

Organizational Behavior

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About the Teacher

- **lecturer, Department of business administration, School of management**
- **Teaching and research: organization and human resource management**
- **Main courses: management psychology, organizational behavior, management communication, etc**
- **The main awards are as follows:**
 - the "advanced individual of undergraduate teaching in the 11th Five Year Plan" of the school of management
 - the "excellent head teacher" of Northwest Polytechnic University
 - the "Excellent Communist Party member" of Northwest Polytechnic University
 - the "most satisfied teacher" of Northwest Polytechnic University

Course Information

- 1) Course code: U12M12125
- 2) Course title: Organizational Behavior
- 3) Hours and credits: 32/2
- 4) Prerequisite courses: Management
- 5) Course offered by: School of management
- 6) Starting semester: spring/autumn semester
- 7) Course category: professional core course

Course Description

- Leadership requires effective management of people and a clear understanding of human behavior and social processes.
- Leaders need to have a good understanding both of themselves and of those whom they will lead.
- Leaders need to know why people behave as they do in relation to their job, work group, and organization. This knowledge of individuals' perceptions, attitudes, and behavior enables leaders to choose appropriate leadership styles and managerial practices to increase organizational effectiveness and positive human outcomes.
- After participating in this course, you will develop the knowledge, skills and abilities to effectively manage and lead others now and in the future.

Course Description (con't)

- The course moves progressively through **individual, group, and organizational levels** of behavior drawing on concepts and practices from the field of Organizational Behavior .
- It also examines the interrelationship of behavioral phenomena among these levels.
- Studying OB provides a basic understanding of your own and others' behavior, particularly in teams. It enhances your ability to communicate and work effectively with others, core skills of leadership.
- Our goal is to help you strengthen your people management skills so you can be a successful leader in any field you choose.

Course Sections

- Introduction
- Individual behavior and processes,
- Group behavior and processes (team)
- Organizational processes

Textbooks and Reference Books

- **Organizational behavior (7th Edition), Stephen L.Macshane, China Machine Press, may 2018**
- **Organizational Behavior(Fifteen Edition)、Stephen P. Robbins、Press, 1st edition in March 2017 / 4th printing in September 2018**

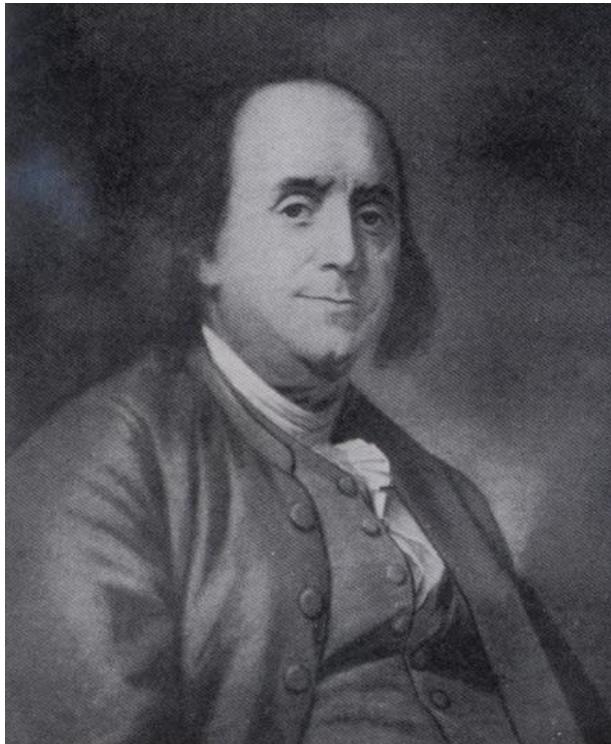
Teaching Objectives

- After successfully completing this class, students should be able to:
- (1) Identify principles and challenges related to organizational behavior at the levels of individual, team and organization.
- (2) Utilize organizational behavior theories, frameworks, principles and tactics to prevent OB problems and, when problems are identified, create alternatives to address them by applying critical thinking skills.
- (3) Evaluate the benefits and challenges of alternatives to achieve high performance at the individual, team and organizational levels. Make recommendations to improve individual, team, or organization performance.
- (4) Create a plan to improve their own personal leadership skills.

Assessment

Score composition	Components of Assessment	Score(or percentage)	Assessment rules
100	Individual assignment	20	report submission
	Discussion in the course	10	Teachers' evaluation of quality and enthusiasm
	Group assignment	20	group presentation
	Written Exam	50	Scoring standard of test questions

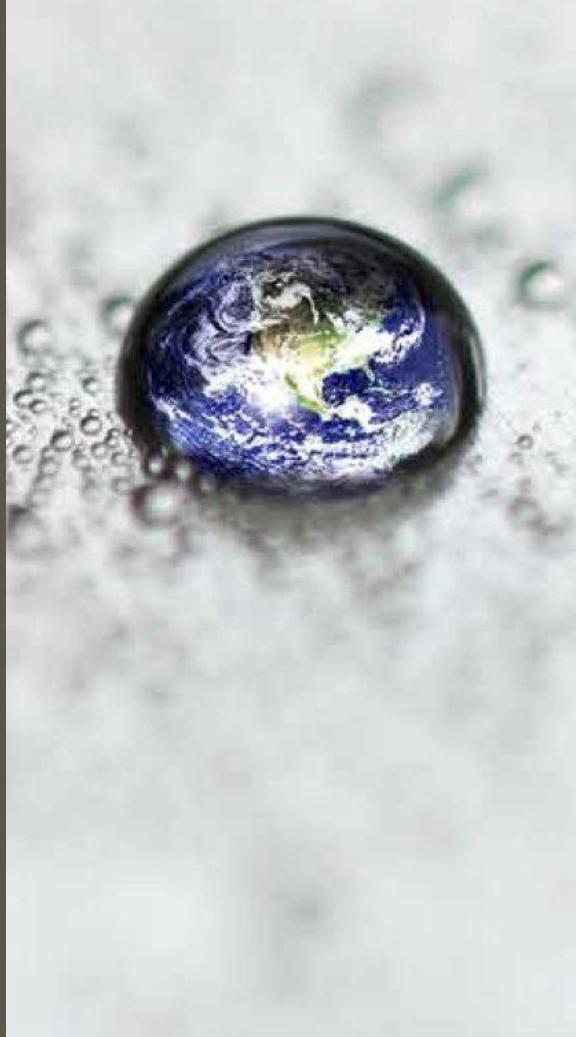
How to Learn



Teach me and I forget;
Talk to me, I might
remember;
Involve me, then I learn.
— Benjamin Franklin

Get Familiar





1

Introduction to the Field of Organizational Behavior

Guiding Case: Quicken Loans



Quicken Loans has become one of America's most successful companies through high involvement, a focus on creativity, a strong culture, and other effective organizational behavior practices.

Organizational Behavior and Organizations

- Organizational behavior
 - The study of what people think, feel, and do in and around organizations
- Organizations
 - Groups of people who work interdependently toward some purpose
 - Collective entities
 - Collective sense of purpose

Why Study OB?

- Satisfy the need to understand and predict
- Helps us to test/improve personal theories
- Influence behavior – get things done
- OB improves an organization's financial health
- OB is for everyone

Discussion topic

- As a leader or manager, How do you think about **employee turnover** (quit,resignation)? and how to manage it?
 - phenomenon
 - manage it or not? objective?
 - how to manage it
 - predict(omen,sign)
 - coordinate(dif reasons)
 - control



Q: 你的第一份工作多长时间?

离职申请书

70后：4年

80后：3.5年

90后：19个月

95后：7个月

尊敬的领导：



你这点钱
我很难帮你办事啊

所在部门及职务	书记员
紧急情况	无
辞职理由	挤不上五号线。

离职时间	2016.3.22
辞职原因	我要像风一样自由

离职申请
冬天很冷，家里没有暖气，怕起不来会迟到。
很抱歉！最主要的是
这里太忙了！

请谅解！

申请人(签字)：王
2016年3月22日

Organizational Effectiveness

- The ultimate dependent variable in OB
- Old approach – achieving stated goals
- Problem with goal attainment
 - Could set easy goals
 - Company might achieve wrong goals



Four Perspectives of Organizational Effectiveness

Open Systems Perspective

Organizational Learning Perspective

High-Performance WP Perspective

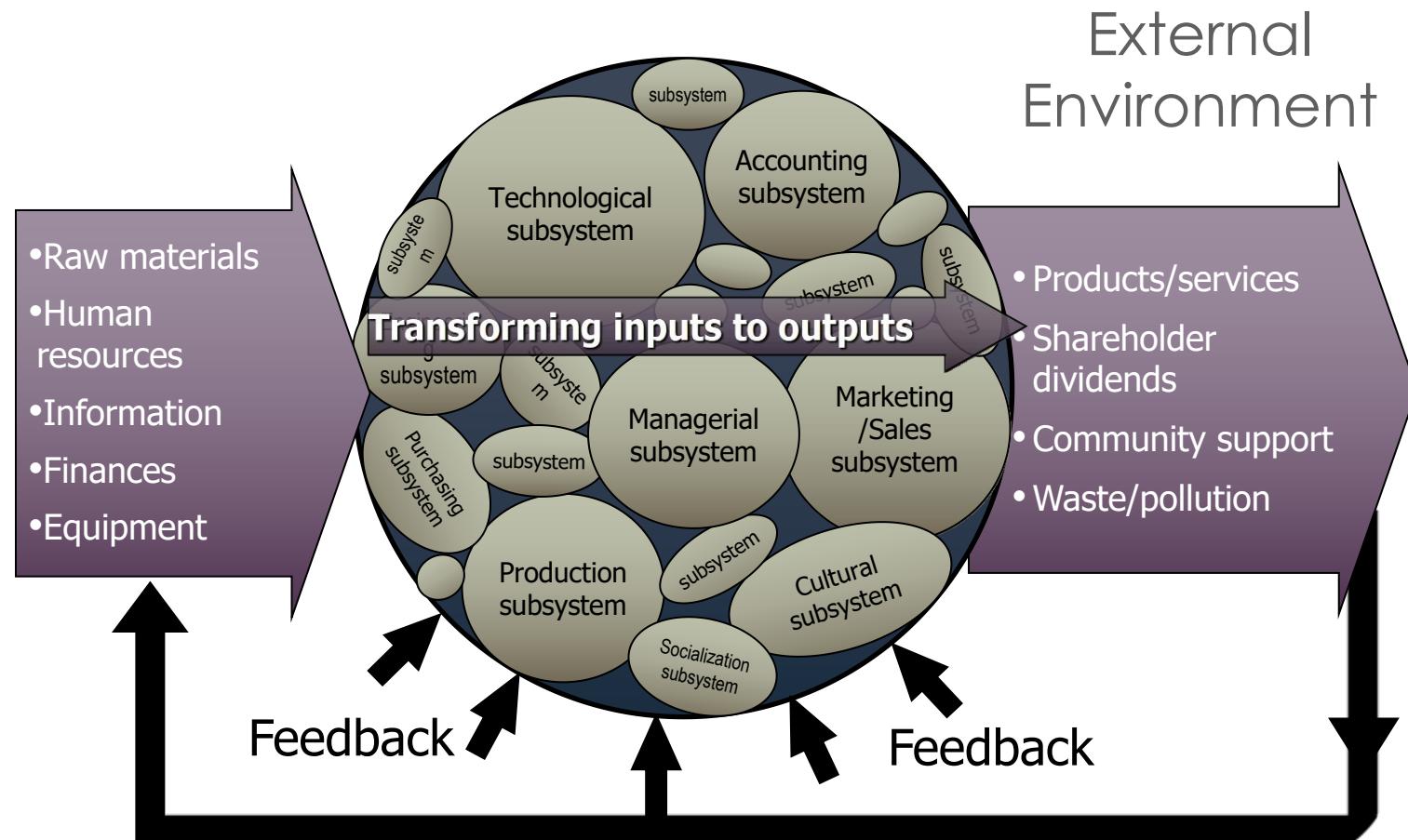
Stakeholder Perspective

NOTE: Need to consider all four perspectives when assessing a company's effectiveness

Open Systems Perspective

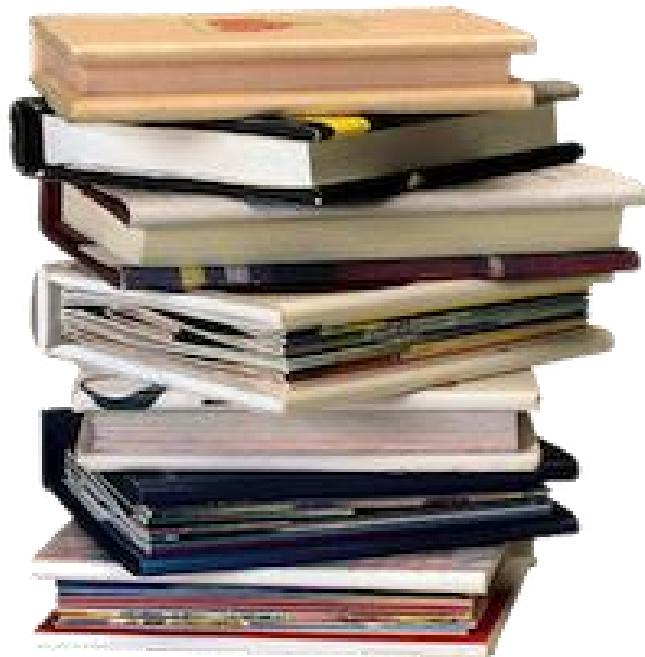
- Organizations are complex systems that “live” within, and depend on, the external environment
- Effective organizations
 - Maintain a close “fit” with changing conditions
 - Transform inputs to outputs efficiently and flexibly
- Foundation for the other three organizational effectiveness perspectives

Open Systems Perspective



Organizational Learning Perspective

- An organization's capacity to acquire, share, use, and store valuable knowledge
- Need to consider both stock and flow of knowledge
 - Stock: intellectual capital
 - Flow: org learning processes of acquisition, sharing, use, and storage



Intellectual Capital

Human Capital

Knowledge that people possess and generate

Structural Capital

Knowledge captured in systems and structures

Relationship Capital

Value derived from satisfied customers, reliable suppliers, etc.

Organizational Learning Processes

Knowledge Acquisition	Knowledge Sharing	Knowledge Use	Knowledge Storage
<ul style="list-style-type: none">• Learning• Scanning• Grafting• Experimenting	<ul style="list-style-type: none">• Communicating• Info systems• Internal learning<ul style="list-style-type: none">• Training• Observing	<ul style="list-style-type: none">• Awareness of knowledge• Sense making (locating knowledge)• Autonomy to apply knowledge	<ul style="list-style-type: none">• Human memory• Documentation• Practices/habits• Databases

Organizational Memory

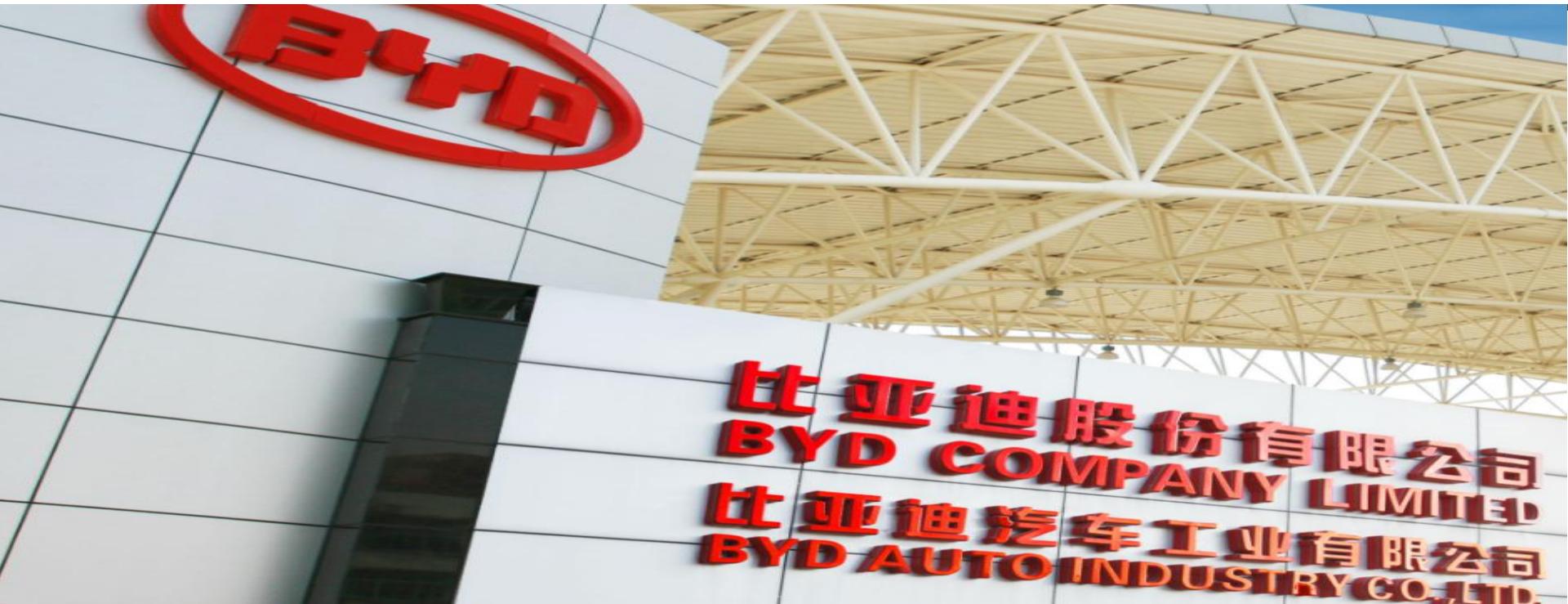
- The storage and preservation of intellectual capital
- Retain intellectual capital by:
 - Keeping knowledgeable employees
 - Transferring knowledge to others
 - Transferring human capital to structural capital
- Successful companies also unlearn



High-Performance Work Practices

- Workplace practices that leverage the potential of human capital
- Four HPWPs (likely others)
 1. Employee involvement
 2. Job autonomy
 3. Develop competencies (training, selection)
 4. Performance-based rewards
- Need to “bundle” them – work best together

Corporate Social Responsibility at BYD



BYD is a high-tech company devoted to technological innovations for a better life. BYD was founded in February 1995, and after more than 20 years of fast growth, the company has established over 30 industrial parks worldwide and has played a significant role in industries related to electronics, automobiles, new energy and rail transit. From energy generation and storage to its applications, BYD is dedicated to providing zero-emission energy solutions. BYD is listed on the Hong Kong and Shenzhen Stock Exchanges, with revenue and market capitalization each exceeding RMB 100 billion.

Stakeholder Perspective

- Stakeholders: entities who affect or are affected by the firm's objectives and actions
- Personalizes the open systems perspective
- Challenges with stakeholder perspective:
 - Stakeholders have conflicting interests
 - Firms have limited resources to satisfy all stakeholder needs



Succeed with Employees



Succeed with Society

Stakeholders: Values and Ethics

- Values and ethics prioritize stakeholder interests
- Values
 - Stable, evaluative beliefs, guide preferences for outcomes or courses of action in various situations
- Ethics
 - Moral principles/values, determine whether actions are right/wrong and outcomes are good or bad



Succeed with Stakeholders



Succeed with Nature

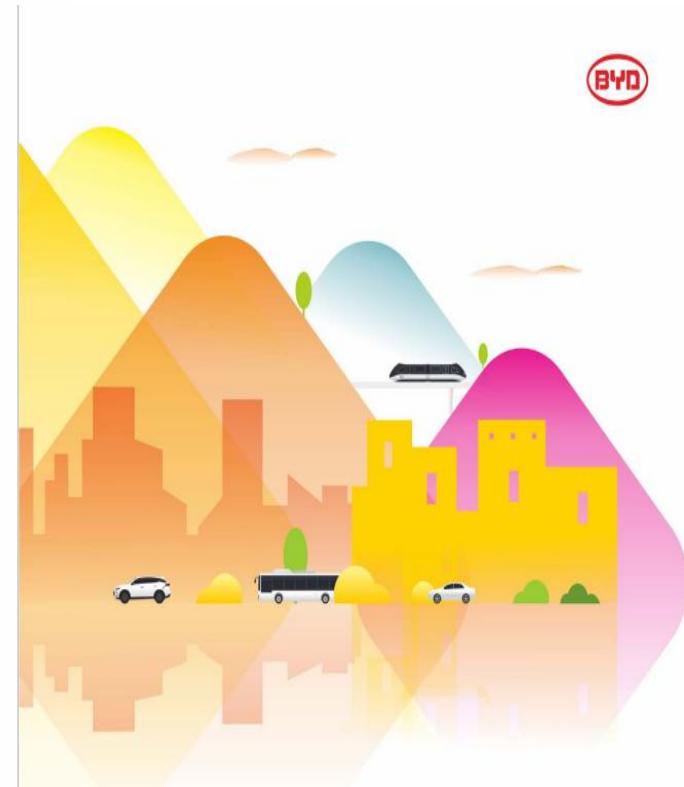
Stakeholders and CSR

- Stakeholder perspective includes corporate social responsibility (CSR)
 - Benefit society and environment beyond the firm's immediate financial interests or legal obligations
 - Organization's contract with society
- Triple bottom line
 - Economy
 - society
 - environment

Discussion topic

- Do you think whether a company need to take Social Responsibilities?
- why?
- If so, and how?

Corporate Social Responsibility at BYD



Build Your Dreams

Build Your Dreams

Corporate Social Responsibility at BYD



Corporate Social Responsibility at BYD

比亚迪新能源技术点亮西藏慈善捐赠仪式



Engaging in charitable activities through technology innovation

Corporate Social Responsibility at BYD



Corporate Social Responsibility at BYD

Grant-in-Aid for Impoverished High School Students
Giving Them the Wings to Pursue Their Dreams



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比亚迪捐赠现金及物资 4000万元驰援西安

近日西安疫情防控形势严峻，抗疫情势牵动人心。比亚迪慈善基金会向西安红十字会捐赠1000万元人民币及3000万元抗疫物资，用以驰援西安抗疫。

没有一个冬天不会过去，没有一个春天不会到来，比亚迪将与西安人民一同抗击疫情，西安加油！

比亚迪
2022年1月4日

Social Responsibilities in NPUers



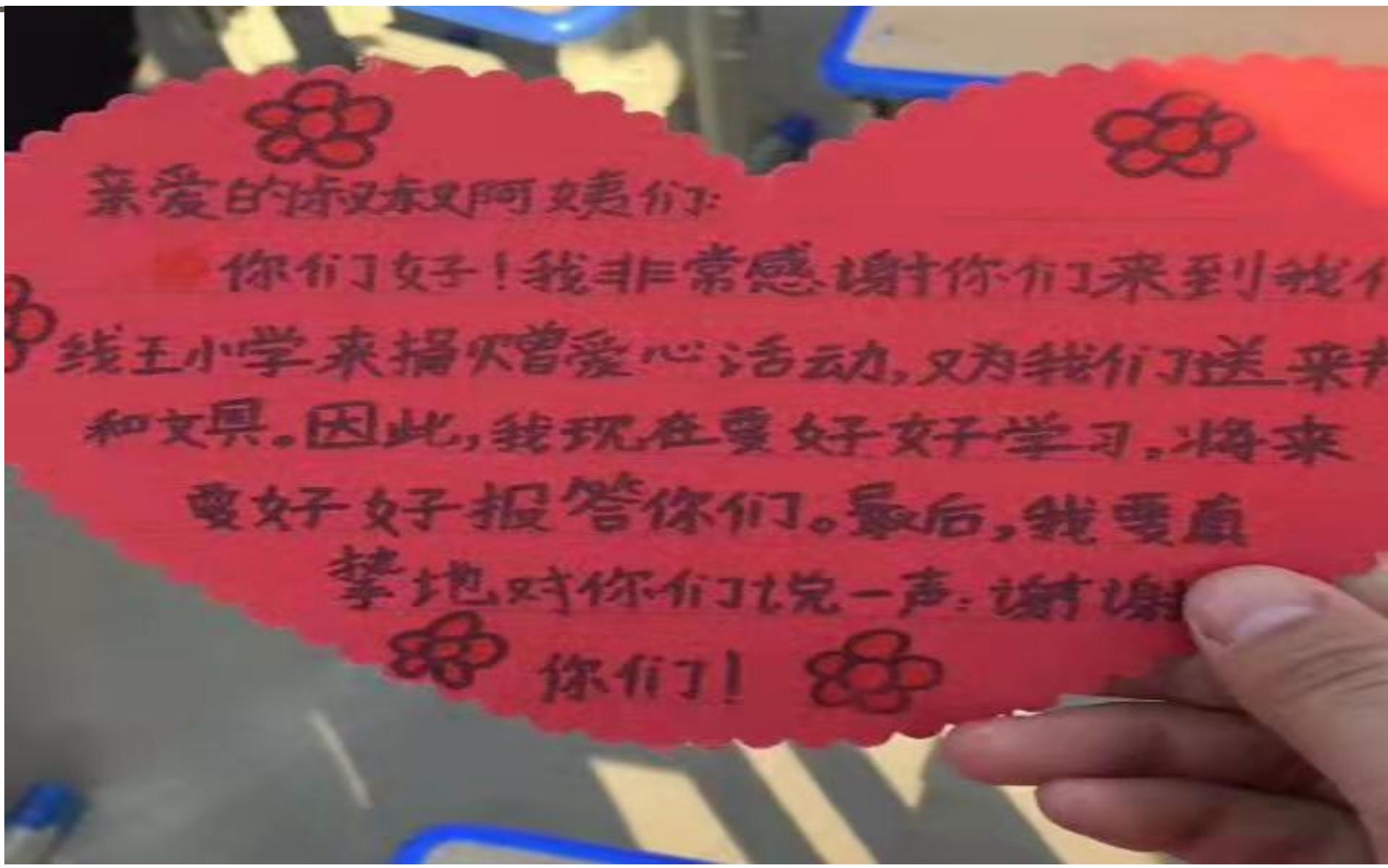
Social Responsibilities in NPUers



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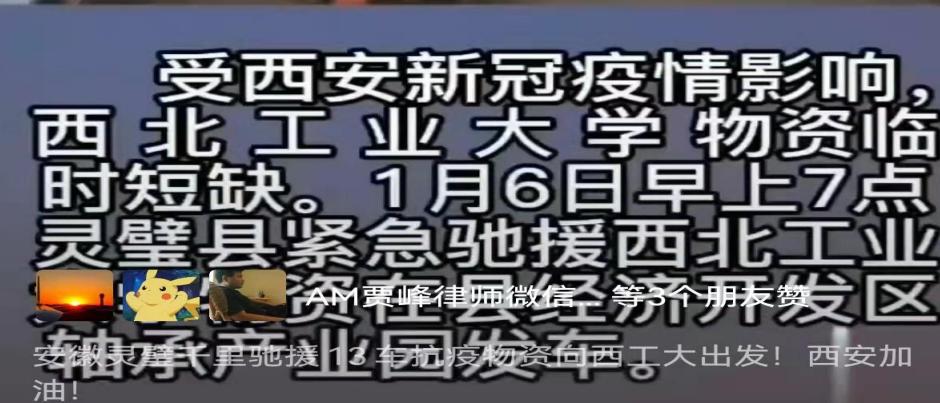
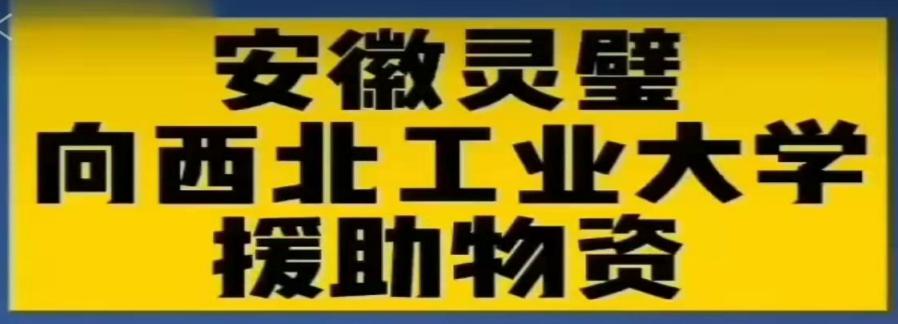
Social Responsibilities in NPUers



Social Responsibilities in NPUers



Social Responsibilities in NPUers



Social Responsibilities in NPUers



Social Responsibilities in NPUers



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尊敬的 **苏勇飞**

感谢您对西北工业大学教育事业发展的支持！

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西北工业大学教育基金会

2021年12月29日

Social Responsibilities in NPUers

同心抗疫

1990级校友、成都逸仙医院管理有限公司副总经理 李海 听闻到学校疫情防控物资短缺后，第一时间向母校捐赠2万只医用外科口罩，并为物资送达制定了“乘机”的专属方案。点点滴滴都践行着工大人毅然果决的作风，体现着管院人勇于担当的精神。



Social Responsibilities in NPUers

同心抗疫

管理学院1999级校友 李勇 向母校捐赠的600箱物资从湖北顺利送达西安。1万件医用防护服、50万只医用外科口罩，这些物资承载着李勇对母校深深的牵挂之情，让凛冬下被疫情笼罩的校园显得格外温暖。



Social Responsibilities in NPUers

管院教职工勇担当

疫情当下，学院院长车阿大、党委书记乔彩燕等领导班子靠前指挥，坚决站在疫情防控第一线。学院教职工踊跃报名争做抗疫志愿者，奔赴核酸检测、校园值守一线和考研保障、监考、送考一线。



Globalization

- Economic, social, and cultural connectivity with people in other parts of the world
- Due to better communication and transportation systems
- Effects of globalization on organizations
 - Larger markets, lower costs, more innovation
 - Increasing diversity
 - Increasing work intensification, less work-life balance (24/7 schedule)

Increasing Workforce Diversity

- Surface-level vs deep-level diversity
- Implications
 - Better knowledge, decisions, representation, financial returns
 - Manage challenges of diversity (e.g. teams, conflict)
 - Ethical imperative of diversity



Emerging Employment Relationships

- Work/life balance
 - Minimizing conflict between work and nonwork demands
- Virtual work
 - Using information technology to perform one's job away from the traditional physical workplace
 - Telecommuting – issues of social isolation, emphasis on face time, employee self-motivated



Summary

Q&A