DAY 4

- Decision making

- *Activity: individual v. group decision making*

- Power perspectives (Marxian, Weberian, Foucauldian)

- *Activity: team effectiveness questionnaire*

- A brief on Conflict management

CASE STUDY

Decisions: They can be seen as moments of choosing or passing judgment.

Typology: Relatively to the degree of structure:

- ✓ *Programmed decisions*: These describe relatively structured solutions to specific problems

- ✓ *Non-programmed decisions*: These refer to relatively unstructured solutions to more complex problems

Hierarchy: In an organizational structure decisions are made following a *top-down directive approach* to decision making that may result in timely and high-quality decisions.

Critique: However, in the top-down directive approach to decision making personnel may not readily accept such decisions, which denotes the *antagonistic nature of decision-making* in general.

Influences: Decision-making may be influenced by:

- ✓ *Skills*
- ✓ *Styles*
- ✓ *Biases*

Consequence: If decision-making is an antagonistic process, the play of influences and biases renders it *contingent*.

Issue: If decision-making is contingent, is there any room for rational and procedural thinking?

View: Typically, there are efforts into rendering decision-making rational and procedural *because* of the numerous factors that affect it.

Critique: However, this simplification does not mean that the decision is the "good one"; only its consequences can establish this.

Activity: Individual vs group decision making

Purpose: To compare effectiveness between personal and group decision-making

What's in it for the hotelier?

Decision-making

a)   *Is not an easy task as a number of factors need to be weighed*

b)   *Using a rational or even incremental approach to taking decisions does not mean that the decision taken is "the good one"*

c)   *Whether a decision is "the good one" or not depends on the results, their interpretation and circumstances*

Perspectives

Power: It is typically seen as an ability that is associated with an effect or the action that a person carries out because of the actions of another person.

Such a view assumes the existence of sources and means of power (e.g. owing capital, expert knowledge, authority position) so as to determine the behavior of another person. Such approaches assume a centre where such power is concentrated.

Thus the exercise of power unavoidably leads to conflict (i.e. conflict is causally explained)

Activity: Personal Power Perspective

Purpose: to establish preferred power source of influence

Relational Approach

Observations:

1. Antagonism: there are differing and different interests

2. *Decentralization*: ongoing antagonism changes the origin of power

3. Visibility: and thus power is always made *visible* in different ways

POWER

## *Relational Approach*

Observations:

4.Permeability: visibility impacts the human psyche in various ways

5.Dynamics: permeability makes that *social exchange is dynamic*: if there is change, there is also stability

Consequence: stability is questioned because of the potential for change (i.e. fixity is deferred).

The difference between stability and change makes that on the one hand, the full constitution of an identity is blocked, while on the other, it is also a condition for its existence
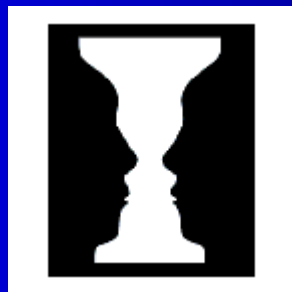
Application: any identity construction as that of the employer or the employee is an *ambiguous project* (i.e. cannot be resolved where one party has more power than the other) because of an antagonism, an act of power.

Thus, rather than seeking to resolve or avoid conflict by trying to eliminate its causes, the relational approach considers that antagonism is the constitutive element of any relation that cannot be avoided (i.e. people think differently and are often encouraged to do so) and which is of varying intensities.

This is view is some degree consistent with the <u>balance of power view</u> found in employment law and jurisprudence in Switzerland and which finds its expression in national conventions as that of the hospitality industry (CCNT)

What's in it for the hotelier?

The hotelier is to appreciate that

a) *Power is an important ingredient of a relation because it is the visible expression of difference and antagonistic interests or values.*

b) *Respecting difference can yield collaborative and learning cultures that enhance team spirit and therefore a work ethic that ensures business success*

c) *The risk with power is excess and "my way of the highway" attitude which can only mean trouble*