

Introduction: What Is Organizational Behavior

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

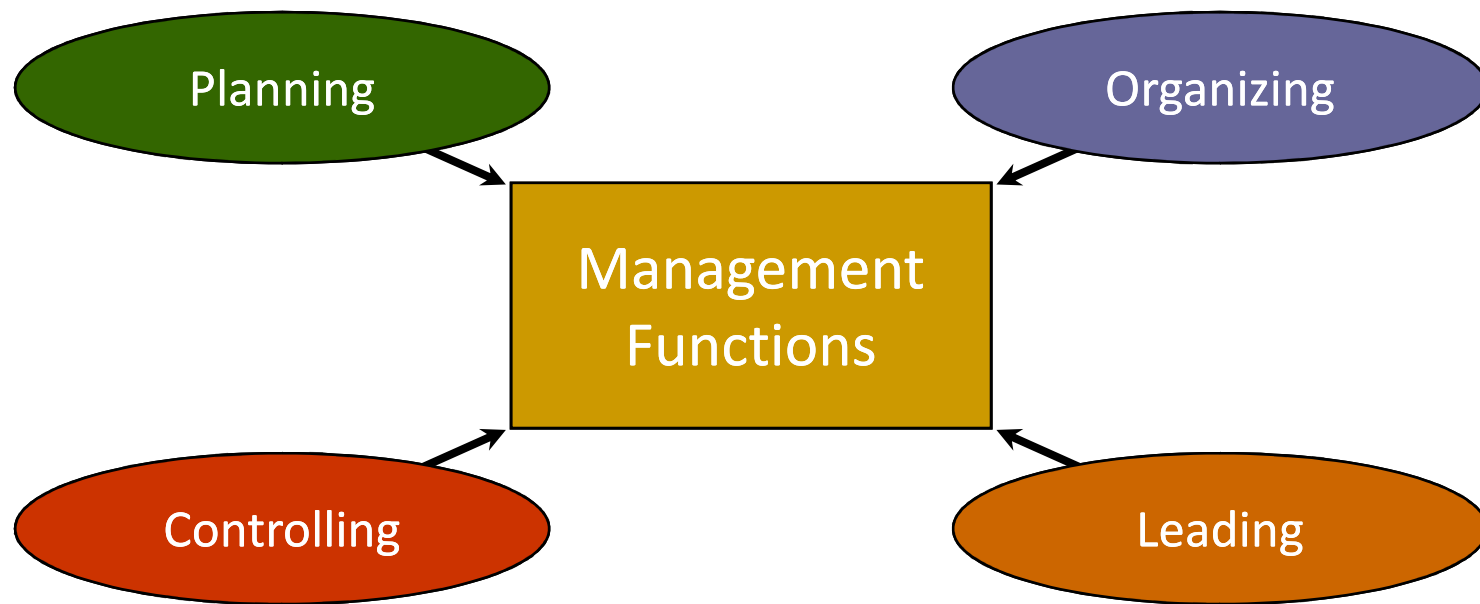
Where Managers Work

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

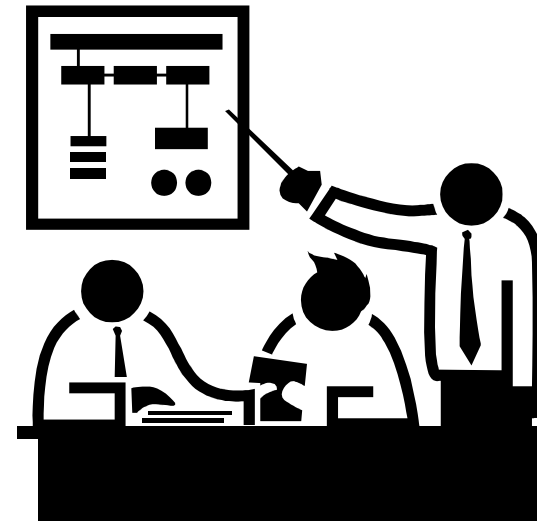
A process that includes defining goals, establishing strategy, and developing plans to coordinate activities.



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

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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

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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

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Management Skills

Technical skills

The ability to apply specialized knowledge or expertise.

Human skills

The ability to work with, understand, and motivate other people, both individually and in groups.

Conceptual Skills

The mental ability to analyze and diagnose complex situations.



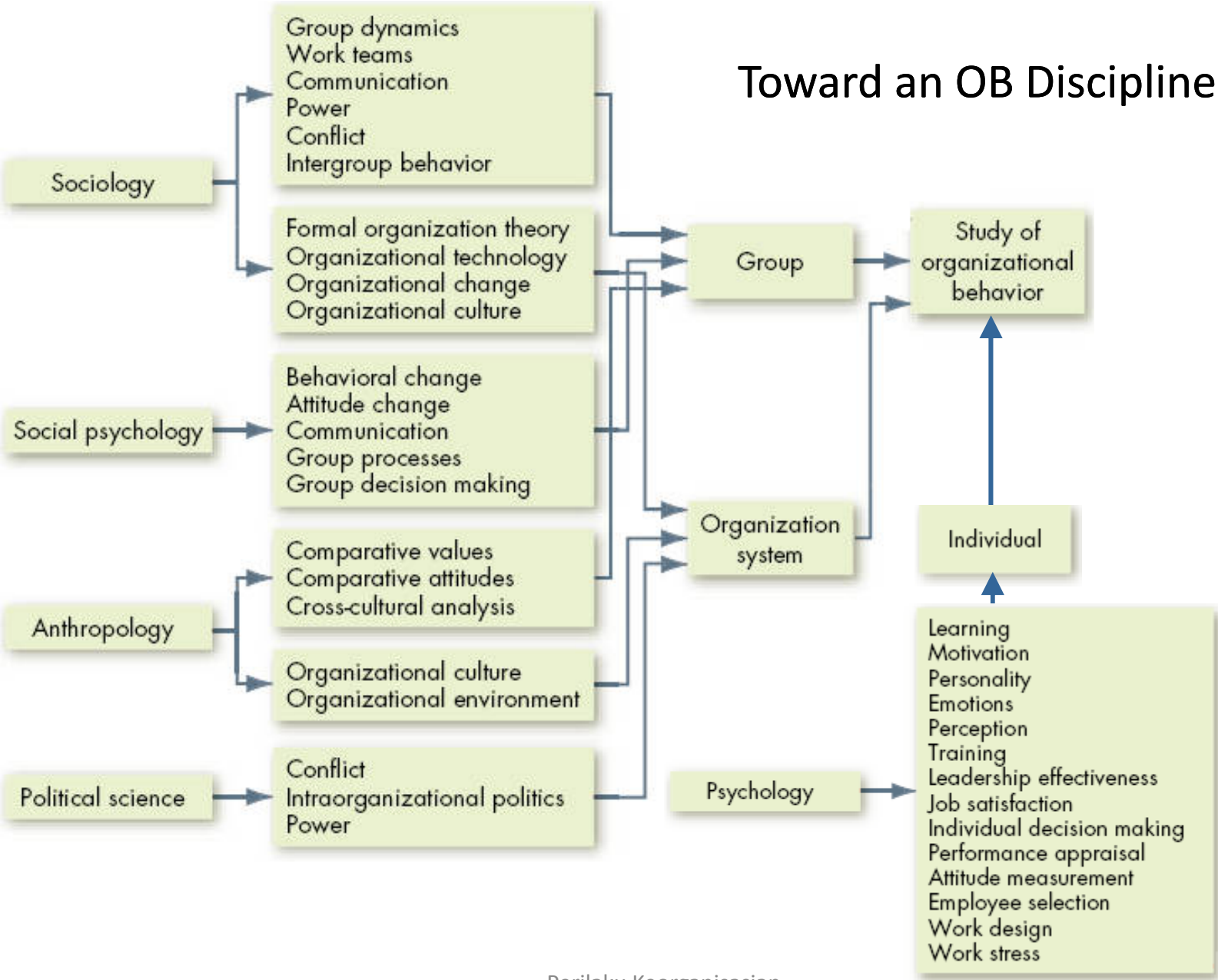
Organizational Behavior

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.



Toward an OB Discipline



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

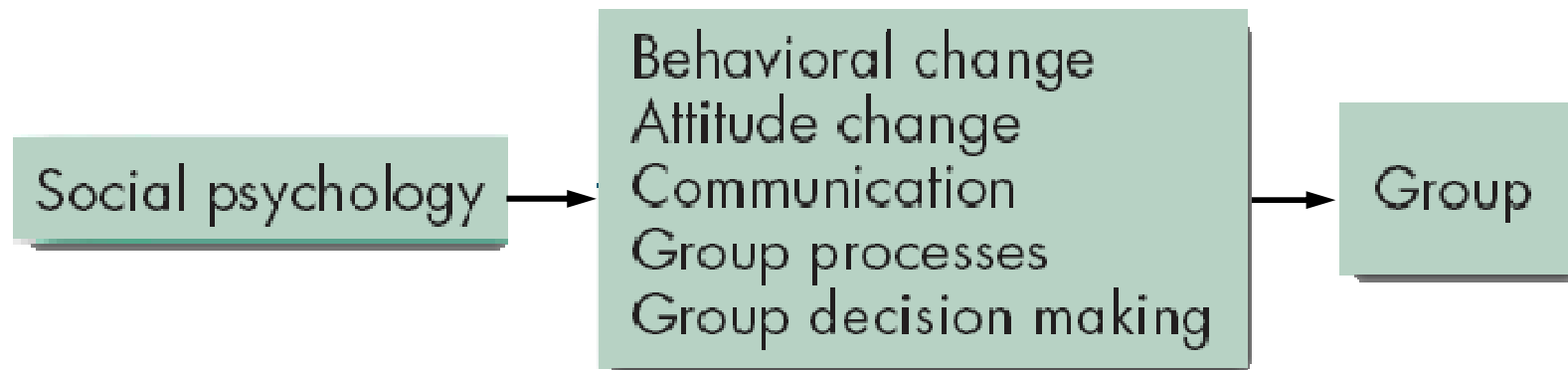
The study of people in relation to their fellow human beings.



Contributing Disciplines to the OB Field (cont'd)

Social Psychology

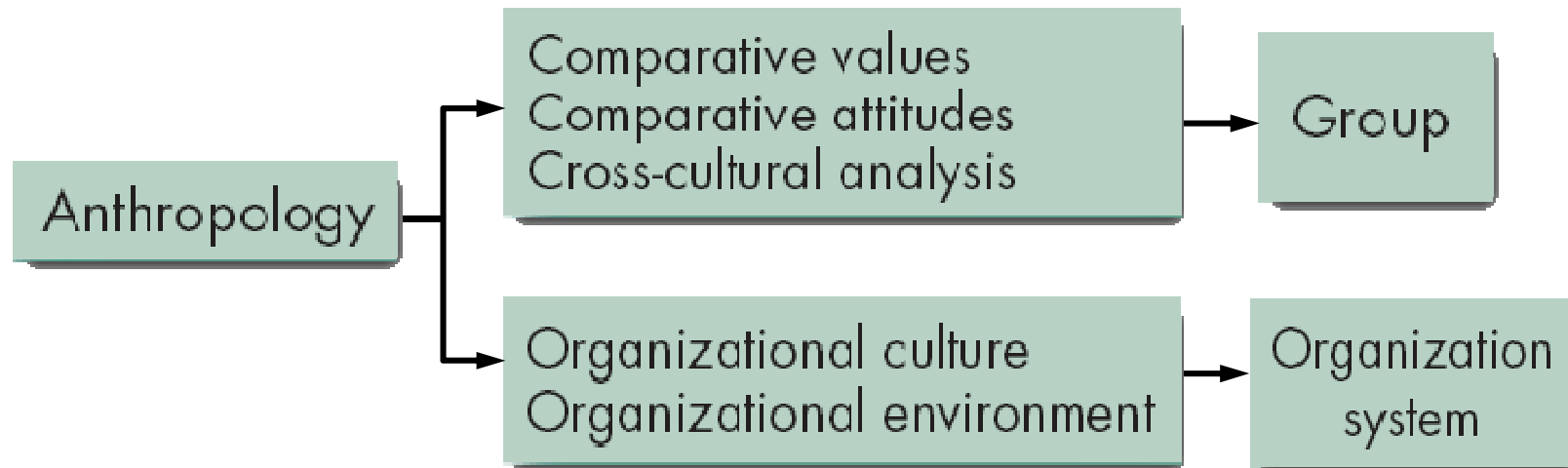
An area within psychology that blends concepts from psychology and sociology and that focuses on the influence of people on one another.



Contributing Disciplines to the OB Field (cont'd)

Anthropology

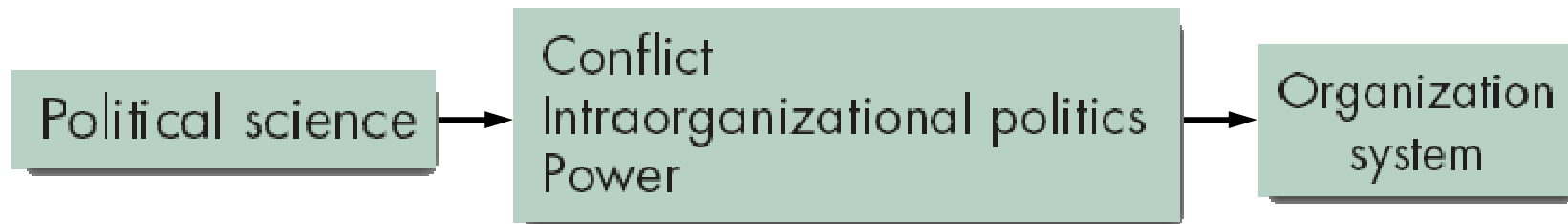
The study of societies to learn about human beings and their activities.



Contributing Disciplines to the OB Field (cont'd)

Political Science

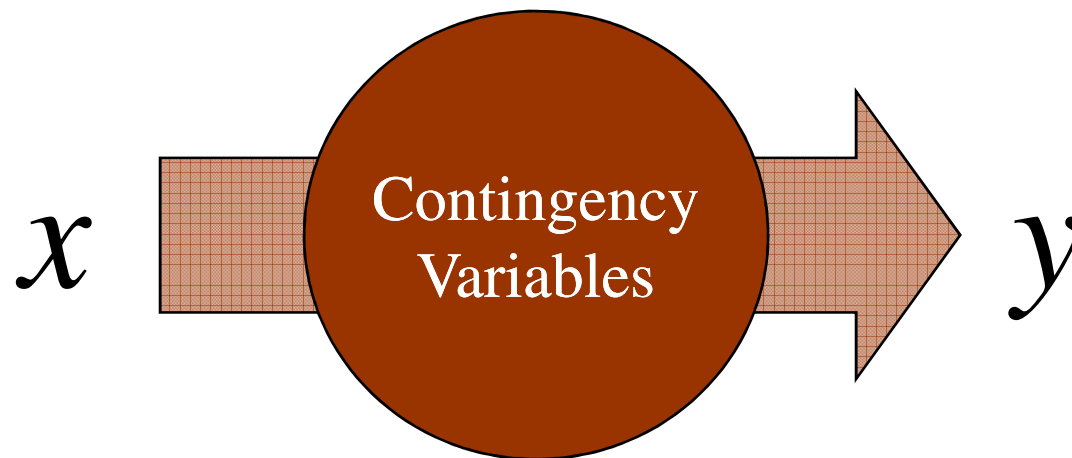
The study of the behavior of individuals and groups within a political environment.



There Are Few Absolutes in OB

Contingency variables

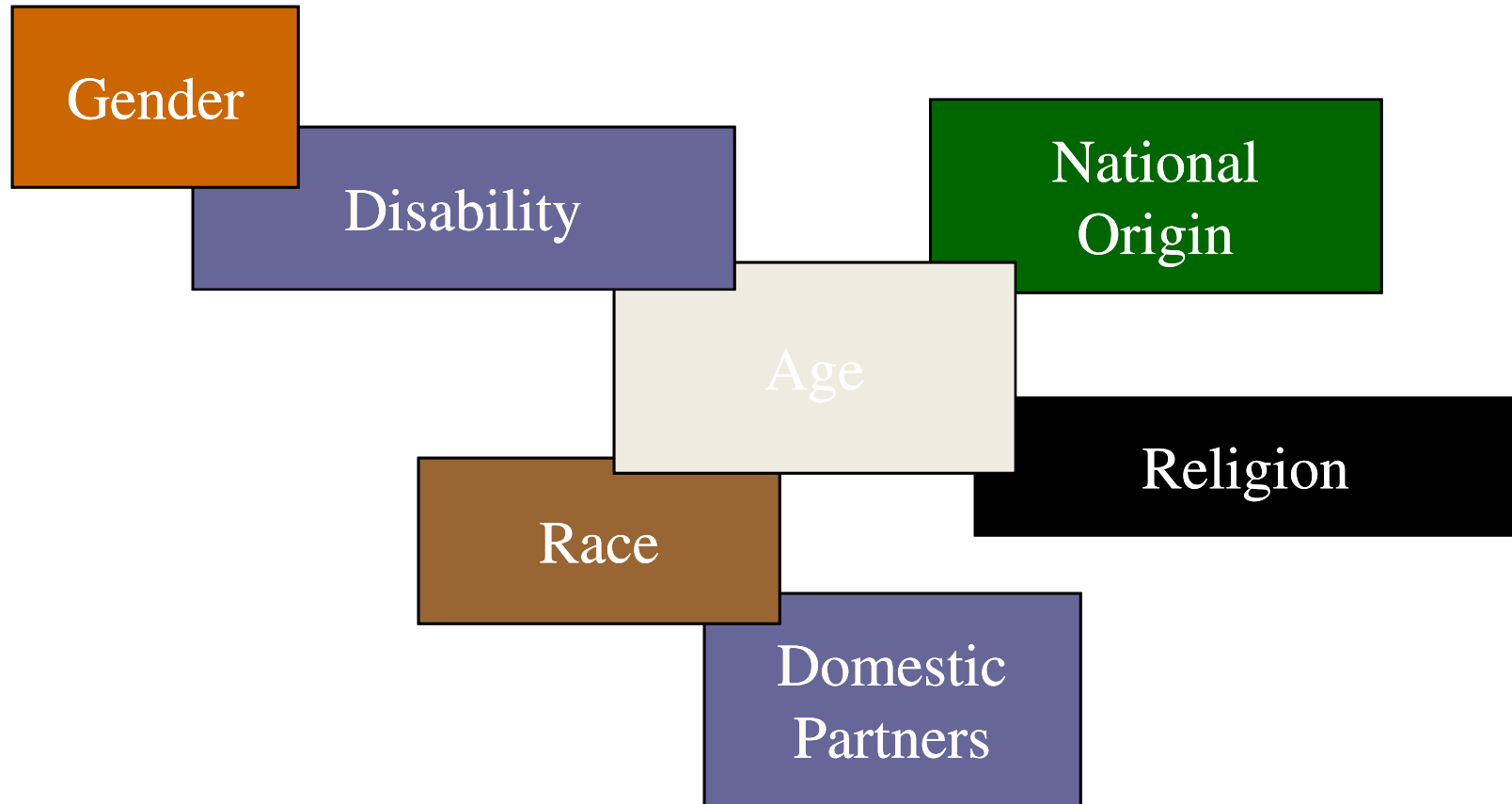
Situational factors: variables that moderate the relationship between two or more other variables and improve the correlation.



Challenges and Opportunities for OB

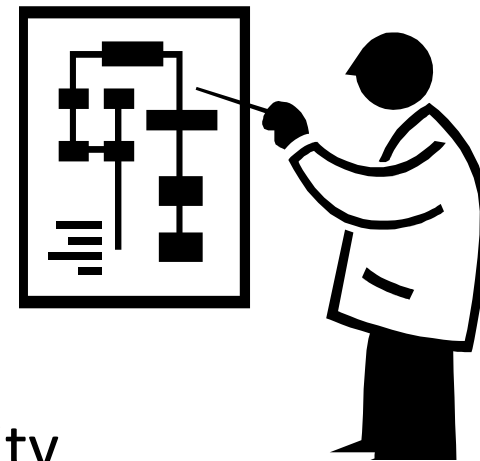
- Responding to Globalization
 - Increased foreign assignments
 - Working with people from different cultures
 - Coping with anti-capitalism backlash
 - Overseeing movement of jobs to countries with low-cost labor
- Managing Workforce Diversity
 - Embracing diversity
 - Changing U.S. demographics
 - Implications for managers
 - Recognizing and responding to differences

Major Workforce Diversity Categories



Challenges and Opportunities for OB (cont'd)

- Improving Quality and Productivity
 - Quality management (QM)
 - Process reengineering
- 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



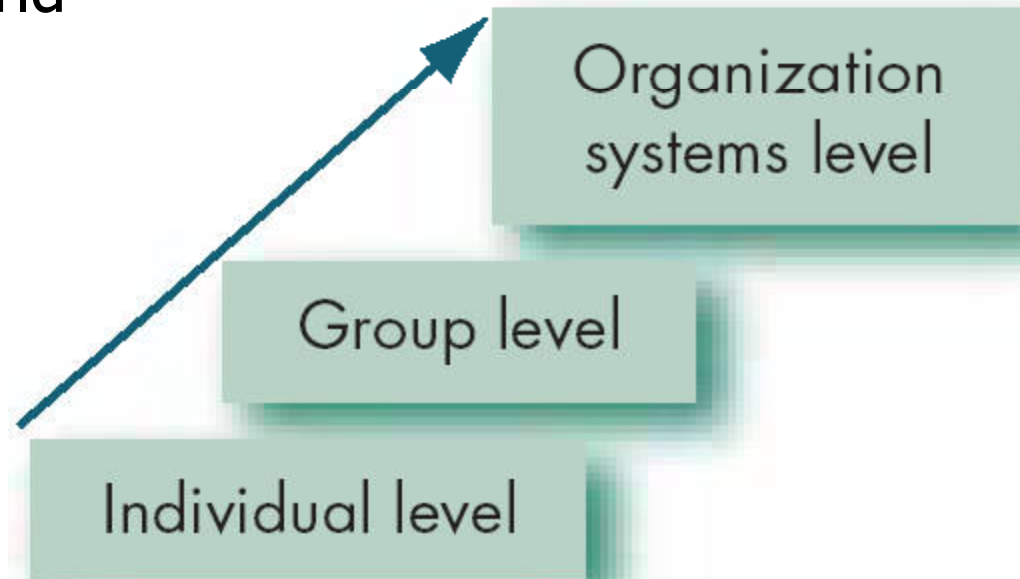
Challenges and Opportunity for OB (cont'd)

- 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.



The Dependent Variables

Productivity

A performance measure that includes effectiveness and efficiency.



Effectiveness

Achievement of goals.

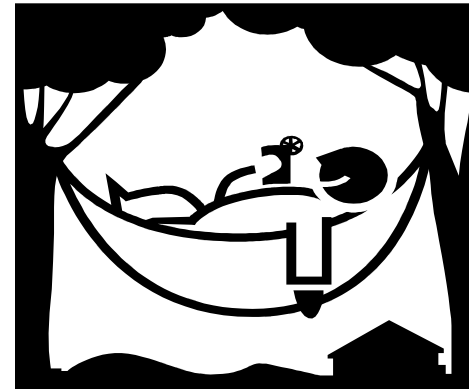
Efficiency

The ratio of effective output to the input required to achieve it.

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)

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

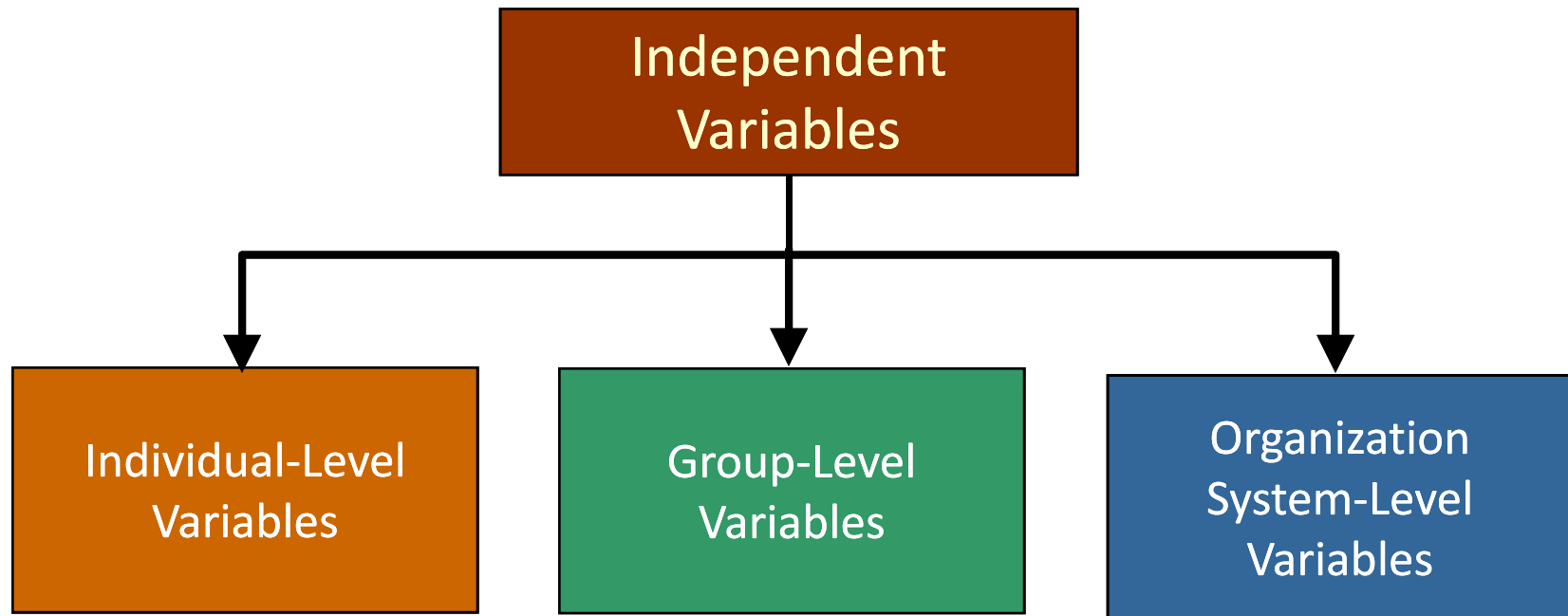
A general attitude toward one's job, the difference between the amount of reward workers receive and the amount they believe they should receive.

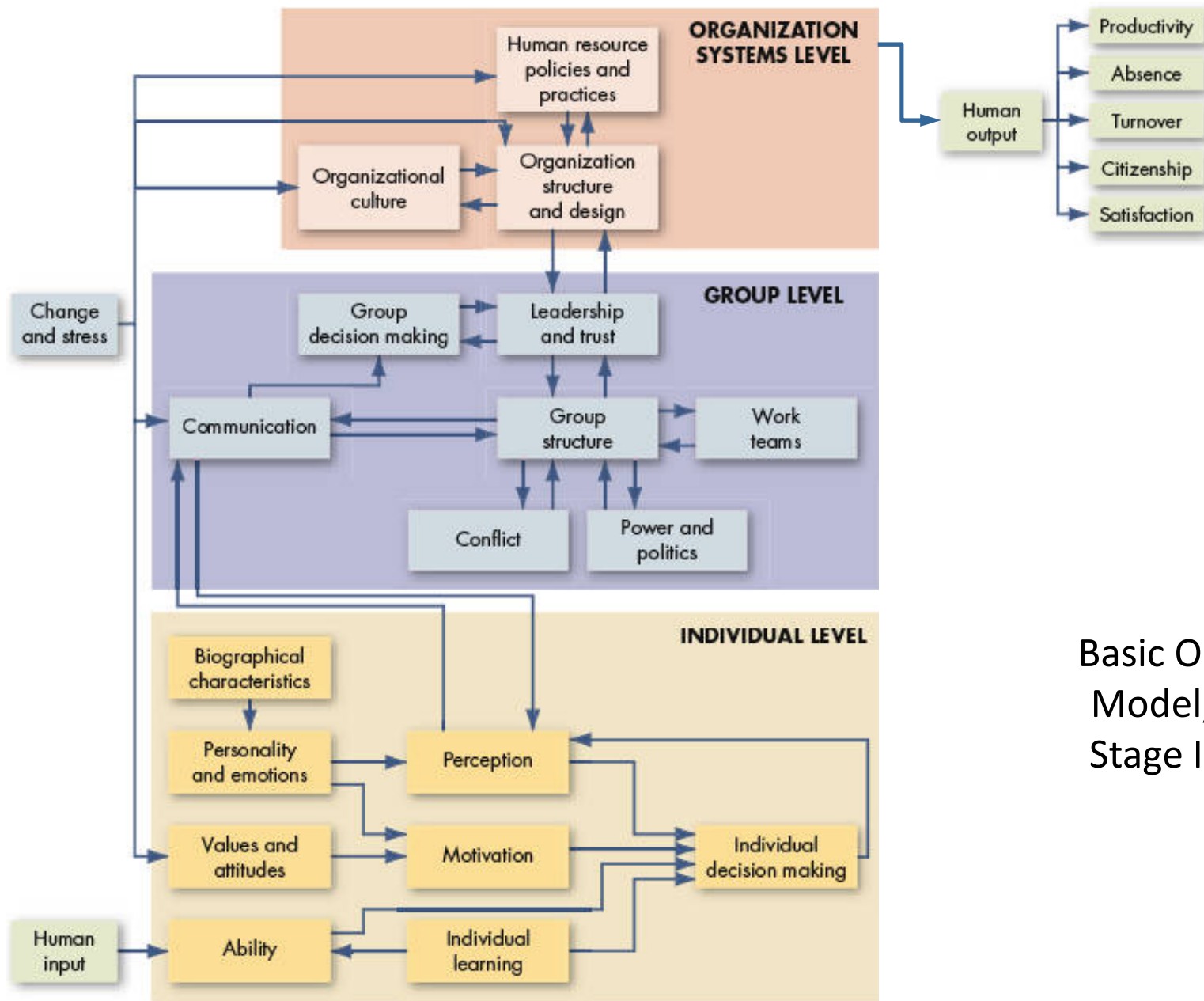


The Independent Variables

Independent variable

The presumed cause of some change in the dependent variable.





Basic OB Model, Stage II