

Organizational Behaviour

ADM2336 (Section P00)

Organizational Behaviour

Case # 5 - Avionics

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Question 1:

Before he leaves the team to self-manage without him, what two sources (or bases) of power had John been using to influence employees at Avionics? First, identify the two sources of power you think John had. Second, provide the case-based evidence that you used to conclude that John had those two particular sources of power

The two sources of power John has been using are: Legitimate Power and Expert power.

John is a top executive, meaning he is part of management who has people reporting to him. Following the organizational structure, being one of the top bosses, he exerts power legitimately on their subordinates. At the same time he is known for his ability to empower people, dedicated to continual process improvement techniques and he has put together process improvement teams before in the organization, which has gained him others' respect and admiration in the area. This makes him a recognized expert thus Expert power is present as well.

Question 2:

A. William is using a particular leader decision-making style that other team members are objecting to. Which style is he using? Make sure you back-up your choice with case-based evidence.

William is using a consensus-based decision making strategy with the team. This is shown through William's use of a majority rules vote that takes place when any decision is being made.

Due to the fact that everyone gets an equal vote regardless of their expertise when it comes to a specific field, this could provide problematic when decisions need to be made on highly technical problems. People are also not happy that their peers are refraining from voting and not following through with a vote they don't feel strongly towards.

B. Based on our discussion of situational factors to consider when deciding which leader decision-making style to use, explain why you think the other team members are objecting

to William's particular style.

The members may be unhappy about this decision making style because they do not want other people voting on their field of expertise. The votes aren't weighted towards a person that knows more about a field. The dissatisfaction of methodology could be due to the different availability of information and people anchoring their votes on limited knowledge a specific topic.

Question 3.

A. If William could have done thing over again which leader decision-making style should he have used?

If William could have done things over again we believe the Conceptual decision-making would have worked the best. Conceptual decision-making is a great style when many competing ideas and opinions are involved. In the above scenario you notice all the different styles each coworker has thus creating different opinions and ideas.

B. Provide one example of how he could have displayed that style shortly after the team started working together.

William could have asked everyone opinion in the beginning and then worked together with everyone to draw out the common ties in everyone's opinion and ideas.

Question 4:

A. During the first two meetings, one team member is clearly NOT providing William with any fellowship. Which team member i it and how is he/she manifesting his/her "non-fellowship"

The team member that is not providing William with any followership is the IBM PC specialist, Russ. During the first meeting, once William finally decides to take the initiative and get things started, Russ bluntly states he has a lot of work to do and does not care about the outcome of this meeting since he is in a hurry to leave. In support, Alyne and others too felt embarrassed by Russ's actions of disrespect so as a result, Alyne spoke up and suggested William as a leader. In addition, Russ restated that fact again later in the meeting which most likely caused the end of the meeting. Furthermore, Russ did not even show up at all to the second meeting, which is a clear display of physical desertion. This shows that he has no respect for the group, the leader and the rules. It proves that when he said, "I don't really care who our leader is", he really meant that regardless of who is the leader, he will do as he pleases because he is not the type of person that follows the lead of other employees.

B. At one point, Alyne objects to William's way of telling them what to do. From William's perspective would this be considered a form of proactive fellowship? Explain your answer.

The point in the case in which Alyne objects to William's leadership is when she is told a specific way to improve and manage her area of VAX system administration. Alyne responds to William's suggestion by stating "I, for one, don't want people telling me what to do about my area." and further suggests that as a team, things must be decided democratically via-vote. William can regard this response as proactive fellowship as she utilizes constructive resistance, as the suggestion provides a system that avoids inaccuracies in each team members area brought by a broad management system. Overall, a better course of action is taken and benefits the team, proving the proactive fellowship.

Personal Ethics Statement Concerning Telfer School Assignments

Group Assignment:

By signing this Statement, I am attesting to the fact that I have reviewed not only my own work, but the work of my colleagues, in its entirety.

I attest to the fact that my own work in this project meets all of the rules of quotation and referencing in use at the Telfer School of Management at the University of Ottawa, as well as adheres to the fraud policies as outlined in the Academic Regulations in the University's Undergraduate Studies Calendar. I further attest that I have knowledge of and have respected the "Beware of Plagiarism" brochure found on the Telfer School of Management's doc-depot site.

To the best of my knowledge, I also believe that each of my group colleagues has also met the rules of quotation and referencing aforementioned in this Statement.

I understand that if my group assignment is submitted without a signed copy of this Personal Ethics Statement from each group member, it will be interpreted by the Telfer School that the missing student(s) signature is confirmation of non-participation of the aforementioned student(s) in the required work.



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