



These notes represent a detailed interpretation of the professor's lecture. They are not a transcript of the lecture. TakeNote® is best used as a supplement to your own notes, not as a substitute.

Lecture Date: Wednesday, January 30, 2008

Announcements:

- Individual assignments due on Friday, February 1, 2008.
- Newly registered students must see Professor Rubineau to discuss group assignments and homework.

I. Modern theories complicate the classical view of organizational behavior.

A. Classical organizational behavior theory focuses on certain aspects of a **single** organization.

1. The classical view of organizational behavior is to design a firm in best way.
 - a) The organization should have good people on staff.
 - b) The organization should divide labor appropriately and calculate the costs of coordinating divided labor.**
 - c) The organization should be bureaucratically organized.
2. The classical view of organizational behavior dictates that an organization should operate like a machine.

B. The readings for today's lecture list the inadequacies of the classical view of organizational behavior.

1. The classical view does not recognize human limitations and nature.
 - a) People are more complicated than machines, such as in the case of illness, family conflicts and other responsibilities.
 - b) The classical view discourages social interaction among members. The modern view recognizes the inevitability of social interaction and suggests that collaboration among group members could benefit the organization.
2. The classical view neglects the dynamics of organizational change.
 - a) An organization would need to shut down entirely to change, like shutting off and fixing a machine in the classical perspective machine metaphor.
 - b) The modern view aims to promote profitability during ongoing changes.
3. The classical view limits organizations to one right way to run a firm, while the modern theories allow for various methods contingent on environment and purpose of the organization. The modern views seek alternatives to the hierarchy structure and the bureaucratic system.
4. The classical view limits the perspective to the individual organization. The modern view allows for consideration of the environment if that would be in the best interests of the organization.
5. The modern view allows flexibility for teamwork as opposed to the classical division of labor.