

MBA 609

Organizational Behaviour

Week 1

What is Organizational Behaviour



Welcome to MBA 609

Organizational Behaviour

- Section AA
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(and Tuesday 13:30 to 14:30)
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Objectives for today

- Review of the Course Outline
- The OB model
- Exploring the elements of the OB model
- The OB discipline
- Identifying your interpersonal skills
- Summary of what you learned today

Course Outline

- Teaching approach:
 - Student's pre-class preparation, in class participation are the primary elements of the approach
- Course material:
 - Nancy Langton, Stephen P. Robbins and Timothy A. Judge, Organizational Behaviour: Concepts, Controversies and Applications, Sixth Canadian Edition, Pearson-Prentice Hall Canada, 2014

Course Outline

- Evaluation:
 - Class participation: 10%
 - Research paper: 30%
 - Presentation: 10%
 - Assessment 1: 25%
 - Assessment 2: 25%
- Students are responsible for all the content of the Outline learning plan, whether covered or not in class, as well as the instructor's PowerPoint slides content.

Class Participation

Active learning is taking responsibility of your own learning, and helping others to learn

- Starts with pre-class preparation
- Recognition of important issues
- Logical positioning
- Engaging class

Group project (4 members teams)

- Research paper
 - Due before class on November 11, 2014
 - By September 23, 2014 you must have obtained your instructor's approval to proceed with your selected topic.
 - Topics:
 - Managing Change
 - The challenge of managing Generation Y
 - Downsizing: challenges, impacts, costs, etc...
 - Mergers: pre, during and post
 - Motivating the High Technology workers.

Group project (4 members teams)

- Presentation
 - November 18 and 25, 2014
 - 20 minutes group presentation
 - 10 minutes question period
 - 75% of grade on content
25% of grade on delivery

Assessments

- Assessment 1:
 - September 30, 2014
 - Knowledge and skills of the first 4 weeks

- Assessment :
 - November 11, 2014
 - *Mainly based* on knowledge and skills of weeks 6 to 10

Today's learning outcomes

- What is Organizational Behaviour?
- What challenges do managers and employees face in today's workplace?
- Why a systematic approach, not only common sense?
- Knowing oneself.

Herman Miller video

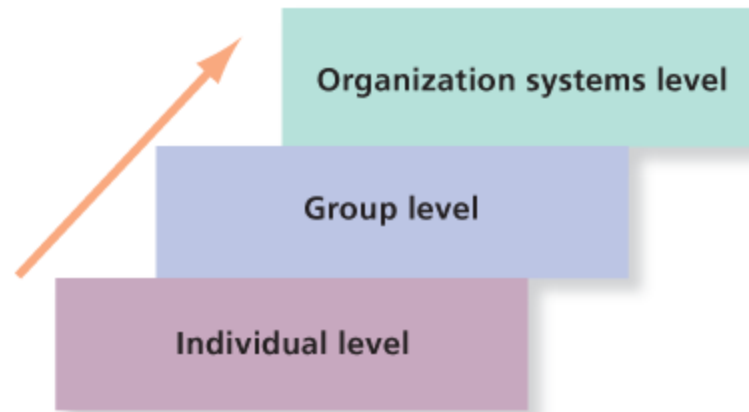
- What can we learn from this video?

What is Organizational Behaviour

- A field of study that investigates the impact that individuals, groups, and structure have on behaviour within organizations
- The aim is to apply such knowledge toward improving organizational effectiveness.

OB Model

EXHIBIT 1-1 Basic OB Model



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What is an Organization?

- A consciously coordinated social unit:
 - composed of a group of people
 - functioning on a relatively continuous basis
 - to achieve a common goal or set of goals

Why are Interpersonal Skills important?

- Recognition of the importance of developing interpersonal skills is closely tied to the need for organizations to get and keep high-performing employees.
- Creating a pleasant workplace makes good economic sense.

Today's challenges

- At the Individual Level
 - Individual differences, job satisfaction, motivation, empowerment, ethics
- At the Group Level
 - Working with others, diversity
- At the Organizational Level
 - Customer service, Innovation, Downsizing, Quality/Productivity, Effectiveness of employees

Learning about Yourself

1. Taking initiative
2. Goal setting
3. Delegating effectively
4. Personal productivity and motivation
5. Motivating others
6. Time and stress management
7. Planning
8. Organizing
9. Controlling
10. Receiving and organizing information
11. Evaluating routine information
12. Responding to routine information
13. Understanding yourself and others
14. Interpersonal communication
15. Developing subordinates
16. Team building
17. Participative decision making
18. Conflict management
19. Living with change
20. Creative thinking
21. Managing change
22. Building and maintaining a power base
23. Negotiating agreement and commitment
24. Negotiating and selling ideas

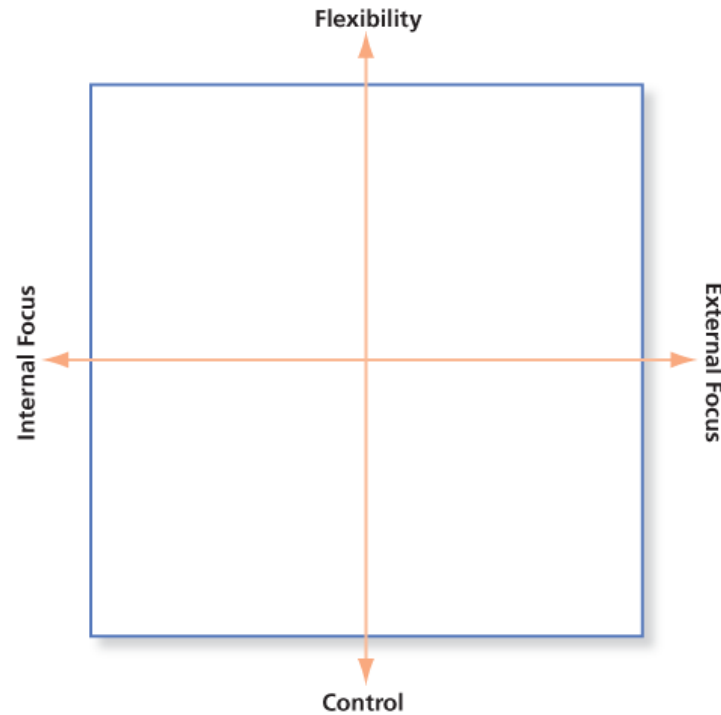
Learning about Yourself

Scoring Key

- Director: 1, 2, 3
- Producer: 4, 5, 6
- Coordinator: 7, 8, 9
- Monitor: 10, 11, 12
- Mentor: 13, 14, 15
- Facilitator: 16, 17, 18
- Innovator: 19, 20, 21
- Broker: 22, 23, 24

Competing Values Framework

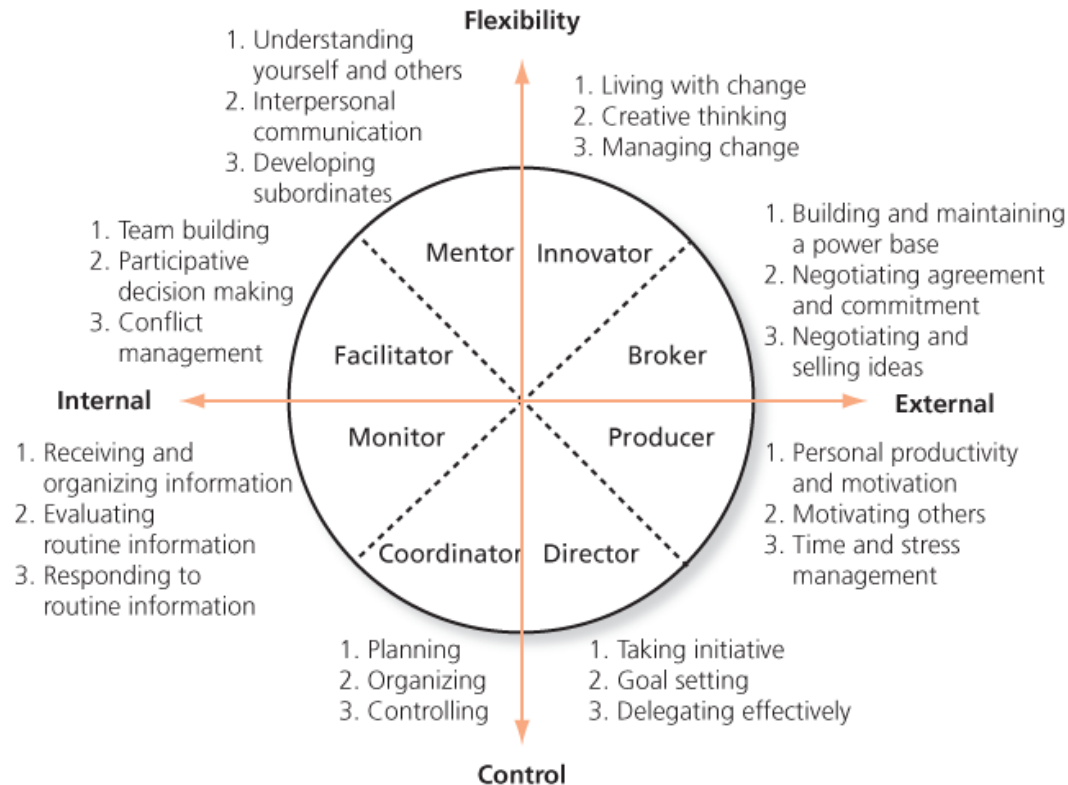
EXHIBIT 1-6 Competing Values Framework



Source: Adapted from *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework* by K. Cameron and R. E. Quinn. Copyright © 2006, Jossey-Bass. Reproduced with permission of John Wiley & Sons, Inc.

Mastering the skills

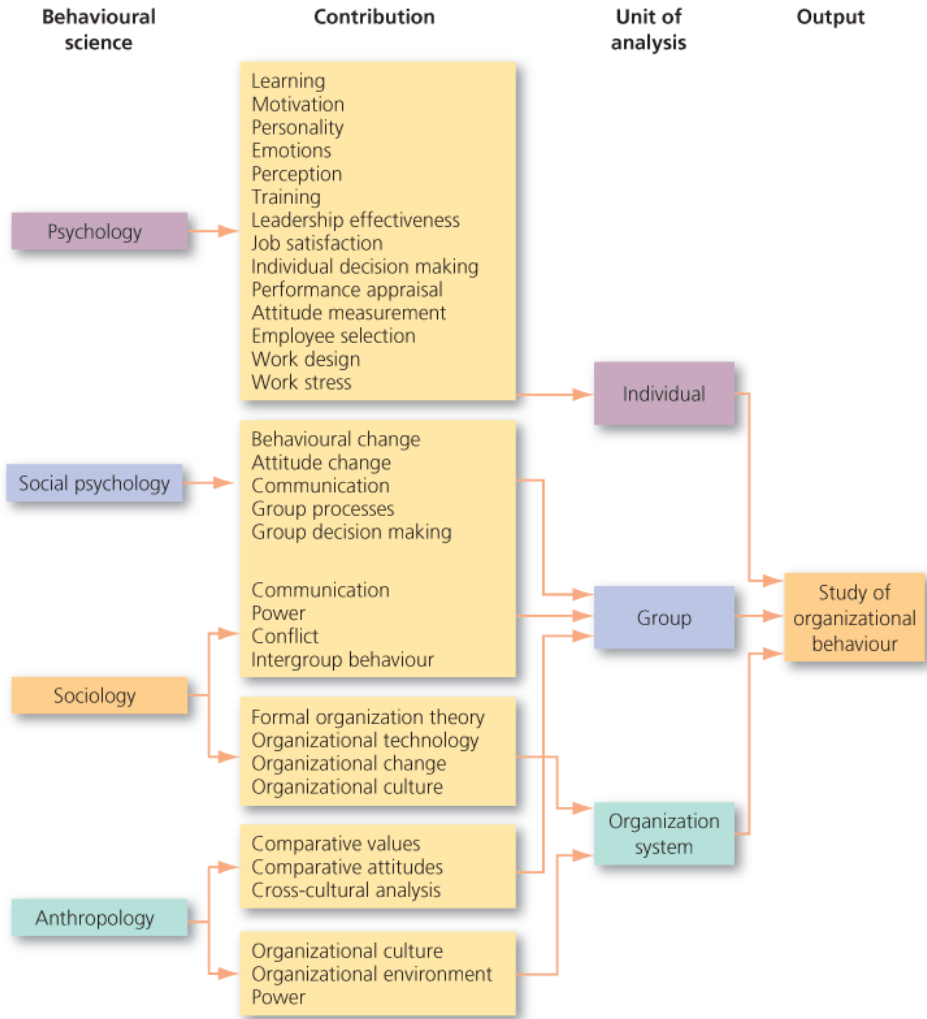
EXHIBIT 1-7 Skills for Mastery in the New Workplace



Source: *Beyond Rational Management: Mastering the Paradoxes and Competing Demands of High Performance* by Robert E. Quinn. Copyright © 1991, Jossey-Bass. Reproduced with permission of John Wiley & Sons, Inc.

The OB discipline

EXHIBIT 1-2 Toward an OB Discipline



What did I learn today?
Make your own summary