

**A. Definitions**

- Manager: Someone who gets things done through other people. They make decisions, allocate resources, and direct the activities of others to attain goals.
- 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.

**B. Management Functions**

- French industrialist Henri Fayol wrote that all managers perform five management functions: plan, organize, command, coordinate, and control. Modern management scholars have condensed to these functions to four: planning, organizing, leading, and controlling.
  - Planning requires a manager to:
    - Define goals (organizational, departmental, worker levels).
    - Establish an overall strategy for achieving those goals.
    - Develop a comprehensive hierarchy of plans to integrate and coordinate activities.
  - Organizing requires a manager to:
    - Determine what tasks are to be done.
    - Who is to be assigned the tasks.
    - How the tasks are to be grouped.
    - Determine who reports to whom.
    - Determine where decisions are to be made (centralized/ decentralized)
  - Leading requires a manager to:
    - Motivate employee.
    - Direct the activities of others.
    - Select the most effective communication channels.
    - Resolve conflicts among members.
  - Controlling requires a manager to:
    - Monitor the organization's performance.
    - Compare actual performance with the previously set goals.
    - Correct significant deviations.

**C. Management Roles**

1. Interpersonal Roles
  - Figurehead—duties that are ceremonial and symbolic in nature
  - Leader—hire, train, motivate, and discipline employees

- Liaison—contact outsiders who provide the manager with information. These may be individuals or groups inside or outside the organization.
2. Informational Roles
    - Monitor—collect information from organizations and institutions outside their own
    - Disseminator—a conduit to transmit information to organizational members
    - Spokesperson—represent the organization to outsiders
  3. Decisional Roles
    - Entrepreneur—managers initiate and oversee new projects that will improve their organization’s performance.
    - Disturbance handlers—take corrective action in response to unforeseen problems
    - Resource allocators—responsible for allocating human, physical, and monetary resources
    - Negotiator role—discuss issues and bargain with other units to gain advantages for their own unit

#### D. **Management Skills**

1. 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.
2. Human Skills
  - Ability to work with, understand, and motivate other people, both individually and in groups, describes human skills.
  - Many people are technically proficient but interpersonally incompetent.
3. Conceptual Skills
  - The mental ability to analyze and diagnose complex situations
  - Decision making, for example, requires managers to spot problems, identify alternatives that can correct them, evaluate those alternatives, and select the best one.

### III. ENTER ORGANIZATIONAL BEHAVIOR

#### A. Introduction

- **Definition:** 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.

- Organizational behavior is a field of study.
  - OB studies three determinants of behavior in organizations: individuals, groups, and structure.
  - OB applies the knowledge gained about individuals, groups, and the effect of structure on behavior in order to make organizations work more effectively.
  - OB is concerned with the study of what people do in an organization and how that behavior affects the performance of the organization.

## V. CONTRIBUTING DISCIPLINES TO THE OB FIELD

### A. Introduction

- Organizational behavior is an applied behavioral science that is built upon contributions from a number of behavioral disciplines.
- The predominant areas are psychology, sociology, social psychology, anthropology, and political science.

### B. Psychology

- Psychology is the science that seeks to measure, explain, and sometimes change the behavior of humans and other animals.
  - Its contributions include learning, perception, personality, emotions, training, leadership effectiveness, needs and motivational forces, job satisfaction, decision-making processes, performance appraisals, attitude measurement, employee selection techniques, work design, and job stress.

### C. Social Psychology

- Social psychology blends the concepts of psychology and sociology.
- It focuses on the influence of people on one another.
- Major area—how to implement it and how to reduce barriers to its acceptance.

### D. Sociology

- Sociologists study the social system in which individuals fill their roles; that is, sociology studies people in relation to their fellow human beings.
- Their greatest contribution to OB is through their study of groups in organizations, particularly formal and complex organizations.

### E. Anthropology

- Anthropology is the study of societies to learn about human beings and their activities.
- Anthropologists work on cultures and environments; for instance, they have helped us understand differences in fundamental values, attitudes, and behavior among people in different countries and within different organizations.

### III. COMING ATTRACTIONS: DEVELOPING AN OB MODEL

#### A. The Dependent Variables

##### 1. Introduction

- Primary dependent variables in OB: productivity, absenteeism, turnover, job satisfactory, deviant workplace behavior, and organizational citizenship behavior.

##### 2. Productivity

- It is achieving goals by transferring inputs to outputs at the lowest cost. This must be done both effectively and efficiency.

##### 3. Absenteeism

- Absenteeism is the failure to report to work.

##### 4. Turnover

- Turnover is the voluntary and involuntary permanent withdrawal from an organization.

##### 5. Deviant Workplace Behavior

- Deviance can range from someone playing his music too loud to violence.
- This represents voluntary behavior that violates significant organizational norms.

##### 6. Organizational Citizenship Behavior

- Organizational citizenship behavior (OCB) is discretionary behavior that is not part of an employee's formal job requirements, but that nevertheless promotes the effective functioning of the organization.

##### 7. Job Satisfaction

- Job satisfaction is "the difference between the amount of rewards workers receive and the amount they believe they should receive."

#### B. The Independent Variables

##### 1. Introduction

- Organizational behavior is best understood when viewed essentially as a set of increasingly complex building blocks: Individual, group, and organizational system.

##### 2. Individual-Level Variables:

- People characteristics, perception, individual decision making, learning, and motivation.

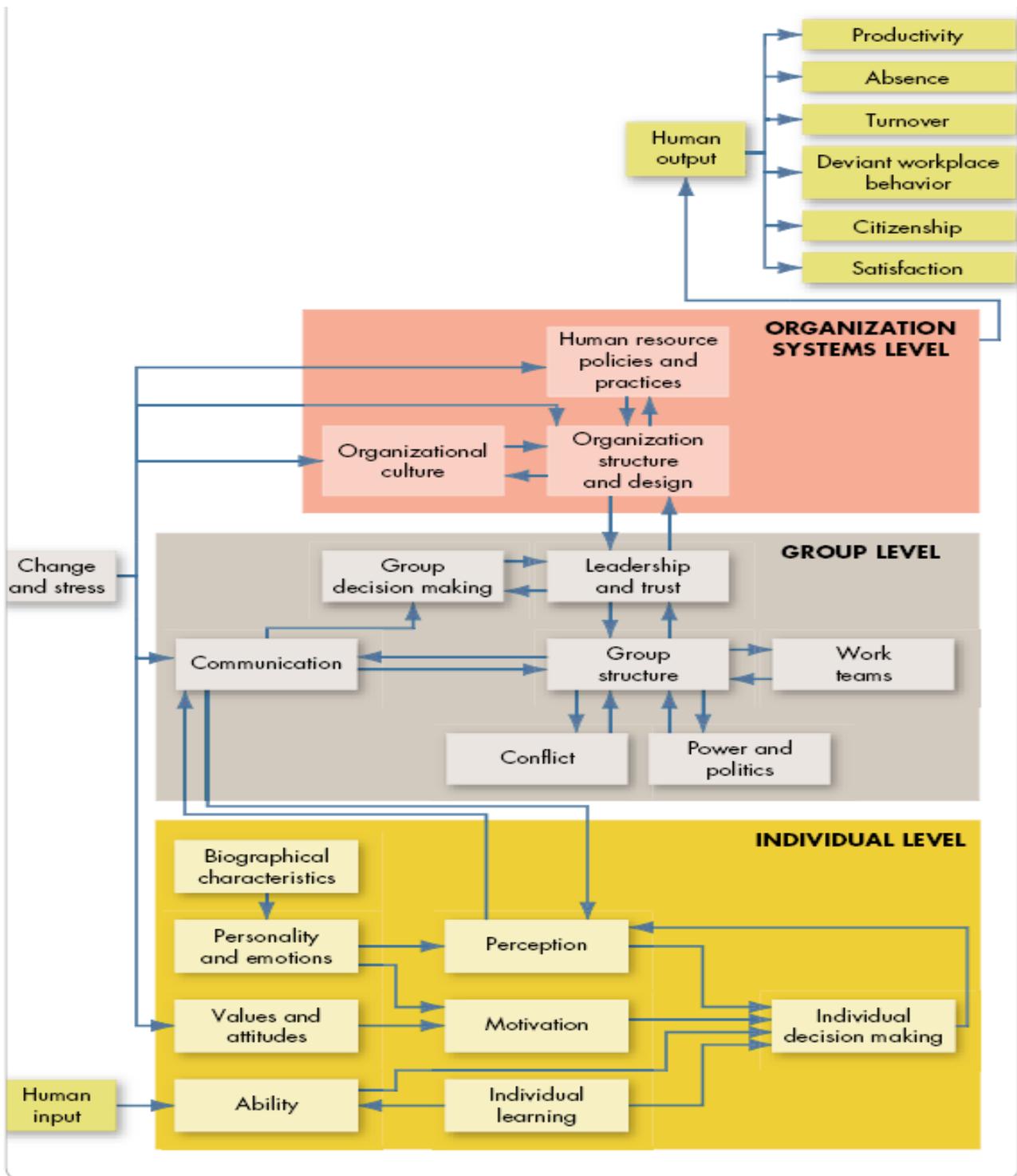
##### 3. Group-Level Variables:

- The behavior of people in groups is more than the sum total of all the individuals acting in their own way.

- People behave differently in groups than they do when alone.
4. Organization Systems Level Variables
- The design of the formal organization; the organization's internal culture; and the organization's human resource policies and practices (that is, selection processes, training and development programs, performance evaluation methods) all have an impact on the dependent variables.

IX.. SUMMARY AND IMPLICATIONS FOR MANAGERS

- Managers need to develop their interpersonal skills.
- OB is a field that investigates the impact of individuals, groups, and structure on an organization.
- OB focuses on improving productivity, reducing absenteeism and turnover, and increasing employee citizenship and job satisfaction.



## Shorts Questions

## Chapter 1:

**1. List and explain the three kinds of interpersonal roles?**

- Figurehead—duties that are ceremonial in nature
- Leader—hire, train, motivate, and discipline employees
- Liaison—contact outsiders who provide the manager with information.

**2. List and explain the three kinds of Informational Roles?**

- Monitor—collect information from outside environment.
- Disseminator—a conduit to transmit information to organizational members.
- Spokesperson—represents the organization to outsiders.

**3. List and explain the four kinds of Decisional Roles?**

- Entrepreneur—initiate and oversee new projects.
- Disturbance handlers—take corrective action in response to problems
- Resource allocators—responsible for allocating resources.
- Negotiator role—discuss issues and bargain with others.

**4. List and explain the main management skills?**

- Technical Skills: The ability to apply specialized knowledge.
- Human Skills: Ability to work with, understand, and motivate others.
- Conceptual Skills: The mental ability to analyze and diagnose complex situations

**5. List the main dependent variables of OB?**

- Productivity
- Absenteeism
- Turnover
- Deviant Workplace Behavior
- Organizational Citizenship Behavior
- Job Satisfaction

**6. List and explain the main independent variables of OB?**

- **Individual-Level Variables:** personality, perception, learning, attitudes and motivation.
- **Group-Level Variables:** work teams and work groups.
- **Organization Systems Level Variables:** organizational structure, organizational culture, organization's human resource policies and practices.

