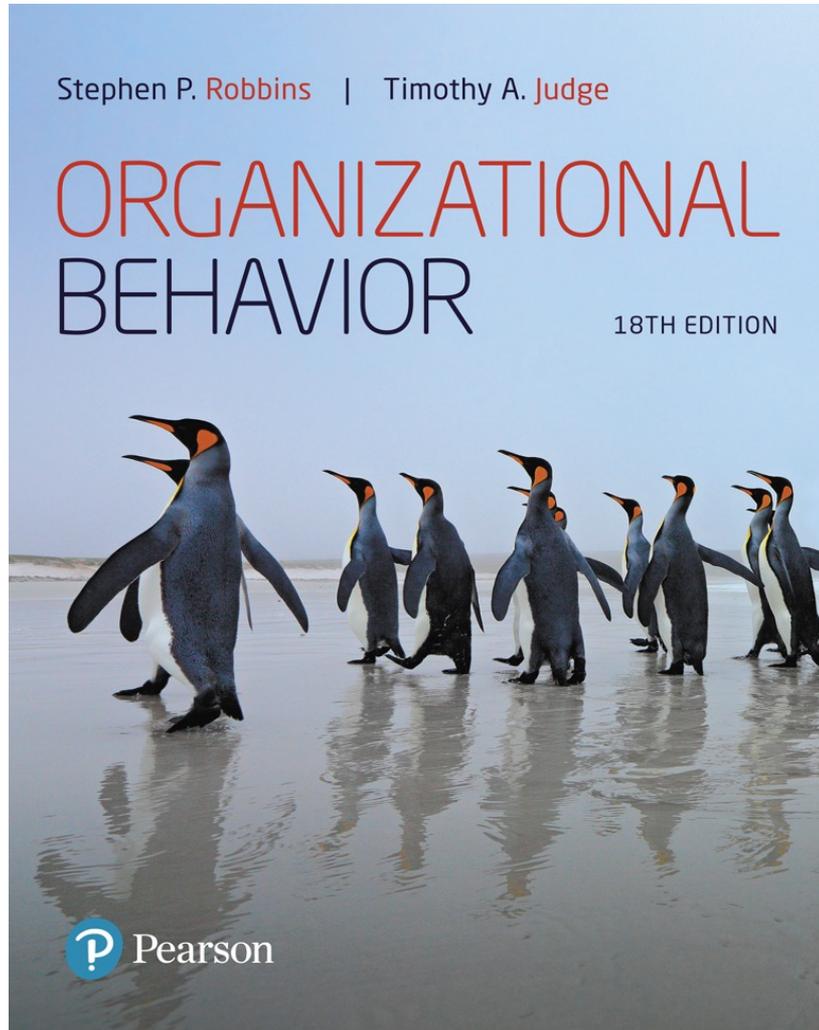


Organizational Behavior

Eighteenth Edition



Chapter 1

What Is Organizational Behavior?

Learning Objectives

- 1.1 Demonstrate the importance of interpersonal skills in the workplace.
- 1.2 Define *organizational behavior (OB)*.
- 1.3 Show the value to OB of systematic study.
- 1.4 Identify the major behavioral science disciplines that contribute to OB.
- 1.5 Demonstrate why few absolutes apply to OB.
- 1.6 Identify managers' challenges and opportunities in applying OB concepts.
- 1.7 Compare the three levels of analysis in this text's OB model.
- 1.8 Describe the key employability skills gained from studying OB applicable to other majors or future careers.

Demonstrate the Importance of Interpersonal Skills in the Workplace

Interpersonal skills are important because...

- ‘Good places to work’ have better financial performance.
- Better interpersonal skills result in lower turnover of quality employees and higher quality applications for recruitment.
- There is a strong association between the quality of workplace relationships and job satisfaction, stress, and turnover.
- It fosters social responsibility awareness.

Describe the Manager's Functions, Roles, and Skills (1 of 4)

- **Manager:** Someone who gets things done through other people in organizations.
- **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.
 - Planning, organizing, leading, and controlling.
- Mintzberg concluded that managers perform ten different, highly interrelated roles or sets of behaviors attributable to their jobs.

Describe the Manager's Functions, Roles, and Skills (2 of 4)

Exhibit 1-1 Minzberg's Managerial Roles

Role	Description
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
Informational	
Monitor	Receives a 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

Describe the Manager's Functions, Roles, and Skills (3 of 4)

[Exhibit 1-1 Continued]

Role	Description
Spokesperson	Transmits information to outsiders on organization's plans, policies, actions, and results; serves as expert on organization's industry
Decisional	Searches organization and its environment for opportunities and initiates projects to bring about change
Entrepreneur	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

Source: H. Mintzberg, *The Nature of Managerial Work*, 1st ed., © 1973, pp. 92–93. Reprinted and electronically reproduced by permission of Pearson Education, Inc., New York, NY.

Describe the Manager's Functions, Roles, and Skills (4 of 4)

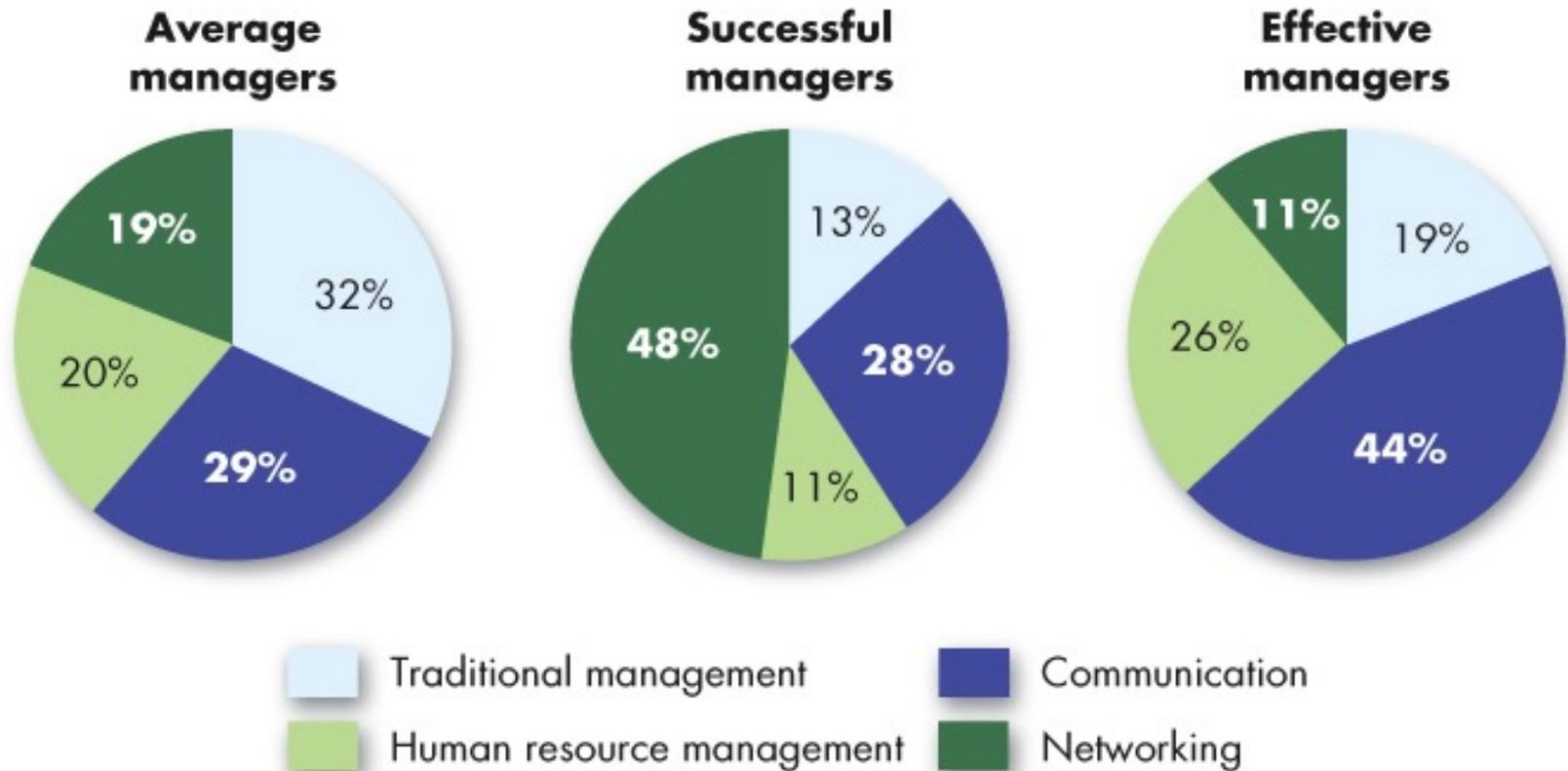
- Management Skills
 - **Technical Skills** – the ability to apply specialized knowledge or expertise. All jobs require some specialized expertise, and many people develop their technical skills on the job.
 - **Human Skills** – the ability to work with, understand, and motivate other people.
 - **Conceptual Skills** – the mental ability to analyze and diagnose complex situations.

Effective Versus Successful Managerial Activities (1 of 2)

- Luthans and his associates found that all managers engage in four managerial activities:
 - Traditional management
 - Communication
 - Human resource management
 - Networking

Effective Versus Successful Managerial Activities (2 of 2)

Exhibit 1-2 Allocation of Activities by Time



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

Define Organizational Behavior

Organizational behavior (OB) is 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.

Complementing Intuition with Systematic Study

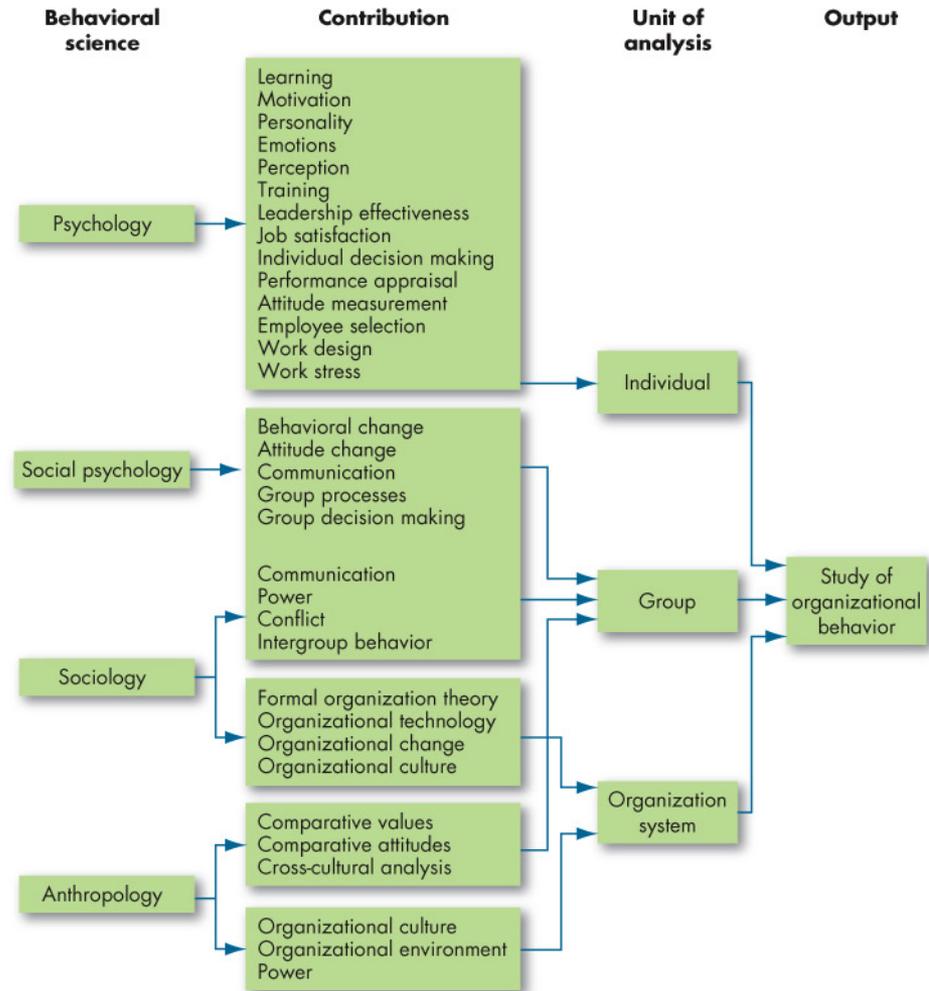
- **Systematic Study of Behavior**
 - Behavior generally is predictable if we know how the person perceived the situation and what is important to him or her.
- **Evidence-Based Management (EBM)**
 - Complements systematic study.
 - Argues for managers to make decisions based on evidence.
- **Intuition**
 - Systematic study and EBM add to intuition, or those “gut feelings” about “why I do what I do” and “what makes others tick.”
 - If we make all decisions with intuition or gut instinct, we’re likely working with incomplete information.

Identify the Major Behavioral Science Disciplines That Contribute to OB (1 of 4)

- Organizational behavior is an applied behavioral science that is built upon contributions from a number of behavioral disciplines:
 - Psychology
 - Social psychology
 - Sociology
 - Anthropology

Identify the Major Behavioral Science Disciplines That Contribute to OB (2 of 4)

Exhibit 1-3 Toward an OB Discipline



Identify the Major Behavioral Science Disciplines That Contribute to OB (3 of 4)

- **Psychology**
 - seeks to measure, explain, and sometimes change the behavior of humans and other animals.
- **Social psychology**
 - blends the concepts of psychology and sociology.

Identify the Major Behavioral Science Disciplines That Contribute to OB (4 of 4)

- **Sociology**

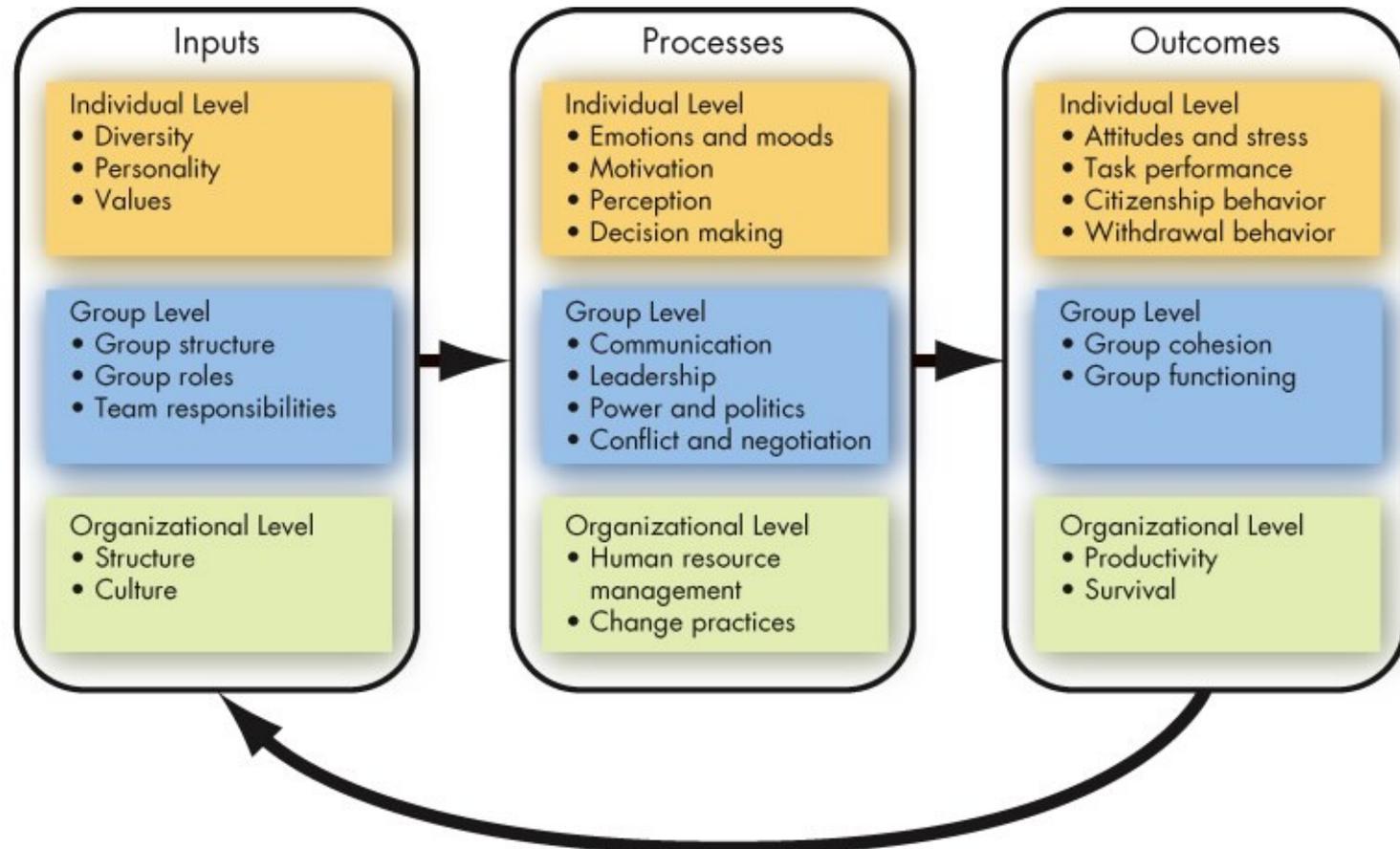
- studies people in relation to their social environment or culture.

- **Anthropology**

- is the study of societies to learn about human beings and their activities.

Three Levels of Analysis in This Text's OB Model

Exhibit 1-5 A Basic OB Model



Three Levels of Analysis in This Book's OB Model (1 of 3)

- **Inputs**

- Variables like personality, group structure, and organizational culture that lead to processes.
- Group structure, roles, and team responsibilities are typically assigned immediately before or after a group is formed.
- Organizational structure and culture change over time.



Three Levels of Analysis in This Book's OB Model (2 of 3)

- **Processes**

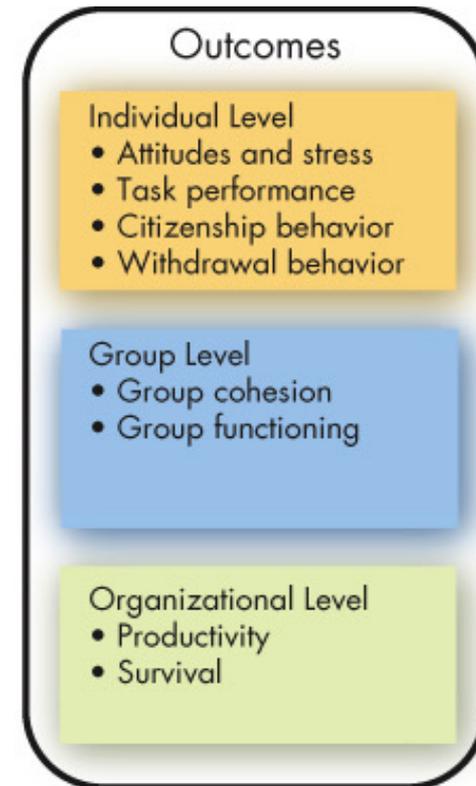
- If inputs are like the nouns in organizational behavior, processes are like verbs.
- Defined as actions that individuals, groups, and organizations engage in as a result of inputs, and that lead to certain outcomes.



Three Levels of Analysis in This Book's OB Model (3 of 3)

- **Outcomes**

- Key variables that you want to explain or predict, and that are affected by some other variables.



Outcome Variables (1 of 6)

- Attitudes and stress
 - Employee **attitudes** are the evaluations employees make, ranging from positive to negative, about objects, people, or events.
 - **Stress** is an unpleasant psychological process that occurs in response to environmental pressures.

Outcome Variables (2 of 6)

- Task performance
 - The combination of effectiveness and efficiency at doing your core job tasks is a reflection of your level of **task performance**.

Outcome Variables (3 of 6)

- Organizational citizenship behavior
 - The discretionary behavior that is not part of an employee's formal job requirements, and that contributes to the psychological and social environment of the workplace, is called **organizational citizenship behavior**.

Outcome Variables (4 of 6)

- Withdrawal behavior
 - **Withdrawal behavior** is the set of actions that employees take to separate themselves from the organization.

Outcome Variables (5 of 6)

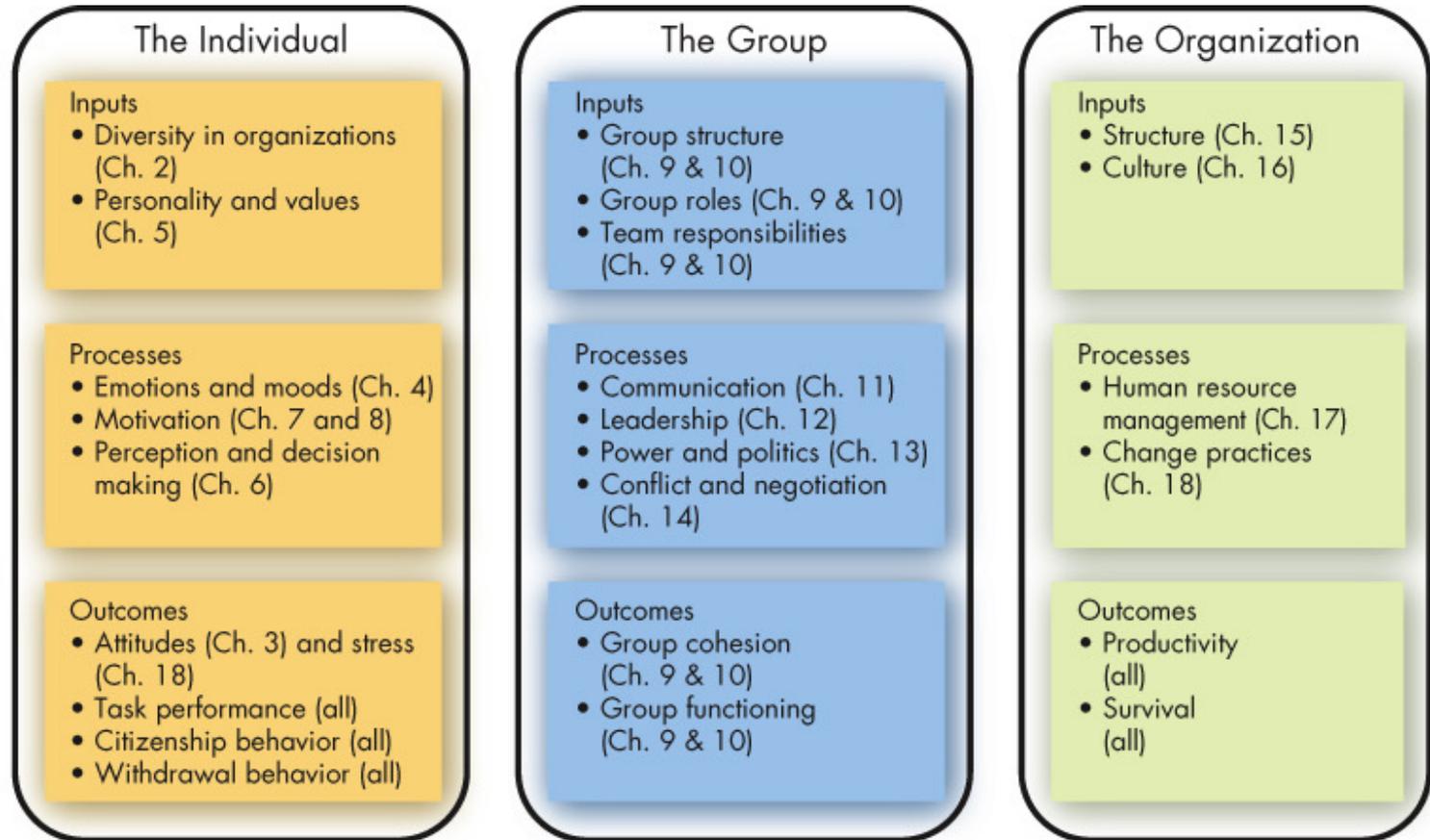
- Group cohesion
 - **Group cohesion** is the extent to which members of a group support and validate one another at work.
- Group functioning
 - **Group functioning** refers to the quantity and quality of a group's work output.

Outcome Variables (6 of 6)

- Productivity
 - An organization is **productive** if it achieves its goals by transforming inputs into outputs at the lowest cost. This requires both **effectiveness** and **efficiency**.
- Survival
 - The final outcome is **organizational survival**, which is simply evidence that the organization is able to exist and grow over the long term.

The Plan of the Text

Exhibit 1-6 The Plan of the Text



Implications for Managers (1 of 2)

- Resist the inclination to rely on generalizations; some provide valid insights into human behavior, but many are erroneous.
- Use metrics and situational variables rather than “hunches” to explain cause-and-effect relationships.
- Work on your interpersonal skills to increase your leadership potential.

Implications for Managers (2 of 2)

- Improve your technical skills and conceptual skills through training and staying current with OB trends like big data and fast data.
- OB can improve your employees' work quality and productivity by showing you how to empower your employees, design and implement change programs, improve customer service, and help your employees balance work-life conflicts.

Copyright



This work is protected by United States copyright laws and is provided solely for the use of instructors in teaching their courses and assessing student learning. Dissemination or sale of any part of this work (including on the World Wide Web) will destroy the integrity of the work and is not permitted. The work and materials from it should never be made available to students except by instructors using the accompanying text in their classes. All recipients of this work are expected to abide by these restrictions and to honor the intended pedagogical purposes and the needs of other instructors who rely on these materials.