Organizational Behavior and Management.

⇒ **Organization:**

A Collection of People who work together to achieve individual and organizational goals.

⇒ **Organizational Behavior.**

The Study of factors that affect how individuals and groups act in organizations and how Organizations manage their Environments.

⇒ **Level of Analysis.**

Three levels at which Organizational behavior can be examined:

Individual level, Group level and Team level, Organizational

Individual: Individual differences, values, attitude, Perception Learning, motivation, Stress and Emotions.

Group: Nature of work groups, Leadership, Communication Decision making

Organization:

Structure and Culture, Org. Politics, Power, Conflict Organizational Change and development.

Disciplines that shed Light on Organizational Behavior

Psychology —

Many theories to improve the ability to Explain and Predict individual behavior, a findings on Personality, attitudes, Learning, motivation, and Stress have been applied in organizational behavior to understand work related Phenomena.

Sociology

It Studies the Structure and function of the Social foundations of a society — its Political, Economic, Educational and religious bases.

Social Psychology:

A Subfield of Psychology and Sociology, focuses on understand the behavior of individuals in Social groups and Settings Such as families and workgroups, and organizations.

Litreat Science: has helped us to understand how different aspects of behavior in organ

Political Science:

has helped us to understand how differences in preferences and interests lead to conflict and power struggles between groups within organizations.

Economics:

has helped organizational behavior researchers to appreciate how competition for scare resources both within and between organizations leads organizations to try to increase their efficiency and productivity.

Anthropology.

has shed light on the way organizations develop different cultures and systems of beliefs and values.

It is study of races.

→ Organizational Behavior and Management which is related to

Organizational Effectiveness:

The ability of an organization to achieve its goals.

Management: The process of planning, organizing, leading and controlling an organization's human, financial, material, and other resources to increase its effectiveness.

Manager: is doing all these processes.
Any Person who Supervises One or more Subordinate

e Top-Management Team:
High-ranking Executives who Plan & Company's
Strategy So that the Company Can achieve
its goals.

— Manager Can work to raise a Person's
Self Esteem, He Can Change the reward
System to Change worker's beliefs for Performance

Manager is basically managing things, he is not creator.
He manages creativity of other people.

Managerial Functions, and Roles

Planning: Deciding how best to allocate and
Use resources to achieve organizational
goals.

Organizing: Establishing a Structure of relationships
that dictate how members of an
organization work together to achieve
organizational goals.

Leading: Encouraging and Coordinating individuals and
groups So that all organizational members
are working to achieve organizational goals.

Controlling: Monitoring and Evaluating individuals, group and organizational Performance to see whether organizational goals are being achieved.

Managerial Roles:

Role: A Set of Behaviors or tasks a Person is Expected to Perform because of the Positions he or she holds in a group or Organization.

Skill: An ability to act in a way that allows a Person to Perform well in his or her role.

Conceptual Skills.
The ability to analyze and diagnose a Situation and to distinguish between Cause and Effect.

Human Skills: The ability to Understand, work with, lead, and Control the behavior of other People and groups

Technical Skills
Job Specific Knowledge and Techniques

Chapter 1

Organizational Behavior and Management.

Organization:

A Collection of People who work together to achieve individual and organizational goals.

Organizational Behavior.

The Study of factors that affect how individuals and groups act in Organizations and how organizations manage their Environments.

Level of Analysis.

Three levels at which Organizational Behavior Can be Examined:

Individual level, Group level and Team level, Organi-sational

Individual: Individual differences, values, attitude, Perception Learning, motivation, Stress and Emotions.

Group: Nature of Work groups, Leadership, Communication Decision making

Organization:

Structure and Culture, Org. Politics, Power, Conflict Organizational Change and development.

Disciplines that shed Light on Organizational Behavior

Psychology

Many theories to improve the ability to Explain and Predict individual behavior, a findings on Personality, attitudes, Learning, motivation, and Stress have been applied in organizational behavior to understand work related Phenomena.

Sociology

It Studies the Structure and function of the Social foundations of a Society- its Political, Economic, Educational and religious bases.

Social Psychology.

a Subfield of Psychology and Sociology, focuses on understand the behavior of individuals in Social groups and Settings Such as families and workgroups, and Organizations.

Political Science: has helped us to understand how different aspects of behavior in organ

Political Science:

has helped us to understand how differences in preferences and interests lead to Conflict and power Struggles between groups within organizations.

Economics:

has helped organizational behavior researchers to appreciate how Competition for Scarce resources both within and between Organizations leads organizations to try to increase their efficiency and Productivity.

Anthropology.

has shed light on the way Organizations develop different Cultures and Systems of beliefs and Values.

Organizational Behavior and Management.

Organizational Effectiveness:

The ability of an Organization to achieve its Goals.

Management: The Process of Planning, Organizing, leading and Controlling an Organization's human, financial material, and other resources to increase its Effectiveness.

Manager:

Any Person who Supervises one or more Subordinate.

& Top-Management Team:

High-ranking Executives who Plan a Company's Strategy So that the Company Can achieve its goals.

— Manager Can work to raise a Person's Self Esteem, He Can Change the reward System to Change worker's beliefs for Performance.

Managerial Functions, and Roles

Planning: Deciding how best to allocate and Use resources to achieve organizational goals.

Organizing: Establishing a Structure of relationships that distate how members of an Organization work together to achieve organizational goals.

Leading: Encouraging and Coordinating individuals and groups So that all organizational members are working to achieve organizational goals.

Controlling: Monitoring and Evaluating individuals, group and organizational Performance to see whether organizational goals are being achieved.

Managerial Roles:

Role: A set of behaviors or tasks a Person is Expected to Perform because of the Positions he or she holds in a group or Organization.

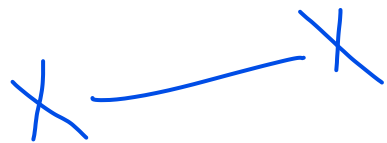**Skill:** An ability to act in a way that allows a Person to Perform well in his or her role.

Conceptual Skills.

The ability to analyze and diagnose a Situation and to distinguish between Cause and Effect.

Human Skills: The ability to Understand, Work with, lead, and Control the behavior of Other People and groups

Technical Skills
Job-Specific Knowledge and Techniques

X———X

Second Lecture

February 2016
Jamadi-ul-Awwal 1437

FEBRUARY
M T W T F S S
1 2 3 4 5 6 7
8 9 10 11 12 13 14
15 16 17 18 19 20 21
22 23 24 25 26 27 28
29

Challenges. 1. Managing Human Resources 12 Friday
to gain a Competitive Advantage

The Ability to Outperform Competetors or othe
Organizations that promote Significant Similar
goods and services.

— increasing Efficiency, increasing quality,
increasing innovation and Creativity, increasing
responsiveness to Customers.

By — Cross functional team.
— Reengineering (rethinking/redesign of Bus. Process)
— Restructuring (Altering or Eliminating any dept.

13 Saturday 14 Sunday

Challege 2. Developing Organizational Ethics
and Well-Being.

Ethics: Rules, beliefs and values in which
managers and Workers Behave.

Well-Being: The Condition of being happy, healthy
and Prosperous.

* North Carolina (Case Study

Social Responsibility: An Org. moral responsibility
toward individuals or groups outside the org.

Organizational Change and Development.

FEBRUARY
M | T | W | T | F | S | S
1 2 3 4 5 6 7
8 9 10 11 12 13 14
15 16 17 18 19 20 21
22 23 24 25 26 27 28
29

February 2016
Jamadi-ul-Awwal 1437

15 Monday ✻ Green Mountain Coffee Roaster → Coffee *give incentive*
growing farmers ~~to~~ not to use herbicides or
Pesticides for stopping soil erosion.
— Facilitates Health, Education.

~~Educ~~

Challenge: 3 Managing a Diverse Work Force

— Diversity: ~~Differences~~ results from age, gender
ethnicity, race, religion and Socioeconomic background

Appointment

i Fairness and eJustice   Distributive/Procedural.

16 Tuesday ~~Deci~~Decision making and Performance

ii Coca Cola Company deliberately choose different
~~lives~~ Executives from different Ethnic background
IBM, Hoechst. → diversity response.

iii Flexibility Challenge:

Flexible Employment approaches. Like

a Workers with Children
b Workers with no Children
c Workers with Aged Parents

February 2016

Jamadi-ul-Awwal 1437

FEBRUARY

M	T	W	T	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29						

17 Wednesday

Challenge 4: Managing the Global Environment.

- International operations like Coca Cola Proctor and Gamble, Toyota.

- Understanding of different Values and views of different Countries.

- Management Functions of Planning, Organizing, leading and Controlling Org. activities.

3/ Chapter 2

Individual Differences:
Personality and Ability

Individual Differences:
The ways in which People differ from Each other.

The Nature of Personality :
The Pattern of relatively Enduring ways in which a Person feel, thinks and behaves.

Determinants of Personality: Nature and Nurture

Nature: Biological heritage, genetic makeup
Nurture: Life Experience, Social Learning.

The Person Situation Debate:

Person: Thinking, Behavior, feelinging, attitudes including Job Satisfaction

The Situation Side of the Debat

— Situational Constraints, Pressures, Rules, Job requirement Nature of work, Procedures

Attraction — Selection — Attrition
Organization attracts and Select Personalities with similar Characteristics and looses with other types of Personalities.

⟹ ↓ Traits

    A specific, relatively stable component of self or personality

✳ Big Five Model.

    Five general personality ⟵ traits at the top of the trait hierarchy.

① Extroversion.

    The tendency to experience positive emotional states and feel good about oneself and the world around one. It is also called Positive affectivity.

       Sociable affectionate friendly. Vs Low Social interaction.
       Jobs: Customer relations

② Neuroticism

    The Tendency to experience negative emotional States and view oneself and the world around one negatively; also called negative affectivity. high on neuroticism are more critical of themselves and their performance.

    Low in Neurot: Optimistic Non Critical.
        Jobs: Decision makers.

③ Agreeableness

    The tendency to get along well with others
— ability to care for others
— affectionate,

Individual low in Agreableness: Antagonistic like
      People in recovery, bill collector.
      mistrustful, unsympathetic, uncooperative rude.

④ Conscientiousness

        The Extent to which a Person is Careful, Scrupulous, and Persevering.

High on Conscientiousness : Organized, Self discipline.

Low on Conscientiousness : Lack direction, Self discipline.

⑤ Openness to Experience.

        The Extent to which a Person is original, has broad interests, and is willing to take risks.

— high → Open to a wide variety of Stimuli,

— Low → narrow-minded, Cautious

     Job → Creative, innovative, risk involved

☆ Locus of Control.

      People differ in how much Control they believe
      they have over the Situation, they are in and
      over what happens to them.

— Some believe they have relatively little impact on their Surrounding and little Control over important things.

— Some believe that they Can have a Considerable impact on the World around them and on the Path their lives take.

(5)

② Low Self monitors:

believe what they think is true or correct
Not overly concerned about how others will react
to them.

• Jobs: they get honest feedback from self

→ Self Esteem:

The extent to which People have Pride in themselves
and their Capabilities

High: Capable and worthy People, Can deal with most
situation.

Low: question their self worth, doubt their Capabilities
and apprehensive about their ability to succeed.

Job. High SE Person Choose Challenging Careers
high goals, tackle difficult tasks

Type A and B Behavior.

Type A:

A Person who has an intense desire to achieve,
is Extremely Competitive, and has a strong sense of
urgency.

Ideal workers on Job, when alot to
do in less time.

(4)

External Locus of Control

Describes People who believe that fate, Luck, or outside forces are responsible for what happens to them

Internal Locus of Control

Describes People who believe that, ability, Effort or their own actions determine what happens to them.

*In Organizations, internal LC are more easily motivated than External, need no direct Supervision & they believe that their Work behavior influence important Outcomes Such as how well they Perform their Jobs, and the Pay increases, Praise, Job Security and Promotion they recieve.

* ## Self Monitoring

The Extent to which People try to Control the way they Present themselves to others.

(1) —High Self Monitoring: Want their behavior to be Socially acceptable and so are attuned to any Social Cues. Strive to behave in a Situationally appropriate manner.

Job: Sales, Consultation, modification of Behavior in Organization.

- Type B:

Relaxed Calm and Easygoing

On Job: less Conflicting managers

Three Needs.

* Need for Achievement (McClelland)
The desire to Perform Challenging tasks well
and to meet ones own high Standard.
High: Entrepreneurial Occupation, Strong goal orientation.

* Need for affiliation
The desire to Establish and maintain
good relations with others.

Jobs: require a lot of Social interaction, Team Player.

* Need for Power:
The desire to Exert Emotional and Behavioral
Control or influence over others.

Jobs: Managerial Jobs, Leadership Position.

- Deductive Ability

 Is the ability to reach appropriate Conclusions from an array of observations or Evaluate the implications of a Series of facts.

- Ability to See Relationships:

 The ability to See relationships is the ability to See how two things are related to Each other and then apply this knowledge to other relationships and Situations.

- Ability to Remember:

 Ability to recall things ranging from Simple associations to Complex groups of Statements or Sentences.

Spatial Ability.

 Is the ability to determine the location or arrangement of objects in relation to one's own Position and to imagine how an object would appear if its Positions in Space were altered.

The Nature of Ability

Ability:

The mental or Physical Capacity to do Something

— Ability determines the level of Performance a Worker Can achieve.

*Cognitive ability

The most General dimension of Cognitive ability is General Intelligence. Different areas of mental functioning

— Verbal Ability:

is the ability to Understand and Use Written and Spoken language.

One dimension is Verbal Comprehension.
Another dimension is Verbal fluency.

— Numerical Ability:

is the ability to Solve arithmetic Problems and deal with numbers.

— Reasoning Ability:

is the ability to Come up with Solutions for Problems and Understand the Principles by Which different Problems Can be Solved.

- Perceptual Ability

is the ability to uncover Visual Patterns and see relationships within and across Pattern.

- Physical Ability.

Two types of Physical Ability are :-

i. Motor Skill is the ability to Physically manipulate objects in an Environment. Eleven basic motor Skills (Such as, Reaction time, Speed of arm movement).

ii. Physical Skill is a Person's fitness and Strength. Nine Physical Skills (Such as Static Strength, which includes the ability to lift weights and Stamina).

Where Do Abilities Come from and How they measured.

Nature → Cognitive/Physical abilities ⇄ Nurture

↓ Biological Heritage

↓ Education, Practice and Exercise.
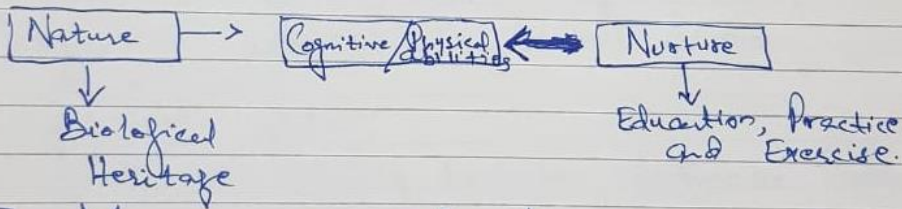
The Management of Ability in Organization

- Selection:

Induction of People according to abilities

- Placement:

Matching Each Worker to a Job

- Training.

Training acknowledges that nurture also Contributes to ability levels. , Enhancing Worker's abilities throug training.

Chapter 3.

FEBRUARY
M | T | W | T | F | S | S
1 | 2 | 3 | 4 | 5 | 6 | 7
8 | 9 | 10 | 11 | 12 | 13 | 14
15 | 16 | 17 | 18 | 19 | 20 | 21
22 | 23 | 24 | 25 | 26 | 27 | 28
29

Work Values, ATTITUDES, AND Mood

→ **Work Values.**

A Worker's Personal Convictions about What Outcomes one Should Expect from work and how one Should behave at work.

① **Intrinsic Work Values**

Work Values that are related to the nature of Work itself
- desire to be Challenged, Learn new things
- make important Contributions,
- Reach their full Potential.
- Interesting work

Extrinsic Work Values

Work Values that are related to the Consequences of Work.
- High Pay, Job Security, Job benefits
- Social Contacts, Status in wider Community

The Relationship b/w Extrinsic and Intrinsic Values
- Intrinsis is dependent on Extrinsic

FEBRUARY
M | T | W | T | F | S | S
1 2 3 4 5 6 7
8 9 10 11 12 13 14
15 16 17 18 19 20 21
22 23 24 25 26 27 28
29

February 2016
Jamadi-ul-Aswal 1437

24 ^{Wednesday} The Nature of Work Attitudes

Work attitudes

Collections of feelings, beliefs and thoughts about how to behave in one's Job and organization.

Job Satisfaction:

The Collection of feelings and beliefs that People have about their Current Job.
— It is Composed of organizational Commitment.

Appointment

25 ^{Thursday} The Nature of Work mood
— How

Work mood.

How People feel at the time they actually Perform their Job

February 2016
Jamadi-ul-Awwal 1437

FEBRUARY
M	T	W	T	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29						

26 Friday

→ Job Satisfaction.

Determinants of Job Satisfaction.

* Personality

     Feelings, Behavior, Thinking, Personality
- Characteristic
✓ — 30 Percent Genetic factors. for Job Satisfaction

* Work Values
     Intrinsic, Extrinsic

* Work Situation
     — The Work itself, Working Conditions, Surrounding, the way organization treat the Employ, the People a Jobholders interacts

Social Influence
     Coworkers, Group, family background
Cultural Influences (like Emphasis on individual achievement)

FEBRUARY
M|T|W|T|F|S|S
1 2 3 4 5 6 7
8 9 10 11 12 13 14
15 16 17 18 19 20 21
22 23 24 25 26 27 28

Feb/Mar 2016
Radjul Awwal 1437

Theories Of Job Satisfaction

29 Monday

~~One of numerous Com~~

The Facet Model of Job Satisfaction.

~~Face~~

— Facet

One of numerous Components of Job. Like Achievement, Ability Utilization, Authority Compensation, Creativity, Social Status Working Conditions.

⟹ "Herzberg's"

Motivator — Hygiene Theory of Job-Satis.

1 Tuesday

— Herzberg Proposes ~~too~~ that Every worker has two Sets of needs or requirements.

i. Motivator need: are associated with the actual work itself and how Challenging it. Like Some facet, interesting work Autonomy on the Job.

MARCH
M | T | W | T | F | S | S
1 2 3 4 5 6
7 8 9 10 11 12 13
14 15 16 17 18 19 20
21 22 23 24 25 26 27
28 29 30 31

March 2016
Jamadi-ul-Awwal 1437

Hygiene need:

2 Wednesday

The Physical and Psychological Content in which the work is Performed, Like Physical work Condition like temperature Pleasentness of Surrounding, nature of Supervision.

③ The Discrepancy Model of Job Satisfaction

It is based on a simple idea that
"Worke Compare their Job to Some Ideals.

Appoinment

The Concept of ideal Job is Subjective

2 Thursday

④ The Steady-State Theory of Job Satisfaction

A Worker's level of Job Satisfaction fluctuates Above and below the Equilibrium level As Events increase or decrease Job Satisfaction.

MARCH
M | T | W | T | F | S | S
1 2 3 4 5 6
7 8 9 10 11 12 13
14 15 16 17 18 19 20
21 22 23 24 25 26 27
28 29 30 31

6

March 2016

Jamadi-ul-Awwal 1437

Friday

Measuring Job Satisfaction

Minnesota Job Satisfaction Questionnaire 1976.

\# Organizational Citizenship Behavior.

Behavior that is not required but is necessary for organizational Survival and Effectiveness.

\# Workers Well being.
 — How happy, healthy and Prosperous Workers are.
 — Potential Consequences of Job Satisfaction

Leadership.

Leadership
- The Exercise of influence by one member of a group or organization over members to help the group or organization achieve its goals.

Leader
An individual who is able to influence group or Organizational members to help the group or organization achieve its goals.

Formal Leaders
A member of an organization who is given authority by the organization to influence other Organizational members to achieve organizational goals.

Informal Leader
An Organizational member with no formal authority to influence others who nevertheless is able to exert Considerable influence because of special skills or talents.

Early Approaches to Leadership

① Trait Approach

Identify enduring Personal Characteristics and traits that distinguish Leaders from followers and Effective from ineffective Leaders.

→ The Search for Leadership began in the 1930s

* Intelligence helps a leader solve Complex Problems

* Task-Relevant knowledge Ensures that a leader Knows What has to be done, how it should be done, What resources are required, and so on, for a group and organization to achieve its goals.

* Self-Confidence helps a leader influence followers and Persist in the face of Obstacles or difficulties.

* Tolerance for Stress helps a leader deal with the uncertainity inherent in any leadership role.

② The Behavior Approach

Behavior approach focuses on What leaders actually do.

— Ohio State University 1940's and 1950s leads this Approach.

— Researcher realized that One of the key ways in which leaders influence Followers is through the behaviors the leaders Perform.

— The Behavior approach Seeks to identify leader behaviors that ~~One of the key ways in which~~ help individuals, groups, and Organizations achieve their multiple goals.

Consideration: Behavior indicating that a leader trusts, respects and values good relationships with his or her followers.

Initiating Structure:
Behavior that a leader Engages into make Sure that work gets done and Subordinates Perform their Jobs acceptably.

Leader Reward Behavior
A leader's Positive Reinforcement of Subordinate's desirable behavior.

Leader Punishing Behavior

A Leader's negative response to Subordinates undesired behavior.

③ * Fiedler's Contingency theory of Leadership

The theory that leader Effectiveness is determined by both the Personal Characteristic of Leaders and by the Situations in which leaders find themselves

- Leaders who are relationship-oriented want to be liked by and to get along well with their Subordinates.

- They want their Subordinates to Perform at a high level.
- First Priority is developing good relationship.
- Second Priority is making sure that the Job gets done.

- Leaders who are task oriented want their Subordinates to Perform at high level and accomplish all of their assigned tasks. First accomplishment then good relationship.

Situational Characteristics

- Leader member Relations.
  The Relationship between a leader and his or her fellows.

- Task Structure
  The Extent to which the work to be Performed by a group is Clearly defined.

- Position Power.
  The amount of formal authority a leader has.

Contemporary Perspectives on Leadership

① Path - Goal Theory.
  A theory which describes how leaders can motivate their followers to achieve group and Organizational goals and the kinds of behaviours leaders can Engage in to motivate followers.

2 Vroom and Yetton model.

A model that describes the different ways in which leaders can make decisions and guides leaders in determining the extent to which subordinates should participate in decision making.

Decision making Styles.

- Autocratic: The leader makes the decision without input from subordinates.

- Consultative: Subordinates have some input, but the leader makes the decision.

- Group. The group makes the decision; the leader is just ~~another~~ groupmember.

- Delegated: The leader gives exclusive responsibility to subordinates.

3 Leader member Exchange Theory.

A theory that describes the different kinds of relationships that may develop between a leader and the follower give to and receive back from the Relationship.

New Topics in Leadership (7)

1) Transformational Leadership:
Leadership that inspires followers to trust the leader, Perform behaviors that Contribute to the achievement of organizational goals, an Perform at a high level.

2) Charismatic Leader
A Self Confident, enthusiastic leader able to win followers respect and Support for his or her Vision of how good things Could be.

3) Transactional Leadership.
Leadership that motivates followers by Exchanging rewards for high Performance and noticing and reprimanding Subordinate for mistakes and Substandard Performance.