PETER B. GUSTAVSON
School of Business
BCom Program

University of Victoria

The world looks different from here.

Welcome to COM 220:
Organizational Behaviour
Summer 2014
Instructor: Melissa McLean, MBA

COM 220

Meets Mondays and Wednesdays, 2:30 – 3:50 pm

Instructor: Melissa McLean

Office: BEC 140

Office Hours: Mondays, 4:15 – 5:15 pm, or by appointment

Email: mcleanml@uvic.ca

Telephone: (250) 889-1245 (cellular)

Course Objectives

- Understand the impact that individual and group behaviours have on organizations

- Develop competencies in teamwork and effective communication

- Create self-awareness and an understanding of others in the workplace

- Enhance both oral and written communication skills

Course Text
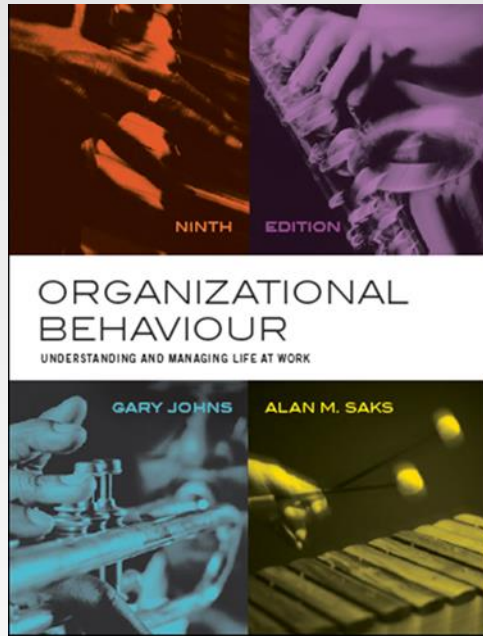
- Gary Johns and Alan M. Saks

- Organizational Behaviour: Understanding and Managing Life at Work, 9th Edition

- Pearson Education Canada, 2014, ISBN#
Print: ISBN-13: 9780133347500

Course Format

- Lectures

- Class discussion

- Case studies

- Other in-class activities

Evaluation

Mid term (Individual):   20%

Case Study (Group)

Part A: Team Charter   5%

Part B: Written Case   20%

Part C: Presentation   10%

Participation (Individual)   10%

Final Exam (Individual)   35%

Group Work and Evaluation

The purpose of group work is to enhance your skill in working collaboratively.

When a group-based assignment forms part of your evaluation for a grade, all members of the group will receive the same grade.

Any exception to this policy, such as adjustments for relative contribution, will be specified in writing prior to the grading of the assignment.

Attendance

The University of Victoria Calendar states: "Students are expected to attend all classes in which they are enrolled."

Attending class is an important part of the learning process in this course.

Attendance exposes you to material not in the readings, to your classmates' insights and helps clarify material that can lead to better performance in the course.

Students with unexcused absences from more than two classes will have their grade reduced by one letter grade.

Code of Conduct

Please set cellular phones, smart phones etc. to silent mode during class and only use technology for course related purposes.

One person talks at a time unless we are doing group work

Please arrive on time; if you are late, enter the room as quietly as possible to minimize disruption (e.g. have your notebook and pen out of your knapsack before you walk into the classroom)

Getting to Know You
(optional exercise)

Your name (first and last)

Field of academic study

Management related courses taken previously

Where you have worked before or type of work you have done in the past

Have you managed people in a paid work or volunteer environment before? If yes, please describe

Organizations and Organizational Behaviour

Organizations are social inventions for accomplishing common goals through group effort.

(Corporation originated from the Latin word corpus which means "body" or "body of people")

The field of organizational behaviour is about understanding people and managing them to work effectively.

Goal Accomplishment

All organizations have goals

Organizational *survival* and *adaptation to change* are important goals

Organizational behaviour looks at how organizations can survive and adapt to change

E.g., innovation and flexibility are especially important behaviours for the health of organizations

Group Effort

Organizations are based largely on group effort – the *interaction* **and** *coordination* among people to **accomplish goals**

Much of the intellectual and physical work done in organizations is performed by groups

Organizational behaviour looks at **how to get people to practice effective teamwork**

What Is Organizational Behaviour?

Study of:

The attitudes and behaviours of individuals and groups in organizations

How organizations can be structured more effectively

How events in the external environment affect organizations

Why Study Organizational Behaviour?

◦ It is about people and human nature, and explains a great deal about the success and failure of organizations

◦ It has a profound impact on managers, employees, and consumers

◦ It affects individuals' attitudes and behaviour as well as the competitiveness and effectiveness of organizations

The Classical View of Management

The classical view advocates:

- a high degree of specialization of labour

- intensive coordination

- centralized decision making

To maintain control, it suggests that managers have fairly few workers to supervise - except for lower-level jobs where machine pacing might substitute for close supervision

Scientific Management – Frederick Taylor

Taylor primarily studied an unskilled, uneducated workforce in the early 1900s *(Published The Principles of Scientific Management - 1911)*

Used research to determine the optimum degree of simplification, specialization and standardization of work tasks

Mainly concerned with job design and the structure of work on the shop floor

Approach had supporters due to profits created by technological efficiencies / Also created rapid improvement in worker job skills

Bureaucracy – Social Theorist Max Weber

Mid 1920s, with growing industrialization as the business back drop:

- Strict chain of command – employees report to only one superior
- Selection and promotion criteria based on technical competence (not nepotism or favouritism)
- Detailed rules, regulations, and procedures (*doesn't matter who the worker is*)
- Specialization: match duties with technical competence

Bureaucracy – Social Theorist Max Weber

○ Centralization of power at the top of the organization

• "Bureaucracy is an "ideal model: " standardizes behaviour in organizations, provides workers with security, and a sense of purpose

• **Rules + Regulations + Clear Chain of Command = Security**

The Hawthorne Studies at Western Electric - Elton Mayo (Harvard) 1924 – 1932

Focussed on the impact of fatigue, rest pauses, and lighting on employee productivity

First studies test the relationship between illumination and employee productivity:

Increase the lighting in the warehouse and productivity goes up

Decrease the lighting in the warehouse and the productivity goes up   Why?

The Hawthorne Studies

The studies illustrated how psychological and social processes affect productivity and work adjustment

Suggested there could be dysfunctional aspects to how work was organized

One sign was resistance to management through strong informal group mechanisms such as norms that limited productivity