



**MGT 689-C: Organizational Behavior and Design**  
*School of Business at Stevens Institute of Technology*  
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**Final Learning Journal Assignment**

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**Section One: Weekly Learning Journal Entries**

**Learning Journal Postings For 1/23**

**What resonated the most to you this session?**

- “CHANGE” is the only constant part across every organization.
- Most changes that have occurred in organizations with time are change in technology, change in thought process of various generations and people need to adapt with their peers from diverse cultures.
- Change in technology seems to be one of the best part for organizations which has improved communication, ease of access and made workplace portable.

**What surprised you, if anything?**

- Technology has changed the way we think, and the way people work. The traditional thought that every company must have a huge office and need to have a lot of resources is not always applicable. Companies that control the interface between the consumer and the provider of the goods or services are in an incredibly valuable position  
For Example - Lyft just needs people who can drive cars for the operations.

**What are the two biggest takeaways of the session?**

- Learn to embrace the changes that come up in organizations and improve accordingly.
- Accept peers from diverse cultures, generations and understand the thought process to smoothen and strengthen communication.

### **How can you use the learnings from this week in your professional life?**

- Organizations need to adapt, be flexible and accept changes to survive.
- You need to continuously upgrade your skillset and learn how technology can help you improve it.

### **Learning Journal Postings For 1/30**

#### **What resonated the most to you this session?**

- The various challenges faced within an organization can be solved by multiple ways and the approach differs according to the situation. There is no single way to tackle a problem.

#### **What surprised you, if anything?**

- The stereotype of a leader was Masculinity until 1986.
- Leadership qualities can be a part of human by birth but cannot be found easily and companies have started training their employees to inculcate leadership skills to turn into a leader.

#### **What are the two biggest takeaways of the session?**

- Leadership and managerial skills are both equally important an organization.
- When a leader delegates an assignment to a subordinate. They should be able to support the subordinates in case of difficulties or if they make mistakes.

### **How can you use the learnings from this week in your professional life?**

- Leadership skills give you the far-sighted vision of a decision which helps in making a well-formed decision.
- Being a leader goes with the saying “With great power comes great responsibility” and risk as well.

### **Learning Journal Postings For 2/6**

#### **What resonated the most to you this session?**

- Organizations with open systems which welcome change can easily adapt to the environment.
- Flatter organizational structures improves the line of communication.

#### **What surprised you, if anything?**

- Mintzberg's organizational types can effectively be applicable towards most organizations and bring in a great balance across Technical and Administration staff in the organization.
- How to effectively manage competitors when they are an essential part of the organization.

### **What are the two biggest takeaways of the session?**

- As the organizations tend to expand across various parts of the globe, they need to be decentralized since decisions need to be taken by employees of that region who understand the problem more closely.

### **How can you use the learnings from this week in your professional life?**

- The need to adapt according to the work environment and organization is essential.
- The importance of team communication and co-ordination.
- It's easy to co-ordinate and work effectively in a Flatter organizational structure.

### **Learning Journal Postings For 2/13**

#### **What resonated the most to you this session?**

- There are two types of leaders in an organization Autocratic and Participative. Autocratic leaders are characterized by individual control over all decisions and little input from group members. Autocratic leaders typically make choices based on their ideas and judgments and rarely accept advice from followers. Participative leadership is a managerial style that invites input from employees on all company decisions.
- The most important traits of a leader are: Performance, character and integrity, adaptability, trust, confidence, effective communication and persistence

#### **What surprised you, if anything?**

- Companies like Walt Disney, Ford & Apple follow Autocratic leadership style.
- Whenever there is a change in culture of the organization, there will be some resistance from the members and that needs to be addressed carefully to smoothen the process.

#### **What are the two biggest takeaways of the session?**

- 'BHAG' - Big Hairy Audacious Goal: refers to a clear and compelling target for an organization to strive for.
- Mission and vision statements play three critical roles:

1) communicate the purpose of the organization to stakeholders.

2) inform strategy development.

3) develop the measurable goals and objectives by which to gauge the success of the organization's strategy.

4. *How can you use the learnings from this week in your professional life?*

- The learnings from this week will help me understand what makes a person a good leader.
- The firm can bring change in the organizational culture, without affecting the company much and needs to be adopted by every member.

### **Learning Journal Postings For 2/20**

**What resonated the most to you this session?**

- SWOT Analysis can only be used to analyze the present situation.
- Firms cannot directly CONTROL the general environment's segments. However, these segments influence the actions that firms take.
- PESTEL Analysis can be used to understand the macro environment.

**What surprised you, if anything?**

- The legal weekly working hours of every country is different. For example: At Paris it's 35 hours per week.
- The Infrastructure at china is very diverse and various according to the location.
- When an organization relocates, the internal and external factors vary so we need to think upon the factors before taking decisions

**What are the two biggest takeaways of the session?**

- External environment analysis should be conducted on a regular basis.
- The Internal and External factors can be analyzed with the help of SWOT, Super-SWOT and a combination of SWOT-PESTLE analysis.

**How can you use the learning from this week in your professional life?**

- Competitors are an essential resource to learn from.
- External and Internal Analysis can help an organization make a well-formed decision.

### **Learning Journal Postings For 2/26**

**What resonated the most to you this session?**

- Internal audit is an essential part of an organization, it helps the firm to identify the strengths and weaknesses in the organization.
- Internal Assessment is an inventory of the strengths and weaknesses of the organization's operations.
- External Assessment, or External Environmental Scan, is an inventory of the political, economic, social, and technological forces that influence the mission and goals of an organization, and how it functions.

**What surprised you, if anything?**

- How can cost of imitation help an organization to create competitive advantage.
- Southwest Airlines effective and efficient strategy makes them the best in industry.

**What are the two biggest takeaways of the session?**

- To achieve competitive advantage, a firm's resources must have characteristics such as valuable, rare, inimitable and non-substitutable. In RBV, not all resources are of importance for achieving competitive advantage in a firm
- McKinsey's 7-S Framework is applicable to a wide variety of situations where an alignment perspective is useful. The goal of the model is to show how 7 elements of the company: Structure, Strategy, Skills, Staff, Style, Systems, and Shared values, can be aligned together to achieve effectiveness in a company.

**How can you use the learnings from this week in your professional life?**

- Not only will I use the VRIO framework to analyze the organization but will also keep the questions of value, rarity, imitability and organization in mind.
- McKinsey's 7S model will help me in the alignment of business strategies and organizational design of a company and achieve their objectives.

**Learning Journal Postings For 3/6**

**What resonated the most to you this session?**

- Better engagement means better productivity. Corporations whose employees are engaged perform better than companies whose employees are not by over 200%.  
When employees are engaged at work, they feel a connection with the company. They believe that the work they're doing is important and therefore work harder.
- Engagement is about aligning culture, strategy, performance and rethinking the ways in which these connect.

**What surprised you, if anything?**

- Motivating employees in the organization is important to maintain employee engagement. Nearly 50% of employees feel that they are not engaged and 18% of the employees feel that they are disengaged.
- Employee's should be praised specifically for the extra efforts at workplace. It is more rewarding than a bonus amount. Nearly 76% of the employees are not satisfied with the level of recognition they receive for doing their job.
- Around 75% of the employees feel that they would contribute more at the workplace if their efforts were recognized.

#### **What are the two biggest giveaways of the session?**

- Higher job satisfaction, engagement and involvement improves the organization's productivity.
- This further leads to higher efficiency, customer satisfaction and higher profits for the organization. Motivating employees makes them work much better and perform better than ever and pushing their boundaries.

#### **How can you use the learnings from this week in your professional life?**

- Employee engagement is an extremely important factor in an organization, if I get a chance to manage a team, I will ensure employee engagement, job involvement and satisfaction as the highest priority factors.

#### **Learning Journal Postings For 3/20**

##### **What resonated the most to you this session?**

- Better engagement means better productivity. Corporations whose employees are engaged perform better than companies whose employees are not by over 200%.  
When employees are engaged at work, they feel a connection with the company. They believe that the work they're doing is important and therefore work harder.
- Engagement is about aligning culture, strategy, performance and rethinking the ways in which these connect.
- Communication is a process by which information is exchanged between individuals through a common system

##### **What surprised you, if anything?**

- Nearly 60% of communication is done through non-verbal means of communication
- The drawbacks of computer-aided communication, such as a sense of disengagement (employees watching soccer), loss of productivity and Violation of privacy

##### **What are the two biggest takeaways of this session?**

- Face-to-Face communication is the best and most effective mode of communication.

- Nonverbal communication describes the process of shared cues between people, which goes hand-in-hand with public speaking. This can include eye contact, frequency of glances, blink rate, gestures, facial expressions, postures, and more. The presentation is, perhaps, the one mode of communication that has proved relevant through every technological innovation.

**How can you use the learnings from this week in your professional life?**

- Clear Communication is extremely essential to get your points across your team and get the work done.
- Employees must use effective means of technology to communicate like emails to interact with colleagues, seniors, juniors and boss.

**Learning Journal Postings For 3/27**

**What resonated the most to you this session?**

- Organizational conflicts disagreement between groups or employees regarding work-related issues. The three sources of conflict that we find in the workplace are task, relationship and process.
- Conflict is an opportunity to understand opposing preferences and values.
- There are three types of major conflicts: Intrapsychic conflicts, Interpersonal conflicts and group to group conflicts. The various ways of dealing with conflicts are Accommodating, Avoiding, Collaborating, Compromising and Competing.

**What surprised you, if anything?**

- Conflicts can be constructive as well. Conflicts are Conflicts are a normal, inescapable part of life. Blame and conflicts are two types of currencies.
- More than 50% conflicts arise due to poor communication.

**What are the two biggest takeaways of the session?**

- BATNA is the most advantageous alternative course of action a party can take if negotiations fail and an agreement cannot be reached. BATNA is the key focus and the driving force behind a successful negotiator. A party should generally not accept a worse resolution than its BATNA. Care should be taken, however, to ensure that deals are accurately valued, taking into account all considerations, such as relationship value.
- Leaders play a major role in conflict management and they should know when to step in and resolve it.

**How can you use the learnings from this week in your professional life?**

- While resolving a conflict, I'll consider everyone's point of view and follow up to ensure that no other new conflicts arise in the team. The conflict is not solved until the solution to the conflict is agreed by everyone.

### **Learning Journal Postings For 4/3**

#### **What resonated the most to you this session?**

- Together everyone achieves more. Never under estimate the capacity of a team by its size. A group of 25 Navy Seals killed Osama Bin Laden under 40 minutes.
- Teams combine multiple skills from various individuals and is the best way to utilize employee's talent.
- The various types of teams are problem solving teams, functional teams, virtual teams, self-managed teams and cross-functional teams. Cross-functional team seems to be the most interesting one.

#### **What surprised you, if anything?**

- Teamwork brings in people with various point of views which help in eliminating bad ideas. Adding to this when there is a team with mixed age group they get guidance from people with experience in similar projects.
- Most of the teams are formed based on immediate availability so that you can get them to work sooner.

#### **What are the two biggest takeaways of the session?**

- If it is a group of members who share similar interest and attraction as compared to each other, then it is quite clear that all the things which can be delivered with the help of group cohesiveness behavior can produce better cooperation between the team and their members.
- Over time, members of cohesive groups develop shared values and team loyalty. The familiarity of team members creates smoother, more-effective communication. When working toward a common goal, individual team members bring varied skills and points of view to the project. Group members can fill in for each other's lack of knowledge or shortage of skill.

#### **How can you use the learnings from this week in your professional life?**

- Through the learnings from this week, I would try to create a good understanding within the team by using team building exercises, feedbacks and achieve high cohesion.

### **Learning Journal Postings For 4/10**

#### **What resonated the most to you this session?**



- Change is inevitable in all facets of life.
- The generally accepted practice to dealing with change in an organization is to put together an initiative to “manage change.” Organizational leaders may consult with and hire a “Change Practitioner” to develop a change management strategy. This strategy may include things such as change models and educational programs designed to minimize resistance. The goal is to encourage the workforce to “embrace” change. react to change with 4 steps that are shock, depression, hope and rebuilding.

#### **What surprised you, if anything?**

- Nearly 70% of organization change fails. Before a firm plans to implement a change they also need to consider the different types of people who would resist the change and the means to manage such situations.
- The challenge with so many of these change initiatives is that the focus is on the wrong thing. Rather than trying to teach people to manage change, navigate a change model, and reduce their resistance, leadership should be focused on building a resilient organization.

#### **What are the two biggest takeaways of the session?**

- It is a myth that there is “organizational change.” Change is an individual, emotional, and psychological matter for each of us. The bigger the organization, the more difficult it is to get everyone to change.
- People change at different rates, depths, and speeds; they have different levels of readiness for change. We need to treat each person as an individual.

#### **How can you use the learnings from this week in your professional life?**

- Before implementing a change, one should have a clear vision and strategy.
- People will feel awkward, ill-at-ease, and self-conscious; they need information and reassurance repeatedly. Being a leader, one must continuously be supportive towards the employees during such times.

#### **Learning Journal Postings For 4/16**

##### **What resonated the most with you this session?**

- An individual’s motivation will affect their attitude and commitment and will be influenced by their supervisors and other individuals.
- Recognize employees’ efforts and achievements and reward performance. Take the time to personally thank employees for doing something well. Public recognition can also be a motivator. Mention effort or achievement in team meetings.

##### **What surprised you, if anything?**

- Motivation and job performance are not synonymous

- Getting paid is not the highest motivator at work.
- A simple verbal praise is the most powerful reward.

### **What are the two biggest takeaways of the session?**

- The Staff needs to understand how their work aligns with the overall business goals – what part they play in achieving these goals. Employees are generally more productive, more enthusiastic and more committed when they know how.
- The best long-term solution to motivation is to create a motivating environment.

### **How can you use the learnings from this week in your professional life?**

- As a manager one should focus on job enrichment. When you make employees' jobs more challenging and interesting they find it more enjoyable. Provide them with challenges that match their skills, provide opportunities for them to excel, and you are likely to see long-term improvements in their attitude and performance.

### **Learning Journal Postings For 4/24**

#### **What resonated the most to you this week?**

- Nearly 52% of the employees are not engaged in their work and lack enthusiasm. Motivation and job engagement are key factors to improve productivity at workplace.
- The 7 Step anger management technique.

#### **What surprised you, if anything?**

- 42% say yelling and verbal abuse occurs in their workplace.
- 29% admit to yelling at coworkers because of stress.
- 14% say they have seen machinery or equipment damaged through workplace rage.
- 10% say physical violence has occurred in their workplace because of stress.

#### **What are the two biggest takeaways of these two classes?**

- Fear is not a motivator and anger isn't a leadership skill, especially managers should avoid showing their anger.
- Anger can relate not only to things that have taken place, but also to our speculations and assumptions about people or situations.

#### **How can you use the learnings from this week in your professional life?**

- Anger Management is extremely important. One should avoid showing anger at work as it always creates a very bad impact at your workplace.
- Sarcastic and irritable behavior, or moody behavior indicate anger, this signals a need for intervention and must be avoided at work.

## **Section Two: Top Five Take-Aways**

Reflect on your learning in this class and write up a list of your “Top Five Take-Aways” from the course. Explain why you chose each concept, how you have utilized it in your own professional life, and how you think it will help you in your future role as a leader.

<b><u>Top 5 Takeaways</u></b>	<b><u>Why did you choose this one?</u></b>	<b><u>How can you use this professionally?</u></b>
The kind of attitude one should have at workplace.	It is very important to understand what kind of attitude employers expect from you. Since I haven't yet had a corporate life. I never knew what kind of behavior employers expect.	I will maintain a positive and hardworking attitude. Employers generally don't like people with negative attitude and complaining behavior
Money is not the top most motivator.	I believed that money is the only driving factor to motivate employees. It's not a long-lasting motivator.	I now understand the top motivating elements which will help me as a great leader.
Challenging work is the best motivator.	Challenging work enhances one's skill set and improves their grip over that tool. Which gives them a lot of experience which leads to higher job satisfaction and engagement.	This makes one feel more engaged and feel knowledgeable about the domain that they are working upon.
Verbal praise across your team members is the most powerful reward.	The best tip to be a good leader and motivator at workplace.	This will help me improve productivity of my peers, colleagues and juniors.
Change is inevitable in all facets of life.	Accepting changes and implementing new techniques helps us improve in all terms like productivity and efficiency.	It will help me accept changes and inculcate them in a much easier way. I wouldn't resist changes. This will help me improve easily.

## **Section Three: Final Reflection**

In the **Final Reflection**, consider the course materials, the assignments and our discussions and reflect on the key takeaways from the course.

- What surprised you?
- Were there any 'a-ha' moments?
- Are there theories or concepts that you want to understand further?
- Are there practices you intend to use in your professional capacity? If so, how?
- Are there points you disagree with? If so, what and why?

Use this as a chance to step back, reflect and consider how you will apply what you have learned.

*You can decide the format. As a general guideline 2 pages.*

- a. There were a lot of surprising moments throughout the semester. I got to know a lot of unknown facts that were extremely interesting. So overall the most surprising moments were:
- Less than half of the population of this country have a Bachelor's degree. Only 12% of Americans make it to post graduate studies.
  - Nearly 63% of the employees worldwide are not engaged and more than 24% are actively disengaged.
  - Monetary incentive isn't the most important motivational factor.
  - The best way to motivate an employee is by creating a motivating environment.
  - Most of the organizations fail about bringing in a change in the organization.
  - A leader needs to be politically and ethically correct.
  - There are 6 people in a two people communication was the most surprising fact.
  - The stereotype of a leader was Masculinity until 1986.
  - Nearly 60% of communication is done through non-verbal means of communication.
  - The drawbacks of computer-aided communication, such as a sense of disengagement (employees watching soccer), loss of productivity and Violation of privacy.
  - Motivation and job performance are not synonymous.
- b. Here are a few 'a-ha' moments for me:
- Conflicts can be constructive as well. Conflicts are Conflicts are a normal, inescapable part of life. Blame and conflicts are two types of currencies.
  - More than 50% conflicts arise due to poor communication.
  - Most of the teams are formed based on immediate availability so that you can get them to work sooner.
  - Teamwork brings in people with various point of views which help in eliminating bad ideas. Adding to this when there is a team with mixed age group they get guidance from people with experience in similar projects.
  - Change is the only constant and the discussion on how change itself has change.
  - The topic on how a leader should follow to initiate a successful change in the work culture.
  - Mirroring the employer increases opportunity of being hired.
- c. All the topics and theories were completely covered with examples by the professor and overall it was a very fulfilling semester.
- d. Yes, there are a lot of practices that I intend to use in professional capacity. The first one is, I would like to focus on verbal and non-verbal communication. Secondly, I would have a positive and hardworking attitude at work. Thirdly, I would always motivate my teammates and juniors at workplace.
- e. All the points, topics and theories covered in lectures were evident based and there was no room of any doubt. The professor explained every topic with in depth detail, the examples given in the lecture made me imagine and understand those cases. The

lectures gave me a lot of exposure related to the corporate world.