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**Reading Assignment #8**

**Chapter 1 Case Study**

1. Being that Smuckers is a large food manufacturing organization, employees need to under the importance of putting the community and company over one’s personal needs. This discourages standard unethical behavior such as taking bribes because the concept of putting yourself before the company is foreign to Smuckers employees. In addition, being ethical and sustainable aligns with the company’s long term interests which not only will be profitable but also appealing to the public.
2. The drawbacks to being on the “best places to work” list are a variety of employees want to work for Smuckers and therefore, Smuckers has a large pool of candidates, where they cannot hire everyone who applies. However, having a large pool of candidates to want to work at Smuckers can be a benefit as the company can pick the best candidates to work at their company. It would be generally beneficial to be publicly recognized as a good employer because it can increase the stock price, as it looks good to the public.
3. While none of us are itching to get into the Jelly & Jam business, the culture is appealing. We believe that a strong ethics program is an integral part to any successful company, especially a client facing one. The recent scandals put forth by Wells Fargo and Volkswagen makes us much less like to open up an account or buy a car. By instituting ethics and positive VABEs into their culture, Smuckers has effectively taken strong preventative measures to avoid a PR nightmare.

**Chapter 1 Outline**

* The Importance of Organizational behavior:
  + The key to Organizational Behavior is being effective at work.
  + It helps an individual to become a more successful employee and an equipped manager.
  + Organizations primarily benefits from Organizational behavior.
  + Organizational behavior also gives an incentive for companies to perform well.
  + Competitive advantage is anything that gives a firm an edge over rivals in attracting customers and defending itself against competition
* Sources of competitive advantage:
  + *Innovation*: Developing new products, services, and markets and improving current ones
  + *Distribution*: Dominating distribution channels to block competition
  + *Speed*: Excelling at getting your product or service to consumers quickly
  + *Convenience*: Being the easiest for customers to do business
  + *First to market*: Introducing products and services before competitors
  + *Cost*: Being the lowest cost provider
  + *Service*: Providing the best customer support before, during, or after the sale
  + *Quality*: Providing the highest quality product or service
  + *Branding*: Developing the most positive image
* All major contemporary organizational behavior issues:

1. Globalization and Diversity: The internationalization of business has become

   the norm for many organizations

* Parochialism: viewing the world solely through one’s own eyes and perspective
* Global Mindset: set of individual attributes that enable you to influence individuals, groups, and organizations from diverse social cultural/institutional systems

2. Technology: can help organization implement OB concepts more effectively

3. Ethics: Standards of behavior about how people ought to act in different

   Situations

* Key Words:
  + Organizational behavior;
    - Understanding how people and groups in organizations behave, react, and interpret events. It also describes the role of organizational systems, structures, and processes in shaping behavior and explains how organizations really work
  + Organization;
    - Consists of people with formally assigned roles working together to achieve common goals
  + Human Relations Movement;
    - Views Organizations as cooperative systems and treats workers’ orientations, values and feelings as important parts of organizational dynamics and performance
    - The movement used in a new era of more humane, employee-centered management by recognizing employees’ social needs and highlighting the importance of people to an organization
  + Corporate social responsibility;
    - Businesses living and working together for the common good and valuing human dignity
    - Important part: how employers treat their employees
  + Social responsibility
    - is an ethical framework and suggests that every organization or individual has an obligation to act for the benefit of society as a whole. It is also a duty which every individual needs to perform to balance between the economy and the ecosystem.
* Managerial functions
  + Planning
    - Setting goals
    - Establishing a strategy to pursue the goals
    - Forecasting future threats and opportunities that might influence the company’s needs and strategies
  + Organizing
    - Designing the organizations or workgroups structure
    - Identifying what tasks need to be done
    - Hiring the right people
    - Delegating and assigning each task
    - Establishing a chain of command
    - Creating rules for communication and decision making
  + Leading
    - Forming effective groups
    - Directing and coordinating the work of others
    - Influencing and motivating others
    - Maintaining morale
    - Resolving individual and group conflicts
  + Controlling
    - Monitoring performance to ensure that it is consistent with the quality and quantity standards
    - Taking appropriate actions to get back on track if necessary
    - Evaluating and rewarding employee performance
    - Controlling resources