

Introduction to Organization Behavior



Today's Lecture Objectives:

1. Describe what managers do.
2. Define organizational behavior (OB).
3. Explain the value of the systematic study of OB.
4. Identify the contributions made by major behavioral science disciplines to OB.
5. List the major challenges and opportunities for managers to use OB concepts.

What Managers Do

Managers (or *administrators*)

Individuals who achieve goals through other people.

Managerial Activities

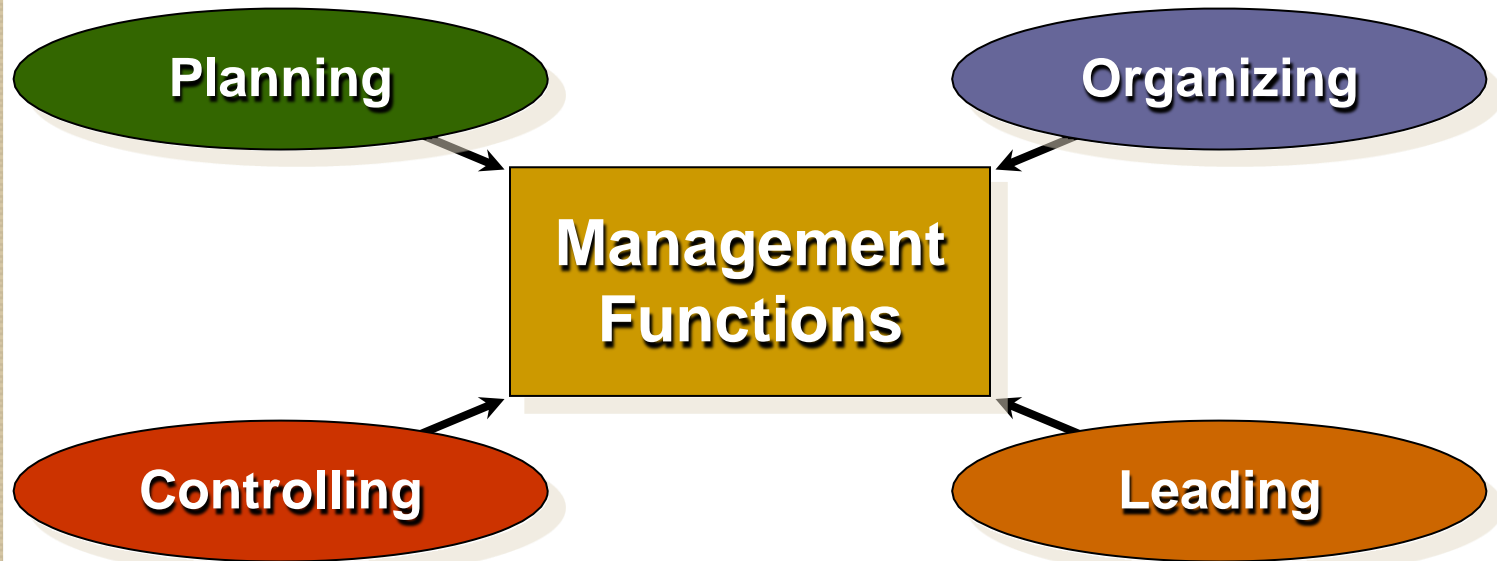
- **Make decisions**
- **Allocate resources**
- **Direct activities of others to attain goals**

Where Managers Work

Organization

A consciously coordinated social unit, composed of two or more people, that functions on a relatively continuous basis to achieve a common goal or set of goals.

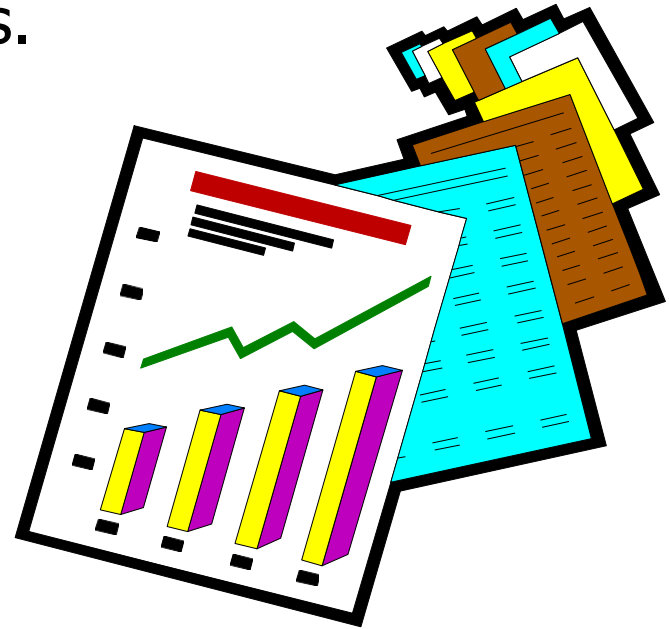
Management Functions



Management Functions (cont'd)

Planning

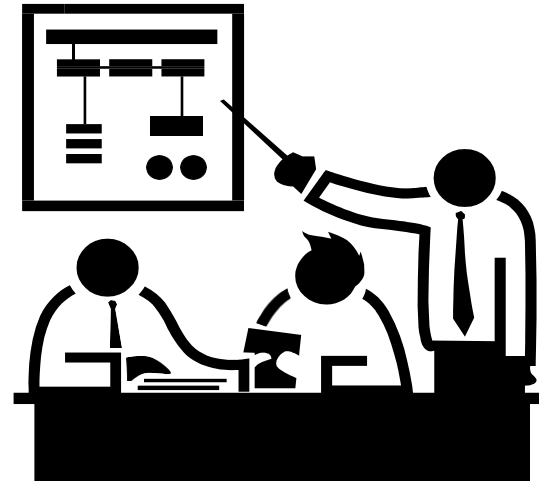
A process that includes defining goals, establishing strategy, and developing plans to coordinate activities.



Management Functions (cont'd)

Organizing

Determining what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made.



Management Functions (cont'd)

Leading

A function that includes motivating employees, directing others, selecting the most effective communication channels, and resolving conflicts.



Management Functions (cont'd)

Controlling

Monitoring activities to ensure they are being accomplished as planned and correcting any significant deviations.



Mintzberg's Managerial Roles

Interpersonal

Figurehead

Symbolic head; required to perform a number of routine duties of a legal or social nature

Leader

Responsible for the motivation and direction of employees

Liaison

Maintains a network of outside contacts who provide favors and information

Mintzberg's Managerial Roles (cont'd)

Informational

Monitor	Receives wide variety of information; serves as nerve center of internal and external information of the organization
Disseminator	Transmits information received from outsiders or from other employees to members of the organization
Spokesperson	Transmits information to outsiders on organization's plans, policies, actions, and results; serves as expert on organization's industry

Mintzberg's Managerial Roles (cont'd)

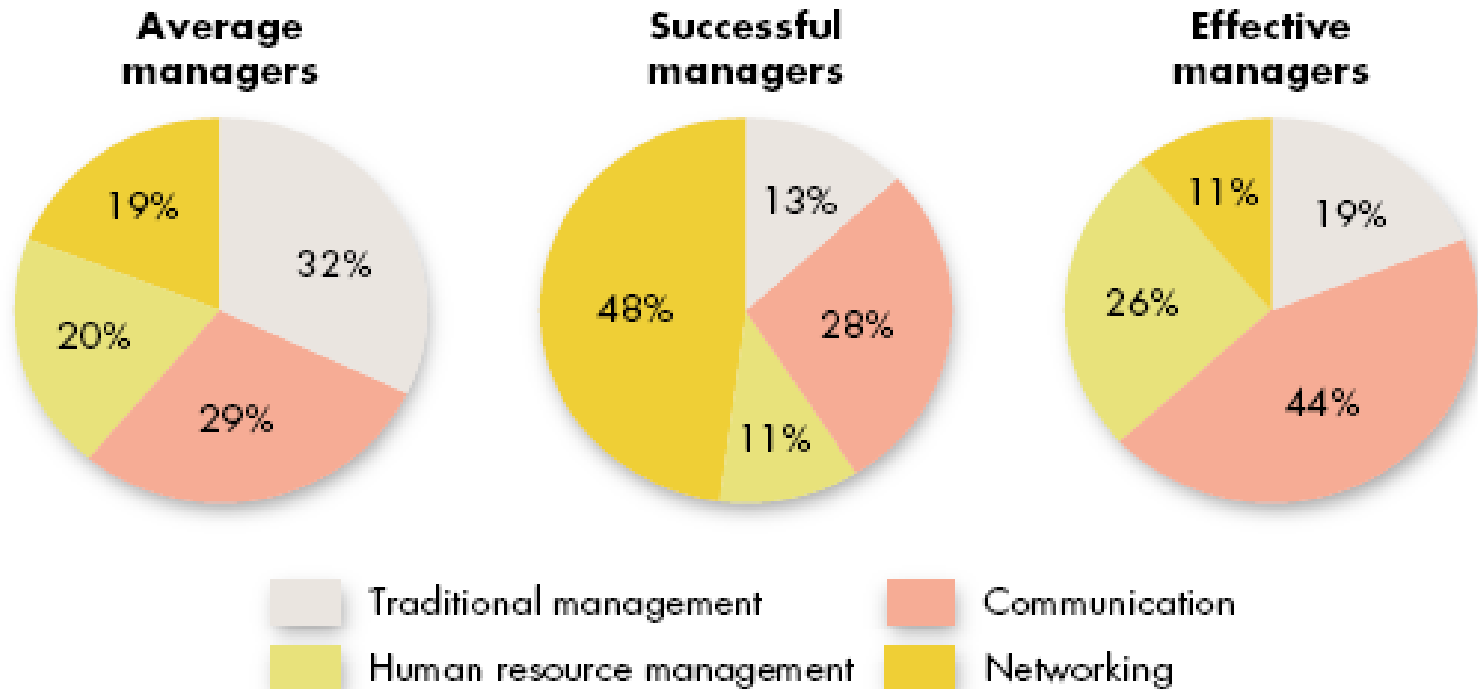
Decisional

Entrepreneur	Searches organization and its environment for opportunities and initiates projects to bring about change
Disturbance handler	Responsible for corrective action when organization faces important, unexpected disturbances
Resource allocator	Makes or approves significant organizational decisions
Negotiator	Responsible for representing the organization at major negotiations

Allocation of Activities by Time

Exhibit 1-2

Allocation of Activities by Time



Sources: Based on F. Luthans, R. M. Hodgetts, and S. A. Rosenkrantz, *Real Managers* (Cambridge, MA: Ballinger, 1988).



What is most critical in an organization?

- Hence successful managers deal mostly with people-issues in an organization.
- The people of an organization thus become the most important focus in managerial role

Why Study Org Behavior?

- Competitive advantage of an organization today is represented by:
 - Human resource of an organization and how they are managed.
 - Widely recognized as-
 - human capital,
 - social capital

What are Organizations?

Groups of people who work interdependently toward some purpose

- Structured patterns of interaction
- Coordinated tasks
- Work toward some purpose

Organizational Behavior

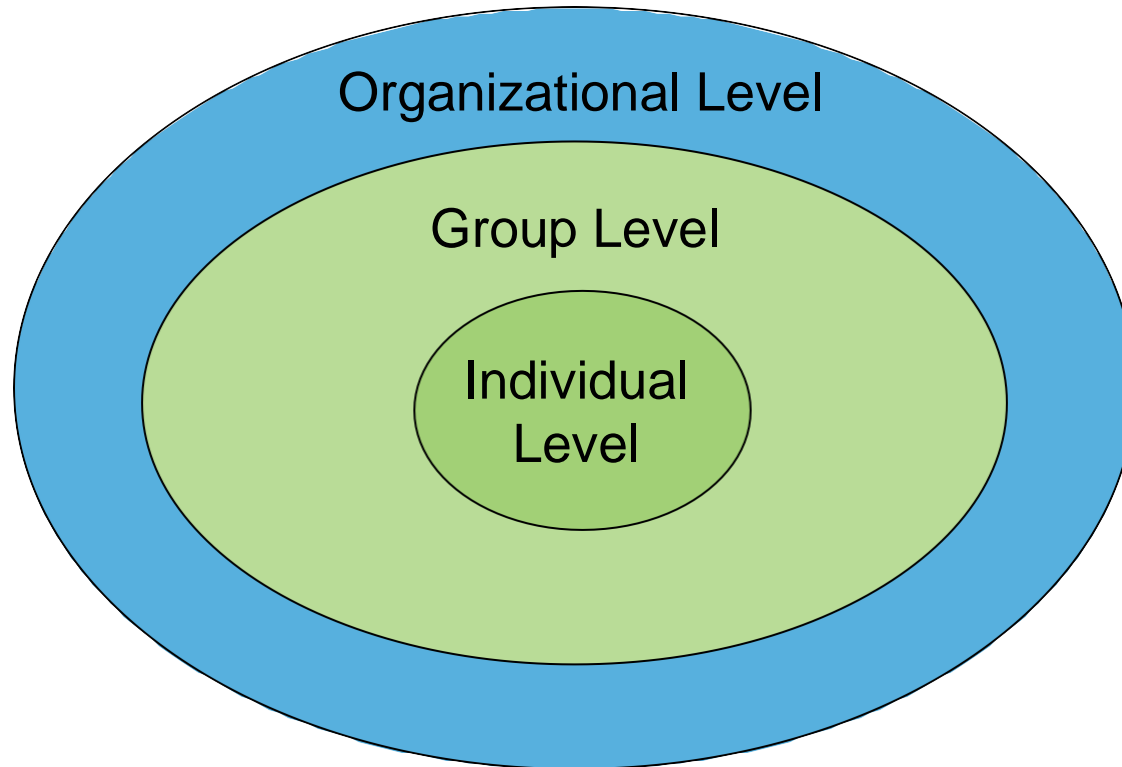
- The study of individual behavior and group dynamics in organizations
- Understand
- Predict
- Manage

Defining Organizational Behavior

Organizational behavior (OB)

A field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness.

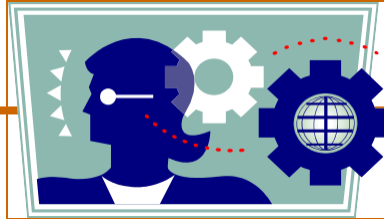
Levels of Analysis



Complementing Intuition with Systematic Study

Intuition

“Gut” feelings about “why I do what I do” and “what makes others tick”.



Systematic study

Looking at relationships, attempting to attribute causes and effects, and drawing conclusions based on scientific evidence.

Provides a means to predict behaviors.

Contributing Disciplines to the OB Field

Psychology

The science that seeks to measure, explain, and sometimes change the behavior of humans and other animals.



Contributing Disciplines to the OB Field (cont'd)

Sociology

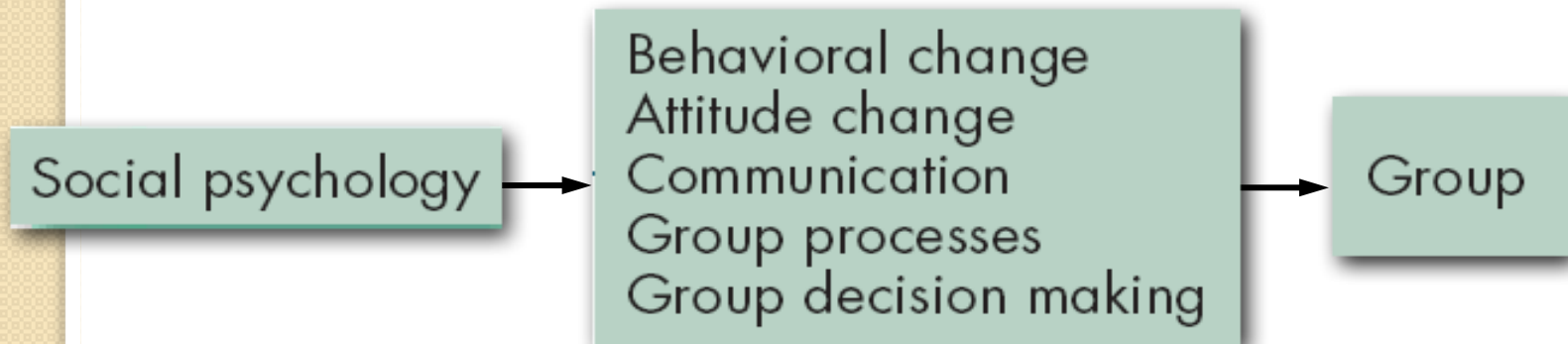
The study of people in relation to their fellow human beings.



Contributing Disciplines to the OB Field (cont'd)

Social Psychology

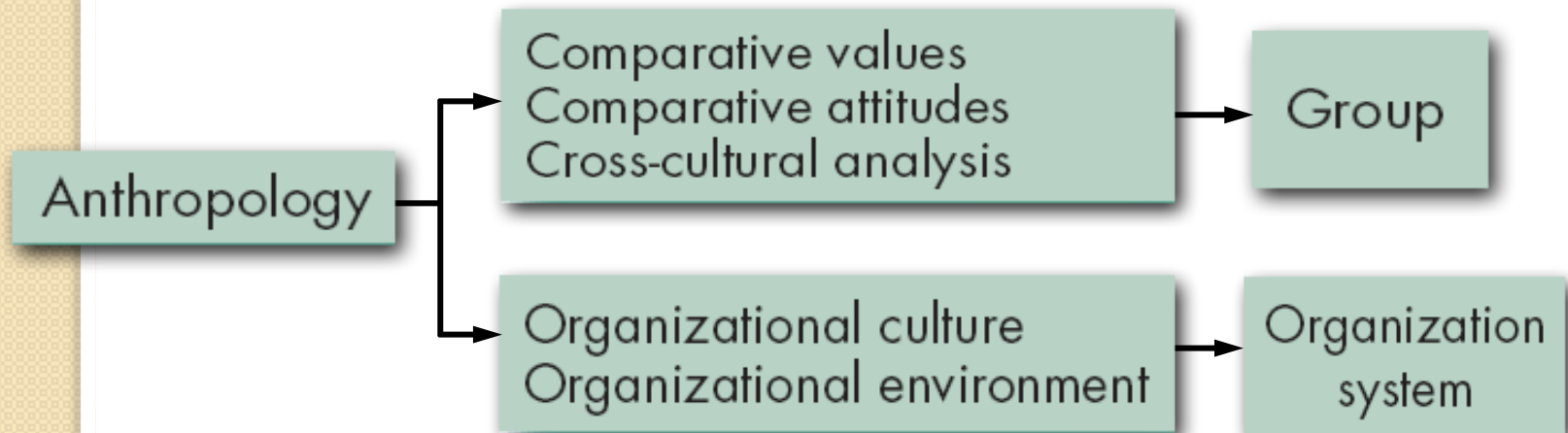
An area within psychology that blends concepts from psychology and sociology and that focuses on the influence of people on one another.



Contributing Disciplines to the OB Field (cont'd)

Anthropology

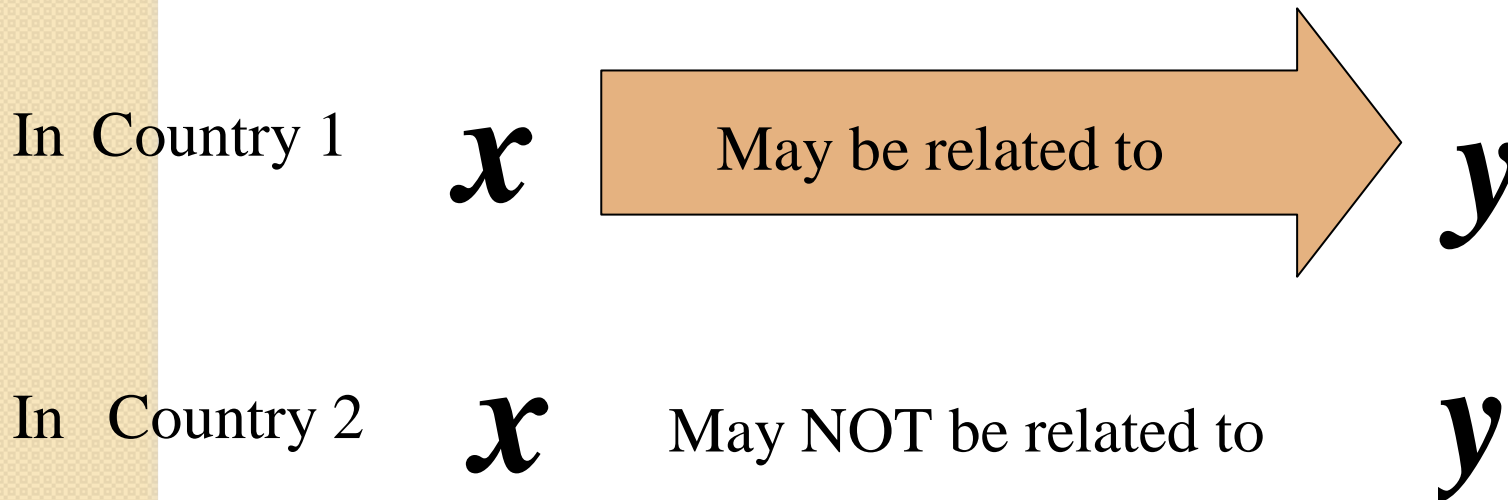
The study of societies to learn about human beings and their activities.



There Are Few Absolutes in OB

Contingency variables: "It Depends!!!"

Situational factors that make the main relationship between two variables change---e.g., the relationship may hold for one condition but not another.



Challenges and Opportunities for OB

- Responding to Globalization
 - Increased foreign assignments
 - Working with people from different cultures
 - Overseeing movement of jobs to countries with low-cost labor
 - Managing people during crisis (for example security threats)
- Managing Workforce Diversity
 - Embracing diversity
 - Changing demographics because of international migration
 - Implications for managers
 - Recognizing and responding to differences

Major Workforce Diversity Categories

Gender

Disability

**National
Origin**

Age

Multi-religious

Race

Language

Challenges and Opportunities for OB (cont'd)

- Improving Quality and Productivity
- Responding to the Labor Shortage
 - Changing work force demographics
 - Fewer skilled laborers
 - Early retirements and older workers
- Improving Customer Service
 - Increased expectation of service quality
 - Customer-responsive cultures

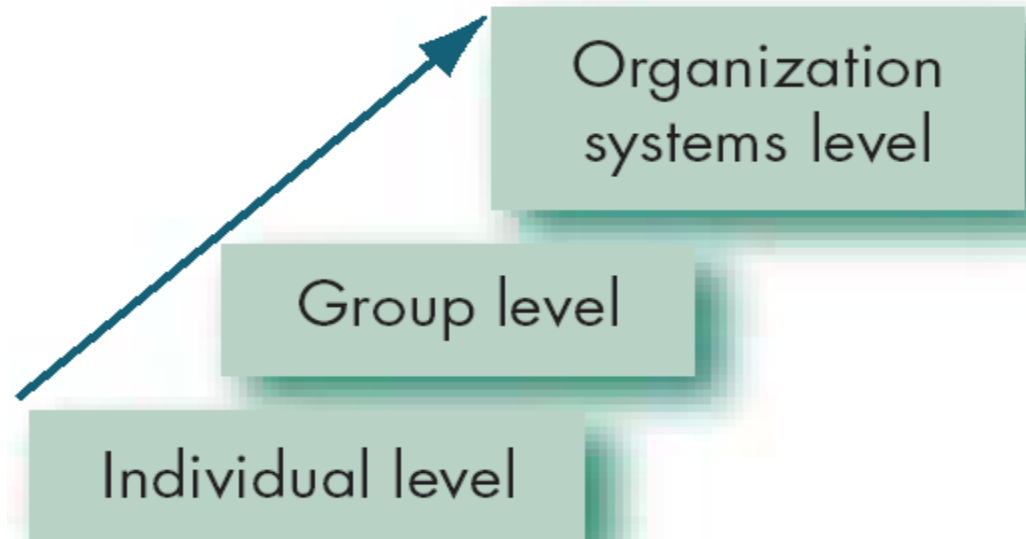
Challenges and Opportunity (cont'd)

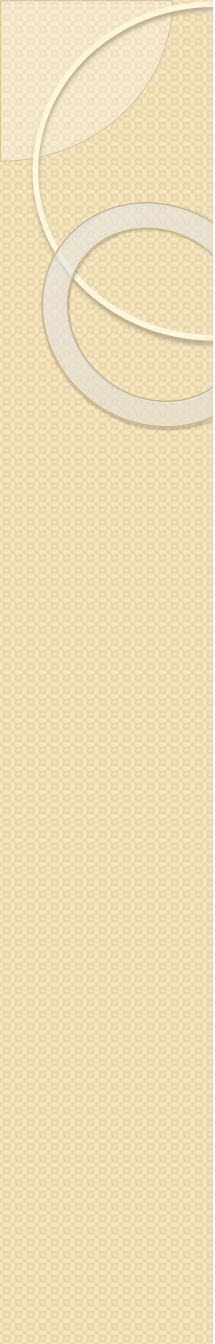
- Improving People Skills
- Empowering People
- Stimulating Innovation and Change
- Coping with “Temporariness”
- Working in Networked Organizations
- Helping Employees Balance Work/Life Conflicts
- Improving Ethical Behavior

Basic OB Model, Stage I

Model

An abstraction of reality.
A simplified representation
of some real-world
phenomenon.

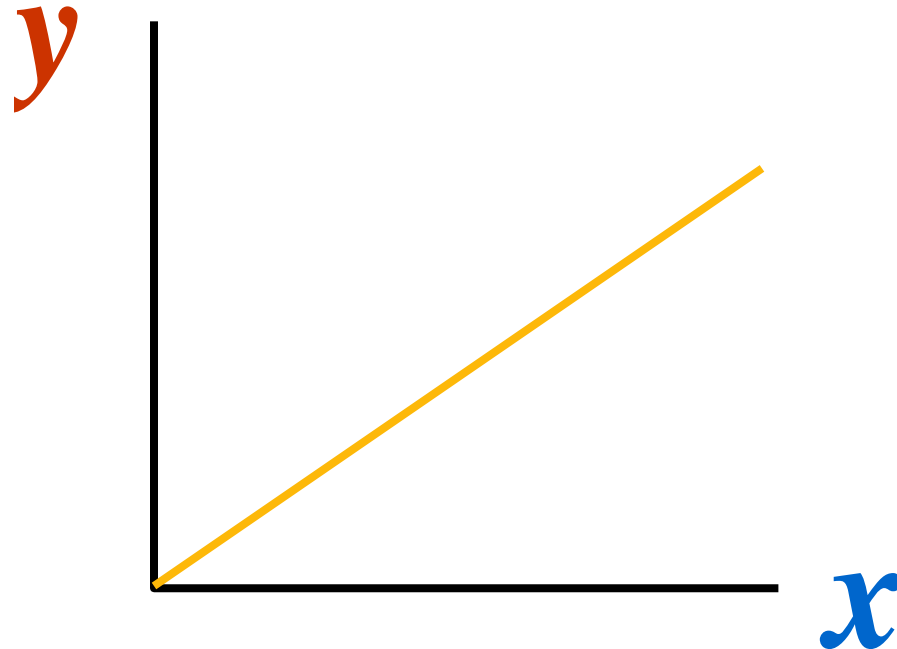


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- Human input to output for an organization can be affected due to several dependant variables in an organization..

The Dependent Variables

Dependent variable

A response that is affected by an independent variable (what organizational behavior researchers try to understand).



The Dependent Variables (cont'd)

Productivity

A performance measure that includes effectiveness and efficiency.



Effectiveness

Achievement of goals.

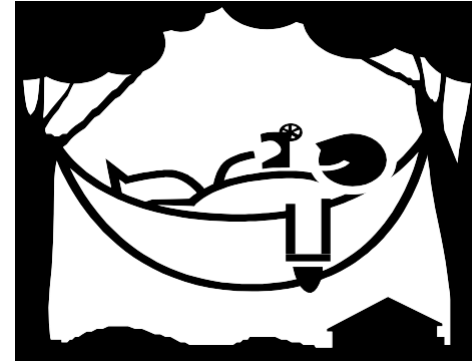
Efficiency

Meeting goals at a low cost.

The Dependent Variables (cont'd)

Absenteeism

The failure to report to work.



Turnover

The voluntary and involuntary permanent withdrawal from an organization.

The Dependent Variables (cont'd)

Deviant Workplace Behavior

Voluntary behavior that violates significant organizational norms and thereby threatens the well-being of the organization and/or any of its members.



The Dependent Variables (cont'd)

Organizational citizenship behavior (OCB)

Discretionary behavior that is not part of an employee's formal job requirements, but that nevertheless promotes the effective functioning of the organization.



The Dependent Variables (cont'd)

Job satisfaction

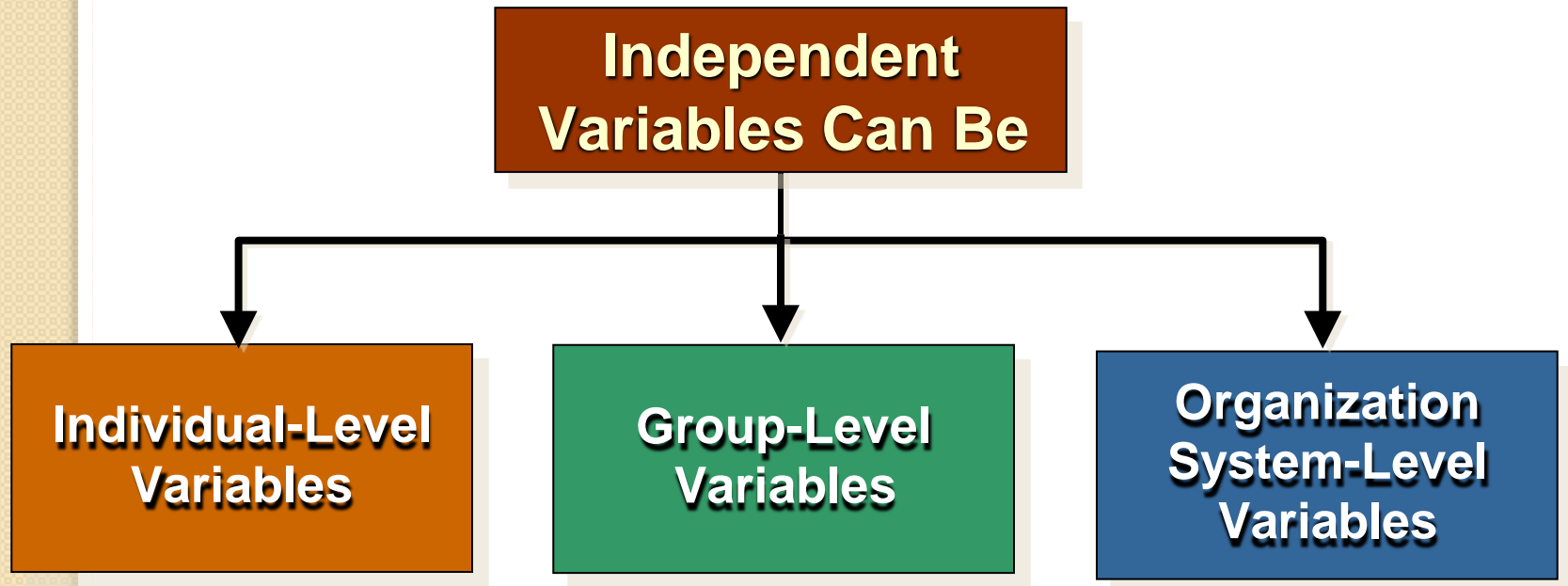
A general attitude (not a behavior) toward one's job; a positive feeling of one's job resulting from an evaluation of its characteristics.

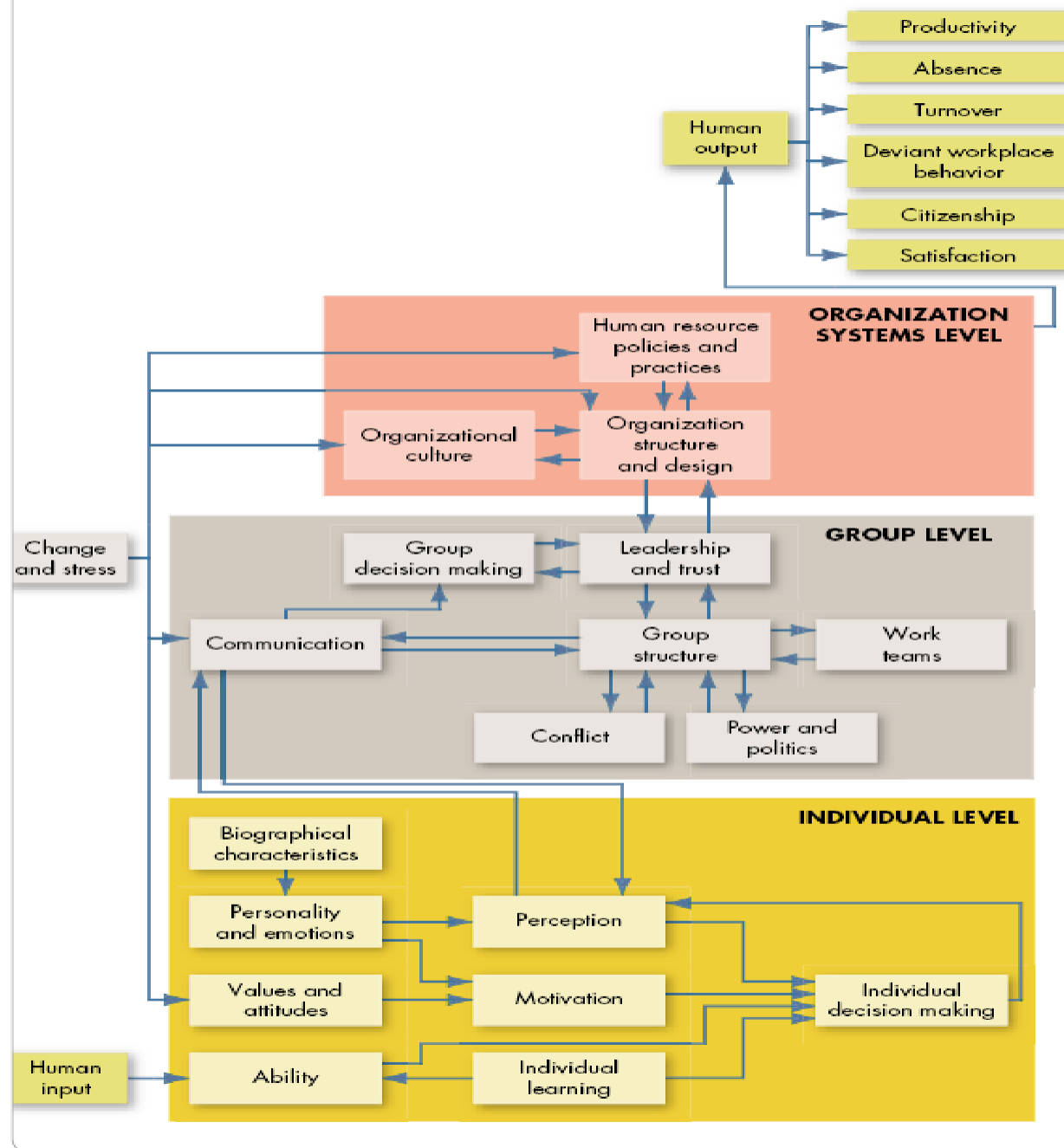


The Independent Variables

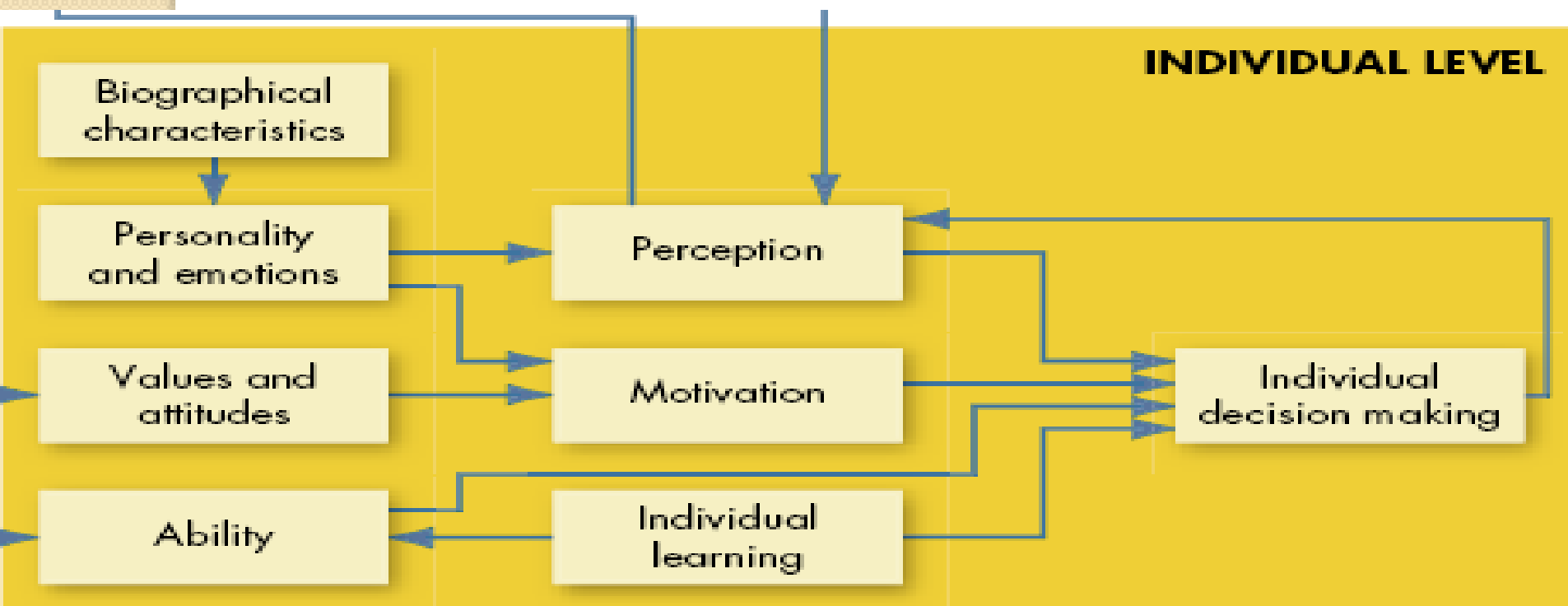
Independent variable

The presumed cause of some change in the dependent variable; major determinants of a dependent variable.





Basic OB Model, Stage II



Personality

- Personality is the particular combination of emotional, attitudinal, and behavioral response patterns of an individual.
- Shaped by biological and environmental factors.

Perception

- Perception is the process by which organisms interpret and organize sensation to produce a meaningful experience of the world.
- Thus, **perception in humans describes the process whereby sensory stimulation is translated into organized experience.**



Motivation

- *Motivation* is the driving force by which humans achieve their goals.

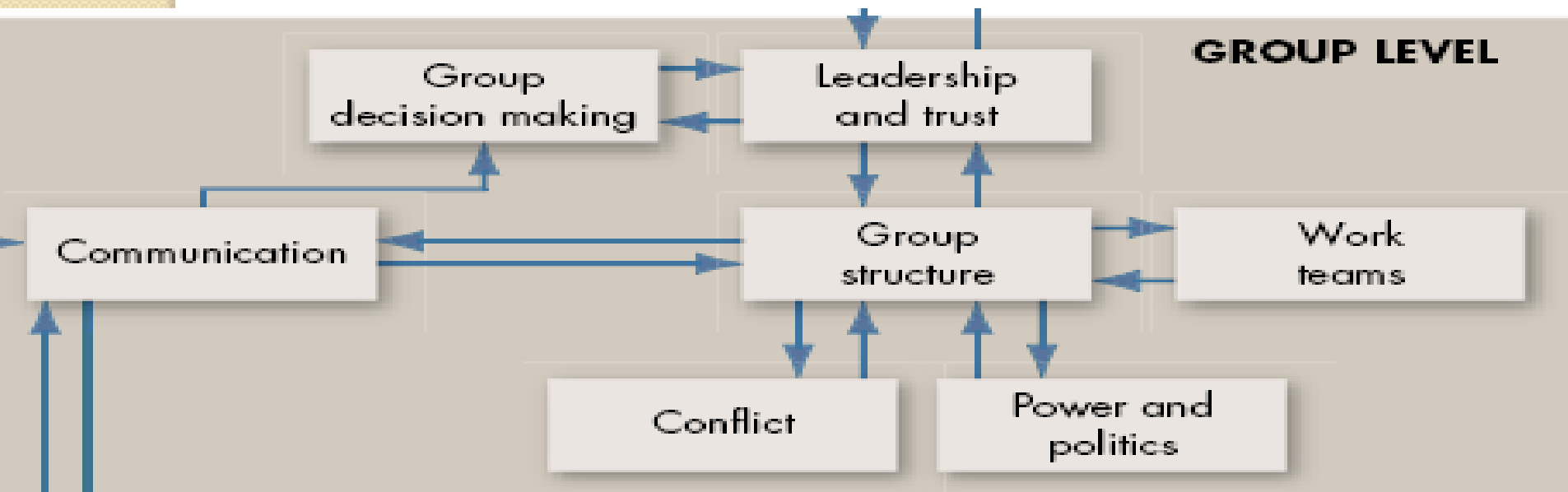
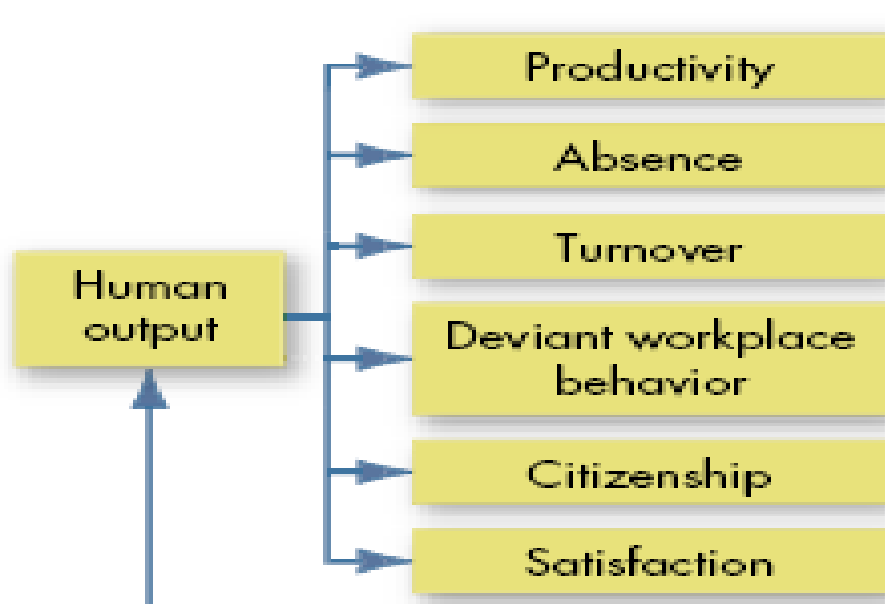




Figure 5: Components of Organizational Culture



The final human output...



Next Lecture Topic:

Attitudes and Job Satisfaction

What are major job attitudes

Job Satisfaction

How to measure job satisfaction

Text Book: Organizational Behavior by Stephen Robbins, T. Judge and N. Vohra, 14th Edition, Pearson (Publisher)

Thank You