

BUS 401 Business and Entrepreneurship



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Organizational Behaviour (OB)

- Organizational behaviour (OB) is defined as the systematic study and application of knowledge about how individuals and groups act within the organizations where they work. They are important because they tell us what something is as well as what it is not.

“Innovation has nothing to do with how many R&D dollars you have....It’s not about money. It’s about the people you have, how you’re led, and how much you get it.”

Mary Kay Ash, founder of Mary Kay Inc., a billion-dollar cosmetics company, makes a similar point, saying, “People are definitely a company’s greatest asset. It doesn’t make any difference whether the product is cars or cosmetics. A company is only as good as the people it keeps.” Retrieved June 4, 2008



Steve Jobs, cofounder, chairman, and CEO of Apple

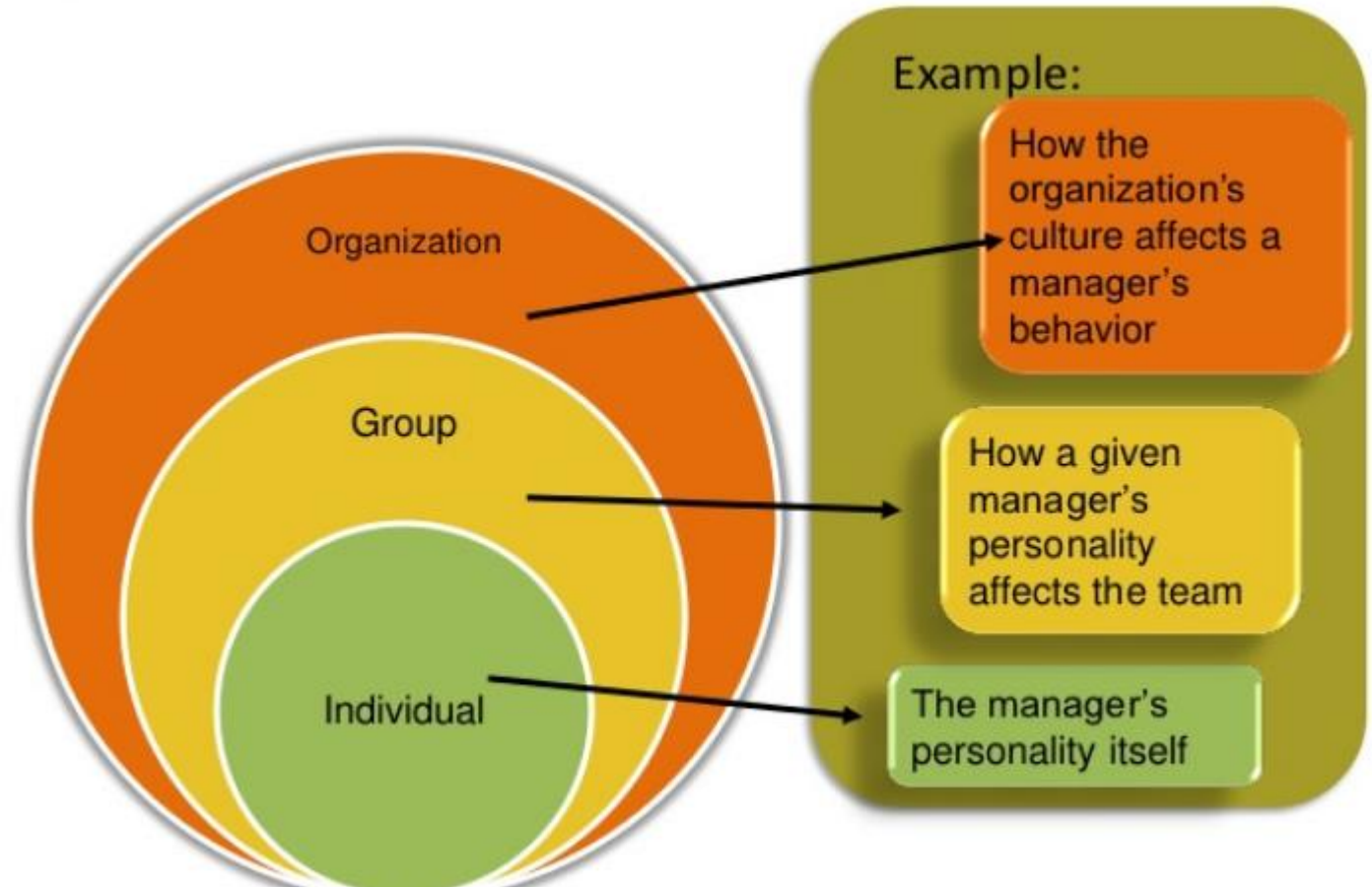
Why Organizational Behaviour Matters ?

- It matters because it is all about things **you care** about. OB can help you become a more engaged organizational member. Getting along with others, getting a great job, dropping your stress level, making more effective decisions, and working effectively within a team.
- It matters because **employers care** about OB. A recent survey by the National Association of Colleges and Employers (NACE) asked employers which skills are the most important for them when evaluating job candidates
- The following were the top five personal qualities/skills:
 - Communication skills (verbal and written)
 - Honesty/integrity
 - Interpersonal skills (relates well to others)
 - Motivation/initiative
 - Strong work ethic



THREE BASIC LEVELS OF OB ANALYSIS

- INDIVIDUAL LEVEL
- GROUP LEVEL
- ORGANISATIONAL LEVEL



INDIVIDUAL LEVEL

At the individual level of analysis, organizational behavior involves the study of learning, perception, creativity, motivation, personality, turnover, task performance, cooperative behavior, divergent behavior, ethics, and cognition. At this level of analysis, organizational behavior draws heavily upon psychology, engineering, and medicine.

GROUP LEVEL

At the group level of analysis, organizational behavior involves the study of group dynamics, intra- and intergroup conflict and unity, leadership, power, norms, interpersonal communication, networks, and roles. At this level of analysis, organizational behavior draws upon the sociological and socio-psychological sciences.

ORGANIZATION LEVEL

At the organization level of analysis, organizational behavior involves the study of topics such as organizational culture, organizational structure, cultural diversity, inter-organizational cooperation and conflict, change, technology, and external environmental forces. At this level of analysis, organizational behavior draws upon anthropology and political science.

OB Research Methods

OB researchers have many tools they use to discover how individuals, groups, and organizations behave. Researchers have working hypotheses based on their own observations, readings on the subject, and information from individuals within organizations. Based on these ideas, they set out to understand the relationships among different variables.

Surveys

Surveys are one of the primary methods management researchers use to learn about OB. A basic survey involves asking individuals to respond to a number of questions. The questions can be open-ended or close-ended. An example of an open-ended question that could be used to address your manager's question would be to ask employees how they feel about goal setting in relation to productivity, then summarize your findings.

Response Scale: 1=Strongly disagree, 2=Disagree, 3=Neither agree nor disagree, 4=Agree, 5=Strongly agree

Field Studies

- Field studies are also effective ways to learn about what is truly going on within organizations. There are survey field studies like the one above, but more compelling evidence comes from field studies that employ an experimental design. Here you would assign half the employees at your company to the goal setting condition and the other half to the control group condition.

Laboratory Studies

OB researchers are often interested in basic research questions. researchers may conduct a lab study in which one group is assigned one condition and the other group is assigned the control condition

Case Studies

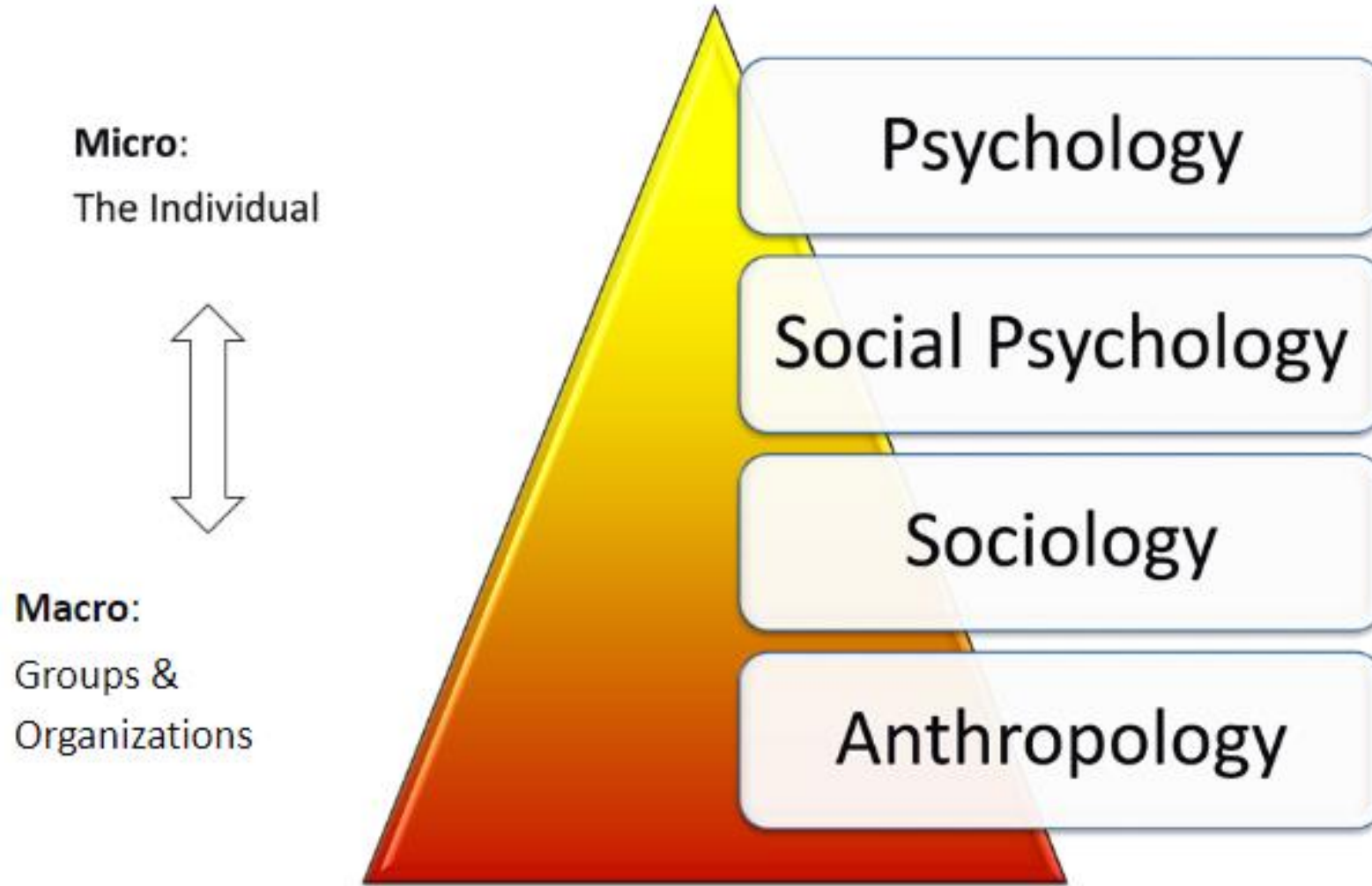
Case studies are in-depth descriptions of a single industry or company. Case writers typically employ a systematic approach to gathering data and explaining an event or situation in great detail. The benefits of case studies are that they provide rich information for drawing conclusions about the circumstances and people involved in the topics studied.



Meta-Analysis

Meta-analysis is a technique used by researchers to summarize what other researchers have found on a given topic. This analysis is based on taking observed correlations from multiple studies, weighting them by the number of observations in each study, and finding out if, overall, the effect holds or not. The advantage of meta-analysis is that it gives a more definitive answer to a question than a single study ever could.

Contributing Disciplines to the OB Field



Challenges and Opportunities of OB

- The workplace is contains a wide mix of cultures, races, ethnic groups, genders and ages
- Employees have to learn to cope with rapid change due to global competition
- Corporate loyalty has decreased due to corporate downsizing and use of temp workers
- Managers can benefit from OB theory and concepts
- Improving quality and productivity
- Customer service and building a customer-responsive culture
- Developing people skills



THANKS