megabus

- Find examples of each of Mintzberg's roles in the Megabus article.

FRENCH & RAVEN SOCIAL POWER

The Concept of “Power”

- Does the notion of “power” appeal to you? Why or why not?
- Why do we need to consider it in a management context?
- How can we tell if someone has power?
- How does an individual gain power?
- Is there a one type of power or several types?

[Professors: Help students to realize that power is a relationship, not an attribute.]

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Types of Power: French & Raven

"who holds it over whom"

Reward Power	• based on one's perception that the other has the <u>ability to mediate rewards</u> for him
Coercive Power	• based on one's perception that the other has the <u>ability to mediate punishments</u> on him
Legitimate Power	• based on one's perception that the other has a legitimate right to <u>prescribe behaviour</u> for him
Referent Power	• based on one's <u>identification with</u> the other
Expert Power	• based on one's perception that the other has some <u>special knowledge or expertise</u>

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Types of Power: French & Raven

1. Share my experience & special skills	9. Provide them with special benefits
2. Tell them that they have commitments to meet	10. Make things unpleasant for them
3. Give them tough, undesirable jobs to do	11. Influence their getting a pay increase
4. Make them feel like I approve of them	12. Make them feel they have commitments to meet
5. Make them feel important	13. Make the work difficult for them
6. Give them a good peer evaluation	14. Provide them with good task-related advice
7. Provide good technical suggestions	15. Make them feel personally accepted
8. Make them recognize they have tasks to accomplish	

Types of Power: French & Raven

REWARD COERCIVE REFERENT EXPERT LEGITIMATE

1. Share my experience & special skills	9. Provide them with special benefits
2. Tell them that they have commitments to meet	10. Make things unpleasant for them
3. Give them tough, undesirable jobs to do	11. Influence their getting a pay increase
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Forms of Managerial Influence

<u>Role</u>	<u>Social Power</u>
1. Figurehead	1. Reward power
2. Leader	2. Coercive power
3. Liaison	3. Expert power
4. Monitor	4. Legitimate power
5. Disseminator	5. Referent power
6. Spokesperson	
7. Entrepreneur	
8. Disturbance-handler	
9. Resource-allocator	
10. Negotiator	

Use of Power at Megabus



- What is the relationship between these different people? Do they hold any power on each other?
 - Dale Moser
 - Moser's Scottish boss
 - Federal transportation officials
 - Joseph Schwieterman, director of the Chaddick Institute for Metropolitan Development
 - Brian Izzo, one of Schwieterman's students



REVIEW OF CAUSAL CLAIMS

Critiquing Causal Claims

Golfing

Take up a sport, Oxygen magazine advises its readers. "Each has its own unique health benefits. For example, a recent Swedish study found that golfers live about five years longer than the rest of the population." *Globe & Mail*, 2008

What is the causal claim? Can you think of an alternative explanation? What type of rival cause is it?

Critiquing Collins & Porras' Claim


- Successful companies preserve their core ideology and stimulate progress through a vivid and audacious envisioned future
 - What is the causal explanation for this claim?
 - Can you think of a rival causal explanation?

Causal Claims in Megabus



- “You can cut all the overhead out of your business, you find you can pass on the savings on to customers, thus driving volume” (p.1)
 - What could be a causal explanation?
 - What could be a reverse causation?
 - What could be a rival cause?

TECHNIQUES OF PERSUASION



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Sharpen your Analytical Skills

Critical thinking =
Analyzing the validity of arguments presented in a text

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graph TD
    A["Critical thinking =  
Analyzing the validity of arguments presented in a text"] --> B["Identify the author's major conclusions"]
    A --> C["Describe & evaluate supporting evidence"]
    A --> D["Uncover assumptions & values"]
    A --> E["Determine soundness of causal logic"]
    A --> F["Deconstruct use of persuasive language"]
  
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Identify the author's major conclusions

Describe & evaluate supporting evidence

Uncover assumptions & values


Determine soundness of causal logic

Deconstruct use of persuasive language

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Techniques of Persuasion

- Anticipate objections based on
 - negative evidence
 - alternative causes
 - conflicting assumptions
- Counter-argue objections



Techniques of Persuasion

- Limit claims you cannot rebut
 - Acknowledging limitations makes your writing MORE persuasive
 - Limits to generalizations
 - Level of probability less than 100%
 - Re-defining terms
- Rhetoric – use of language to convince
 - Detail (evidence and assumptions)
 - Tone (scholarly vs. narrative)
 - Vividness (being concrete draws attention)



Dealing with objections to your view

- **Introducing potential objections**
 - Here, some readers will probably object that _____
 - Some may challenge my view that _____. Indeed, my own argument that _____ seems to ignore _____ and _____
 - *[Naming potential objectors]* It is likely that corporate leaders *[or other named group]* would take issue with my claim that _____
 - But, you may be thinking, is my proposal realistic? What are the chances of its actually being adopted?
 - Yet is it always true, as I have been suggesting, that _____?
 - Does the evidence I've cited demonstrate conclusively that _____? Perhaps not.
- **...then answer the objection persuasively**

Reference: Graff & Birkenstein, "They say, I say"

Dealing with objections to your views

■ Making concessions & limiting your claims

- Although I grant that _____, I still maintain that _____
- Proponents of X are right to object that _____, but they exaggerate when they claim that _____
- While it is true that _____, it does not necessarily follow that _____
- On the one hand, I agree with the view that _____, but on the other hand, the weight of the evidence makes me still insist that _____

Reference: Graff & Birkenstein, *"They say, I say"*

Techniques of Persuasion

- Which **foundational business article** did you find most convincing so far? Why or why not? Analyze why the article (or is not) persuasive in your view.
- Work individually for **XX minutes**. Write down your findings. I will collect them and they will count toward participation.



Techniques of Persuasion

- In groups of 4-5 discuss your findings for **XX minutes**. Try to persuade the group with regards to your findings.
- We will follow with a class discussion.
- How will you maximize the persuasive of your **team project report**?



Tone of Herzberg's Article

- KITA
 - “the market for snake oil”
 - “multiplying zero by zero still equates zero”
 - “subtraction in the hope of accomplishing addition”

Group Project



Team Project

- How are you maximizing the persuasiveness of your **team project report**?



Preparation for Next Class

- Readings for next class
 - **Kaplan & Norton: The Balanced Scorecard**
 - Made Smarter in Canada: Inside a world-beating factory.
 - Dyer, **Writing a Persuasive Essay**, chapter 7.

- Don't forget to check your mailbox and **Moodle**

*And don't forget
to bring your
texts to class!*