

Chapter 1

Robbins & Judge

Organizational Behavior

13th Edition

What Is Organizational Behavior?

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Chapter Learning Objectives

- **After studying this chapter you should be able to:**
- Demonstrate the importance of interpersonal skills in the workplace.
 - Describe the manager's functions, roles, and skills.
 - Define organizational behavior (OB).
 - Show the value to OB of systematic study.
 - Identify the major behavioral science disciplines that contribute to OB.
 - Demonstrate why there are few absolutes in OB.
 - Identify the challenges and opportunities managers have in applying OB concepts.
 - Compare the three levels of analysis in this book's OB model.

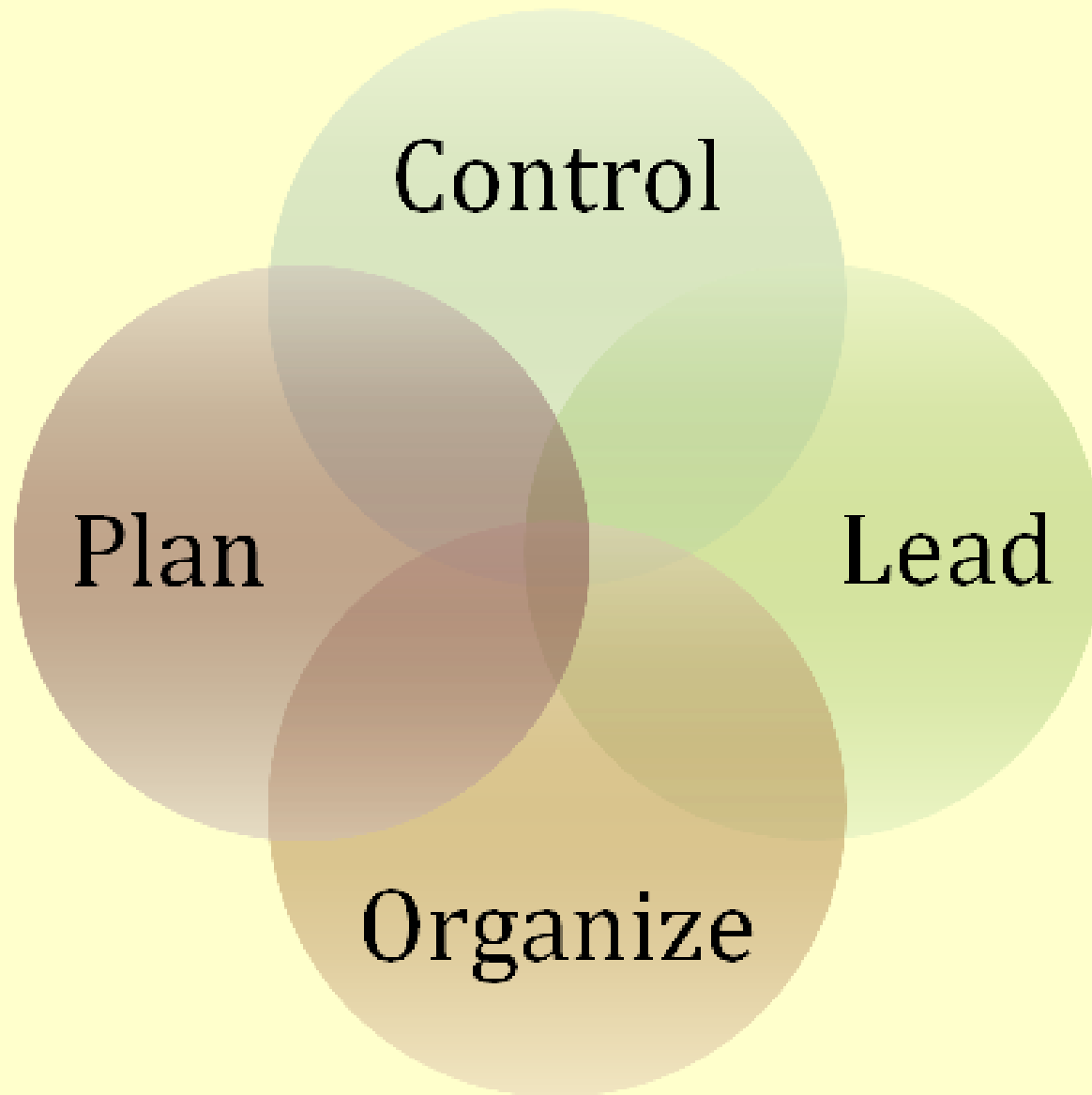
The Importance of Interpersonal Skills

- **Understanding OB helps determine manager effectiveness**
 - Technical and quantitative skills are important
 - But leadership and communication skills are CRITICAL
- **Organizational benefits of skilled managers**
 - Lower turnover of quality employees
 - Higher quality applications for recruitment
 - Better financial performance

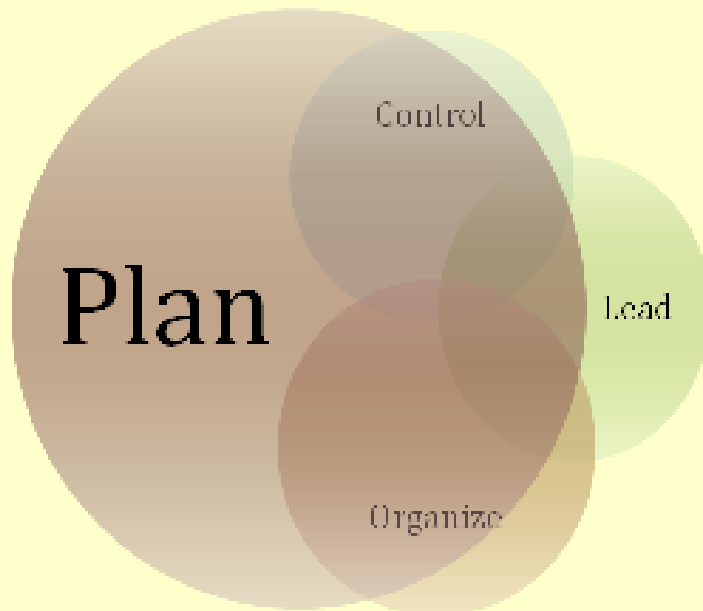
What Managers Do

- *They get things done through other people.*
- **Management Activities:**
 - Make decisions
 - Allocate resources
 - Direct activities of others to attain goals
- **Work in an *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



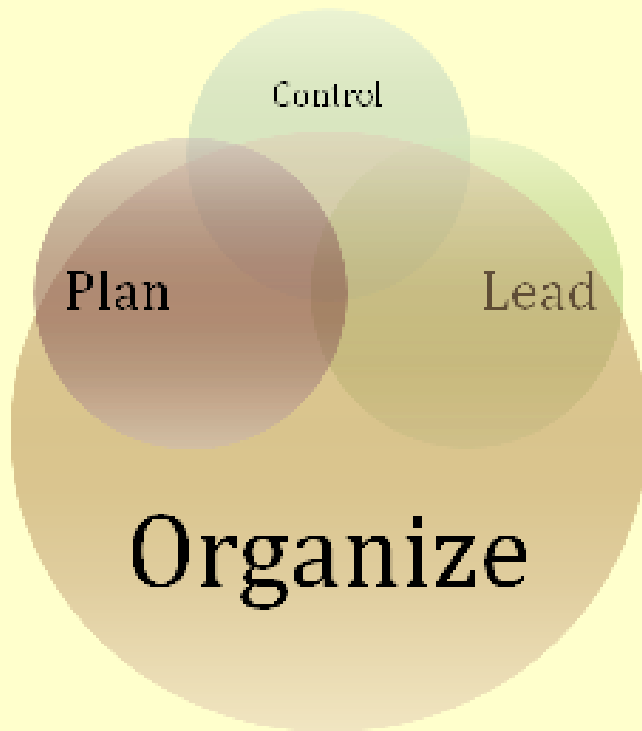
Management Functions: Plan



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

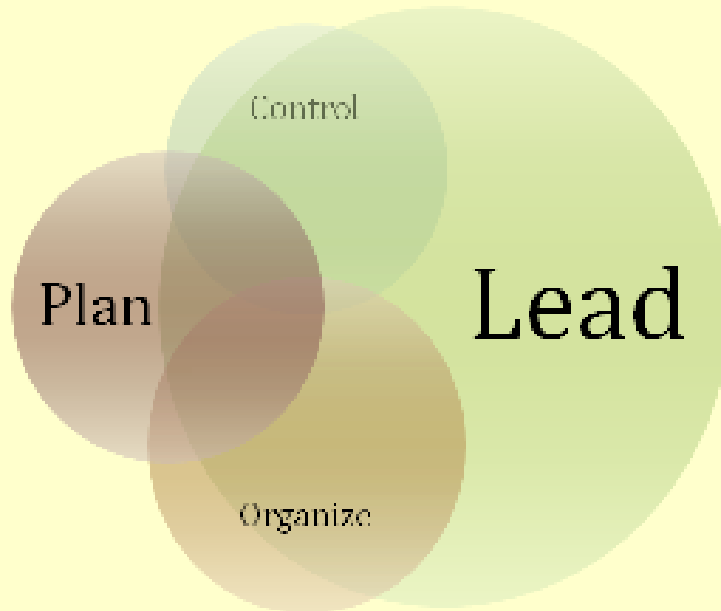
As managers advance, they do this function more often.

Management Functions: Organize



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.

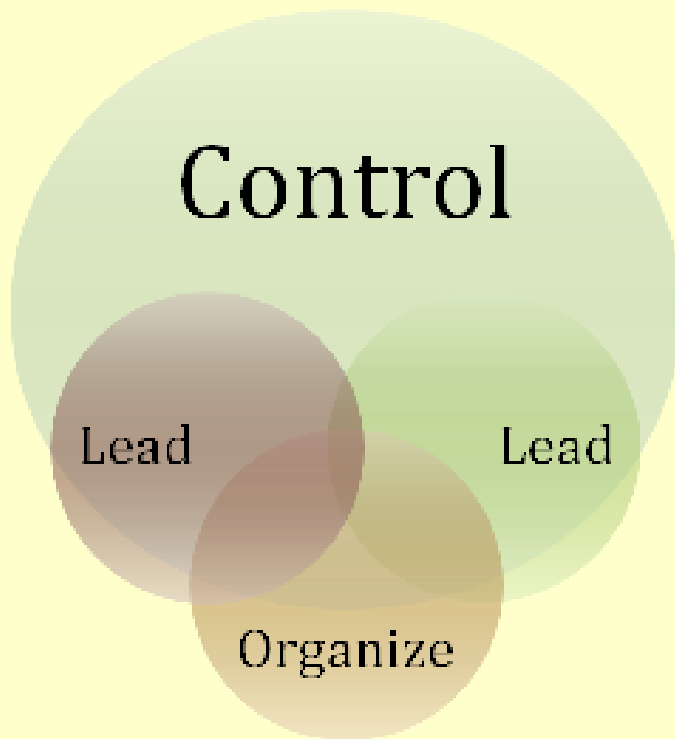
Management Functions: Lead



A function that includes motivating employees, directing others, selecting the most effective communication channels, and resolving conflicts.

It is about PEOPLE!

Management Functions: Control



Monitoring performance, comparing actual performance with previously set goals, and correcting any deviation.

Mintzberg's Managerial Roles

- **Discovered ten managerial roles**
- **Separated into three groups:**
 - Interpersonal
 - Informational
 - Decisional



EXHIBIT 1-1

Mintzberg's Managerial Roles: Interpersonal

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

Source: Adapted from *The Nature of Managerial Work* by H. Mintzberg. Copyright © 1973 by H. Mintzberg. Reprinted by permission of Pearson Education.

Mintzberg's Managerial Roles: Informational

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

Source: Adapted from *The Nature of Managerial Work* by H. Mintzberg. Copyright © 1973 by H. Mintzberg. Reprinted by permission of Pearson Education.

Mintzberg's Managerial Roles: Decisional

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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Katz's Essential 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

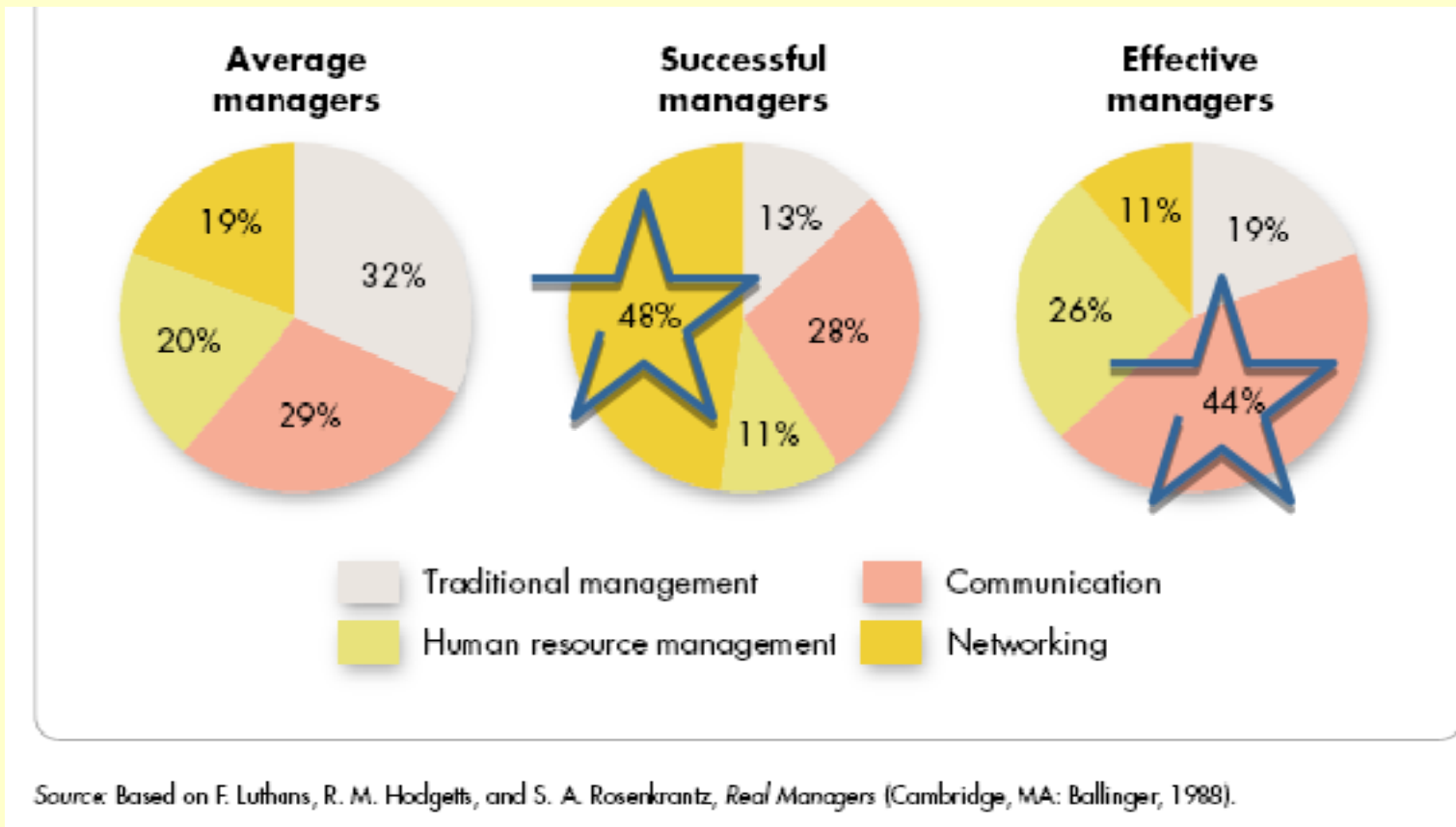
- The mental ability to analyze and diagnose complex situations



Luthans' Study of Managerial Activities

- *Is there a difference in frequency of managerial activity between effective and successful managers?*
- **Four types of managerial activity:**
 - Traditional Management
 - Decision-making, planning, and controlling.
 - Communication
 - Exchanging routine information and processing paperwork
 - Human Resource Management
 - Motivating, disciplining, managing conflict, staffing and training.
 - Networking
 - Socializing, politicking, and interacting with others.

Successful vs. Effective Allocation by Time

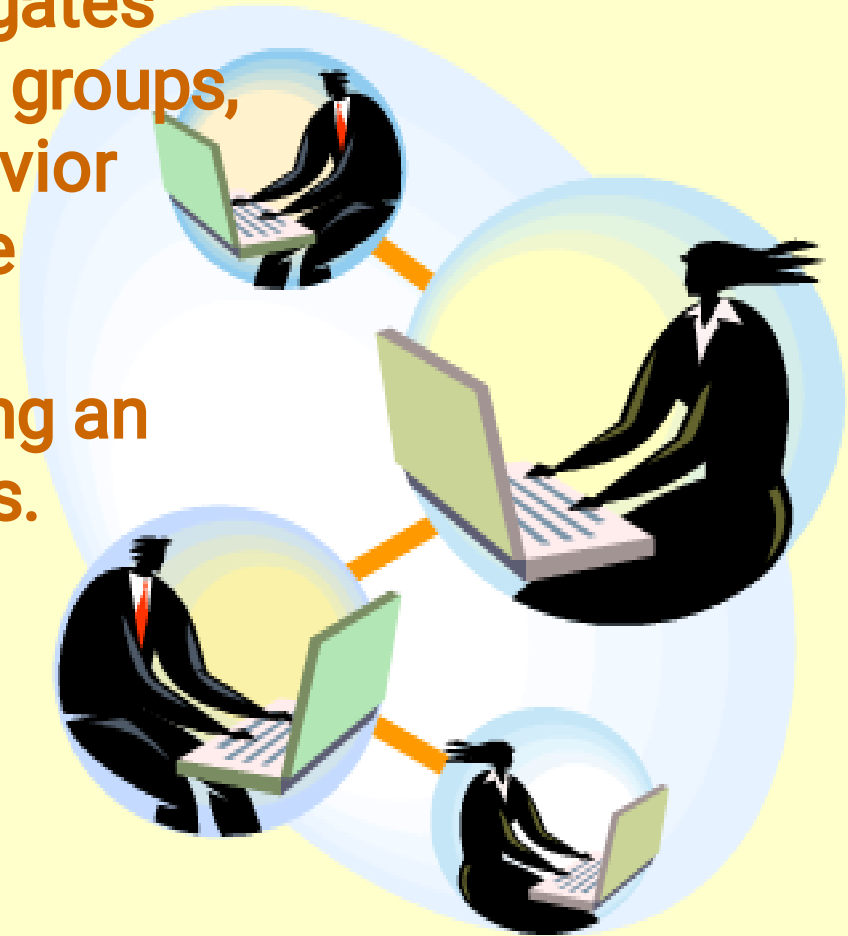


Managers who promoted faster (were successful) did different things than did effective managers (those who did their jobs well)

EXHIBIT 1-2

Organizational Behavior

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.



Intuition and Systematic Study

Intuition

- Gut feelings
- Individual observation
- Commonsense

Systematic Study

- Looks at relationships
- Scientific evidence
- Predicts behaviors

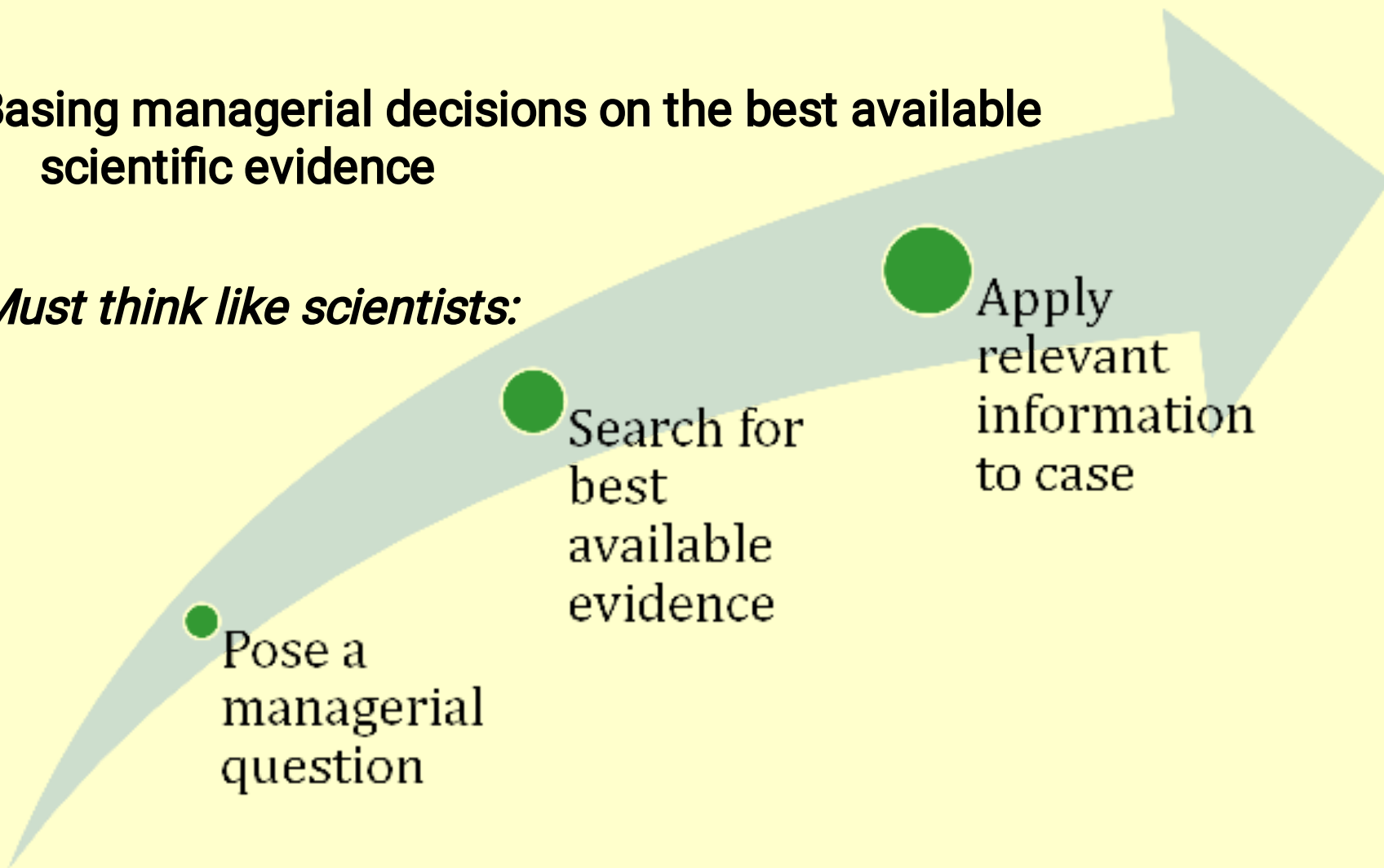
The two are complementary means of predicting behavior.

An Outgrowth of Systematic Study...

Evidence-Based Management (EBM)

Basing managerial decisions on the best available scientific evidence

Must think like scientists:



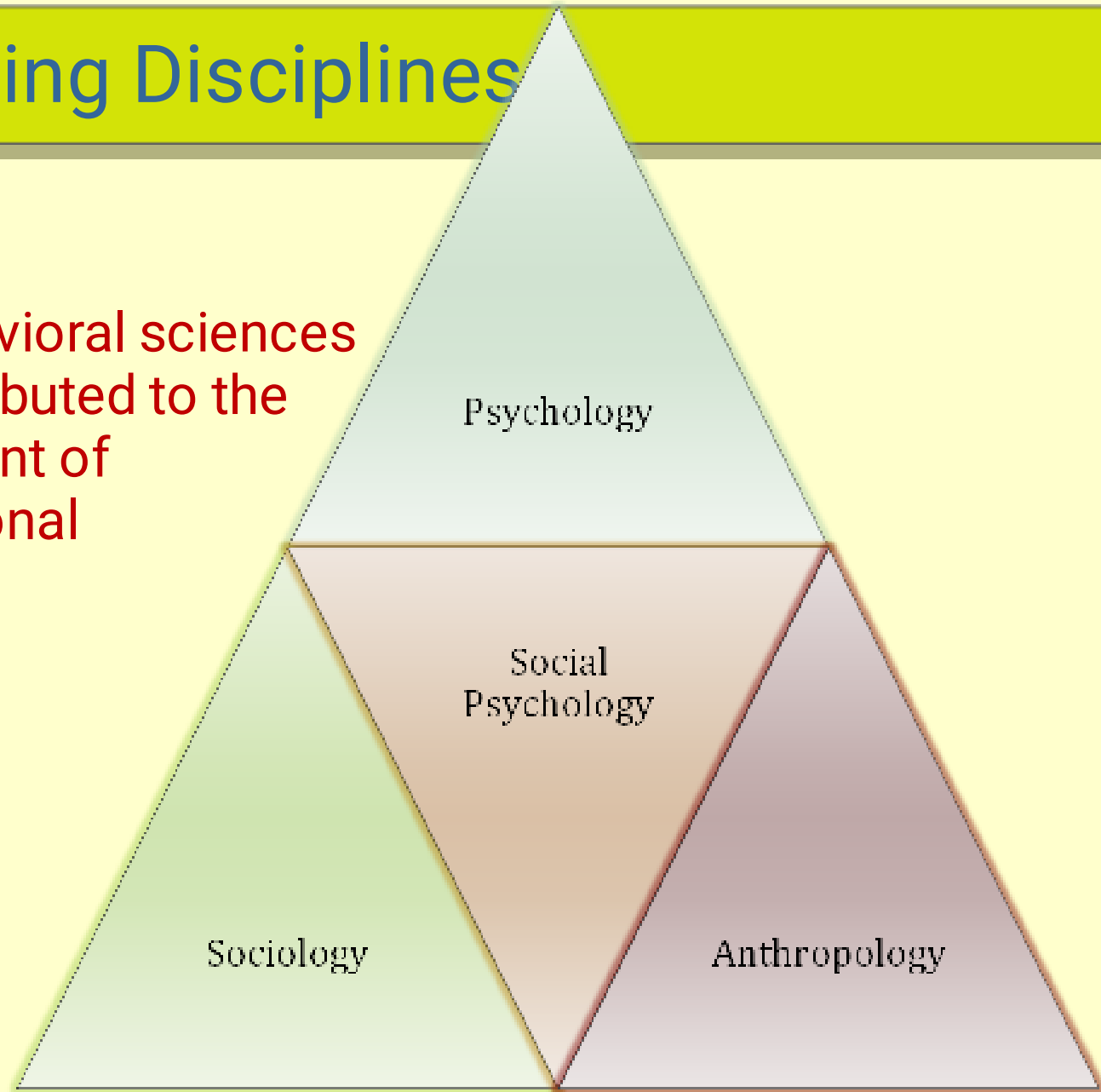
Pose a
managerial
question

Search for
best
available
evidence

Apply
relevant
information
to case

Contributing Disciplines

Many behavioral sciences
have contributed to the
development of
Organizational
Behavior



See EXHIBIT 1-3 for details

Psychology

The science that seeks to measure, explain, and sometimes change the behavior of humans and other animals.

➤ **Unit of Analysis:**

- Individual

➤ **Contributions to OB:**

- Learning, motivation, personality, emotions, perception
- Training, leadership effectiveness, job satisfaction
- Individual decision making, performance appraisal attitude measurement
- Employee selection, work design, and work stress

Social Psychology

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

➤ **Unit of Analysis:**

- Group

➤ **Contributions to OB:**

- Behavioral change
- Attitude change
- Communication
- Group processes
- Group decision making



Sociology

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

➤ Unit of Analysis:

-- Organizational System

-- Group

➤ Contributions to OB:

- Group dynamics
- Work teams
- Communication
- Power
- Conflict
- Intergroup behavior

- Formal organization theory
- Organizational technology
- Organizational change
- Organizational culture

Anthropology

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

➤ Unit of Analysis:

-- Organizational System

-- Group

➤ Contributions to OB:

- Organizational culture
- Organizational environment

- Comparative values
- Comparative attitudes
- Cross-cultural analysis



Challenges and Opportunities for OB

- *Responding to Globalization*
- *Managing Workforce Diversity*
- Improving Quality and Productivity
- Improving Customer Service
- Improving People Skills
- Stimulating Innovation and Change
- Coping with “Temporariness”
- Working in Networked Organizations
- Helping Employees Balance Work-Life Conflicts
- Creating a Positive Work Environment
- Improving Ethical Behavior



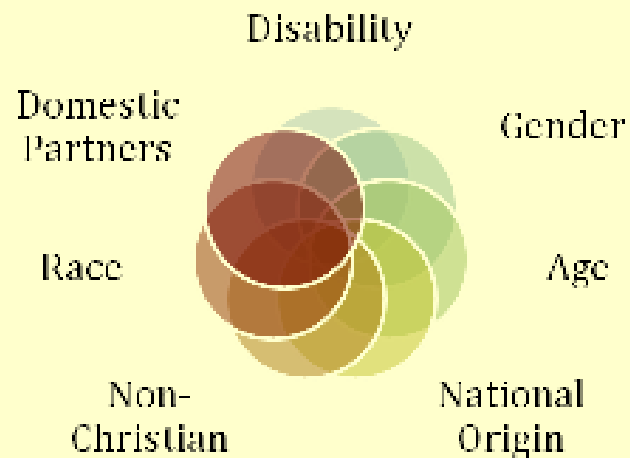
Responding to Globalization

- Increased foreign assignments
- Working with people from different cultures
- Overseeing movement of jobs to countries with low-cost labor
- Managing people during the war on terror



Managing Workforce Diversity

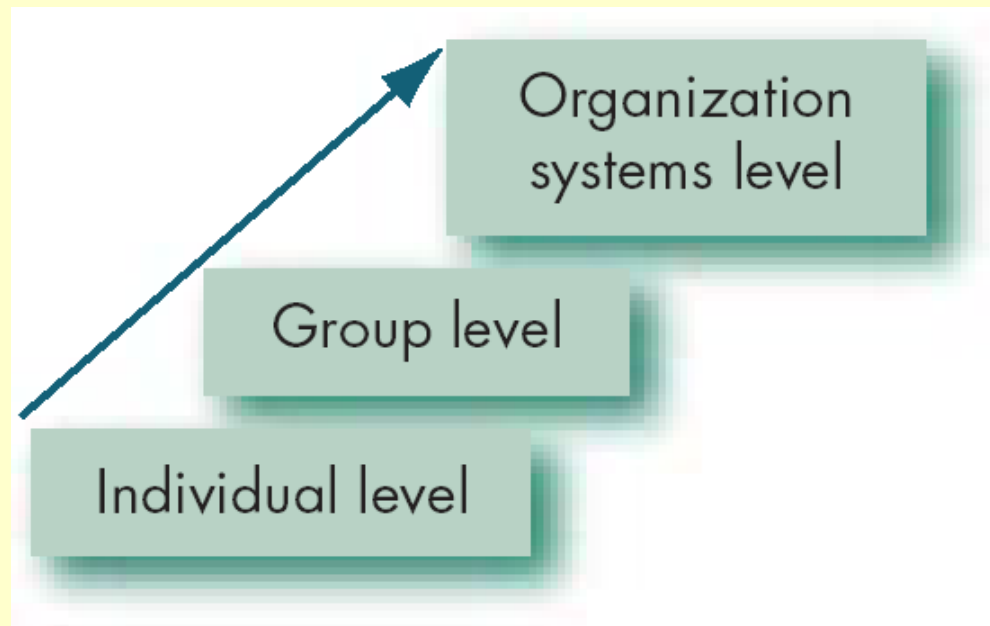
- *The people in organizations are becoming more heterogeneous demographically*
 - Embracing diversity
 - Changing U.S. demographics
 - Changing management philosophy
 - Recognizing and responding to differences



See EXHIBIT 1-4

Developing an OB Model

- ***A model*** is an abstraction of reality: a simplified representation of some real-world phenomenon.
- **Our OB model has three levels of analysis**
 - Each level is constructed on the prior level



Interesting OB Dependent Variables

➤ Productivity

- Transforming inputs to outputs at lowest cost. Includes the concepts of **effectiveness** (achievement of goals) and **efficiency** (meeting goals at a low cost).

➤ Absenteeism

- Failure to report to work – a huge cost to employers.

➤ Turnover

- Voluntary and involuntary permanent withdrawal from an organization.

➤ Deviant Workplace Behavior

- Voluntary behavior that violates significant organizational norms and thereby threatens the well-being of the organization and/or any of its members.

More Interesting OB Dependent Variables

➤ Job Satisfaction

- A general attitude (not a behavior) toward one's job; a positive feeling of one's job resulting from an evaluation of its characteristics.



The Independent Variables

The independent variable (X) can be at any of these three levels in this model:

➤ Individual

- Biographical characteristics, personality and emotions, values and attitudes, ability, perception, motivation, individual learning and individual decision making.

➤ Group

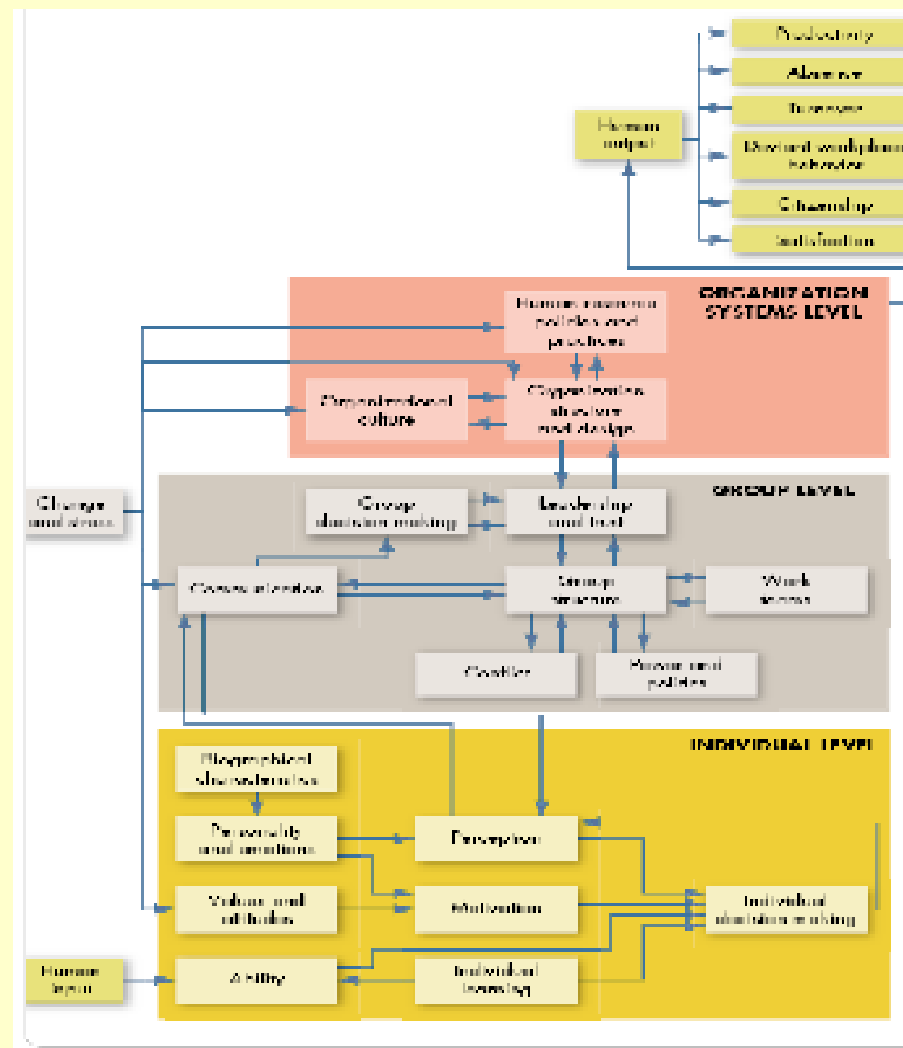
- Communication, group decision making, leadership and trust, group structure, conflict, power and politics, and work teams.

➤ Organization System

- Organizational culture, human resource policies and practices, and organizational structure and design.

OB Model

Three Levels



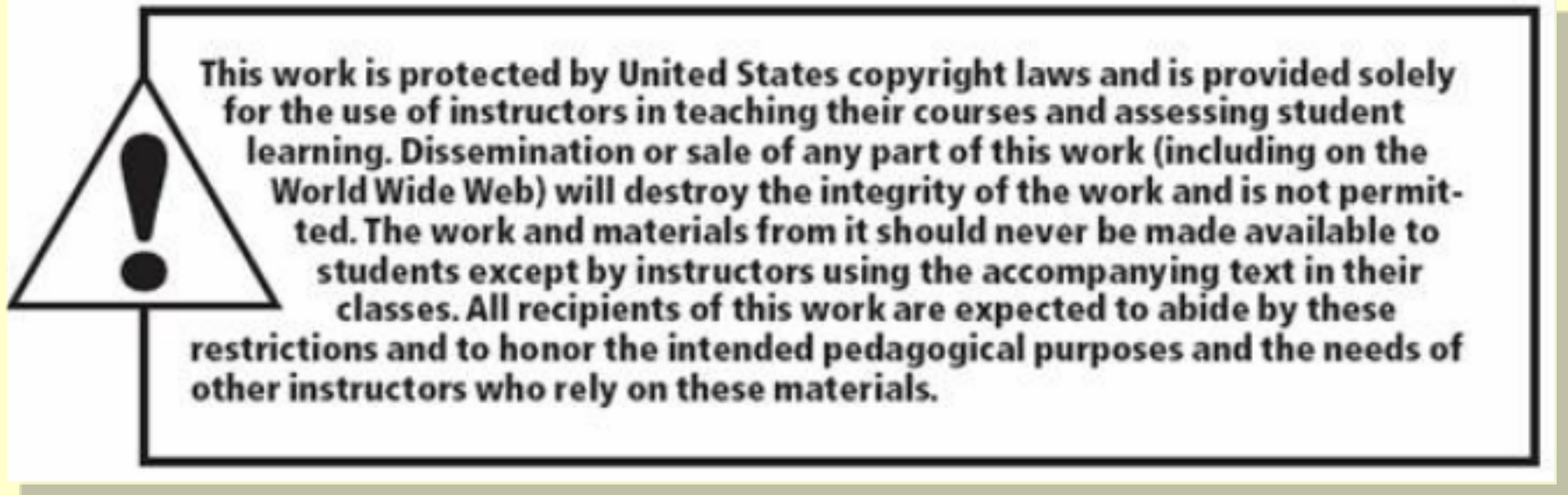
Dependent Variables (Y)

Independent Variables (X)

EXHIBIT 1-6

Summary and Managerial Implications

- Managers need to develop their interpersonal skills to be effective.
- OB focuses on how to improve factors that make organizations more effective.
- The best predictions of behavior are made from a combination of systematic study and intuition.
- Situational variables moderate cause-and-effect relationships – which is why OB theories are contingent.
- There are many OB challenges and opportunities for managers today.
- The textbook is based on the contingent OB model.



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