

Introduction

ORGANIZATIONAL BEHAVIOR

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ELEVENTH EDITION

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PowerPoint Presentation
by Charlie Cook

What Managers Do ?

- ① Make decisions
- ② Allocate resources
- ③ Direct activities of others to attain goals

Where Managers Work ?

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

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

Organizing, 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.

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

Controlling, monitoring activities to ensure they are being accomplished as planned and correcting any significant deviations.

Mintzberg's Managerial Roles

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

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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

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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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.



Effective vs Successful Managerial Activities

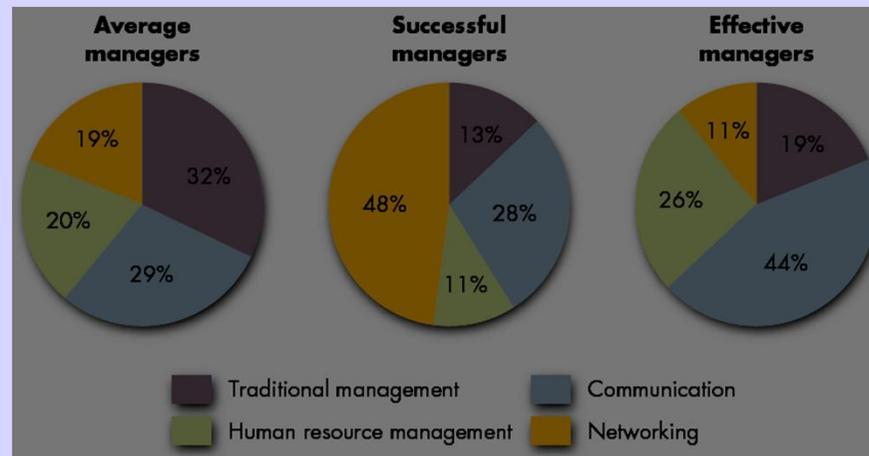
(Luthans)

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



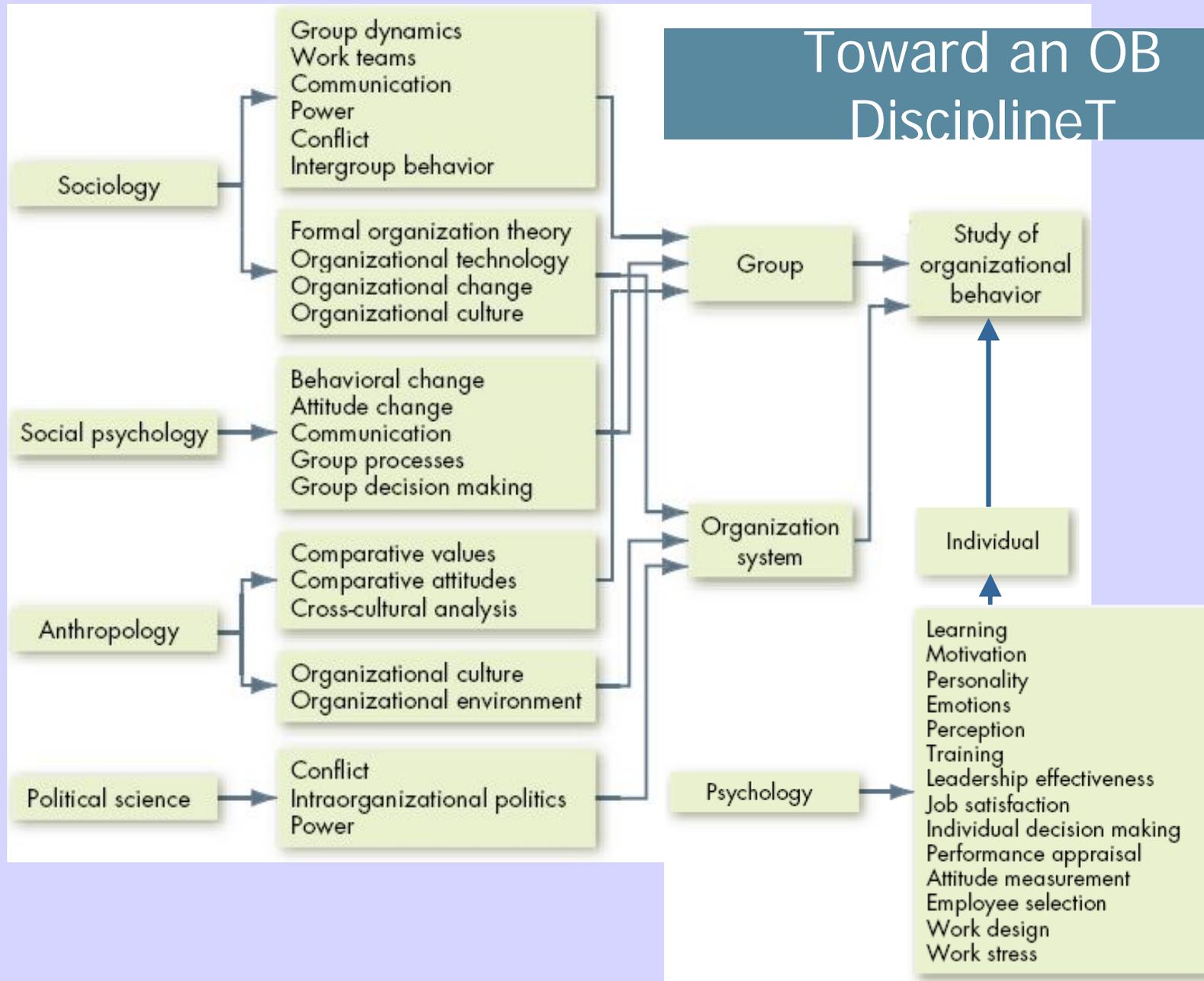
Organizational Behavior

Organizational behavior (OB)

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.



Toward an OB Discipline



Contributing Disciplines to the OB Field

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

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

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

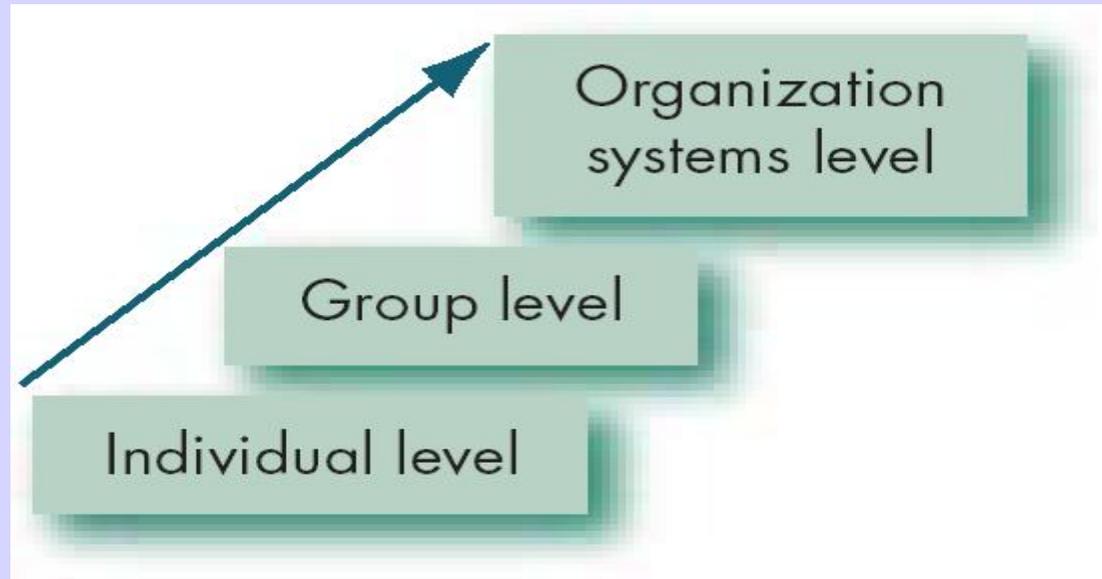
Anthropology, The study of societies to learn about human beings and their activities.

Political Science, The study of the behavior of individuals and groups within a political environment.

Challenges and Opportunities for OB

- Responding to Globalization
- Managing Workforce Diversity
- Improving Quality and Productivity
- Responding to the Labor Shortage
- Improving Customer Service
- Improving People Skills
- Empowering People
- Stimulating Innovation and Change
- Coping with “Temporariness”
- Working in Networked Organizations
- Helping Employees Balance Work/Life Conflicts
- Improving Ethical Behavior

Basic OB Model, Stage I



Model: An abstraction of reality. A simplified representation of some real-world phenomenon.

The Dependent Variables

Productivity, performance measure that includes effectiveness and efficiency.

Effectiveness, achievement of goals.

Turnover, the voluntary and involuntary permanent withdrawal from an organization.

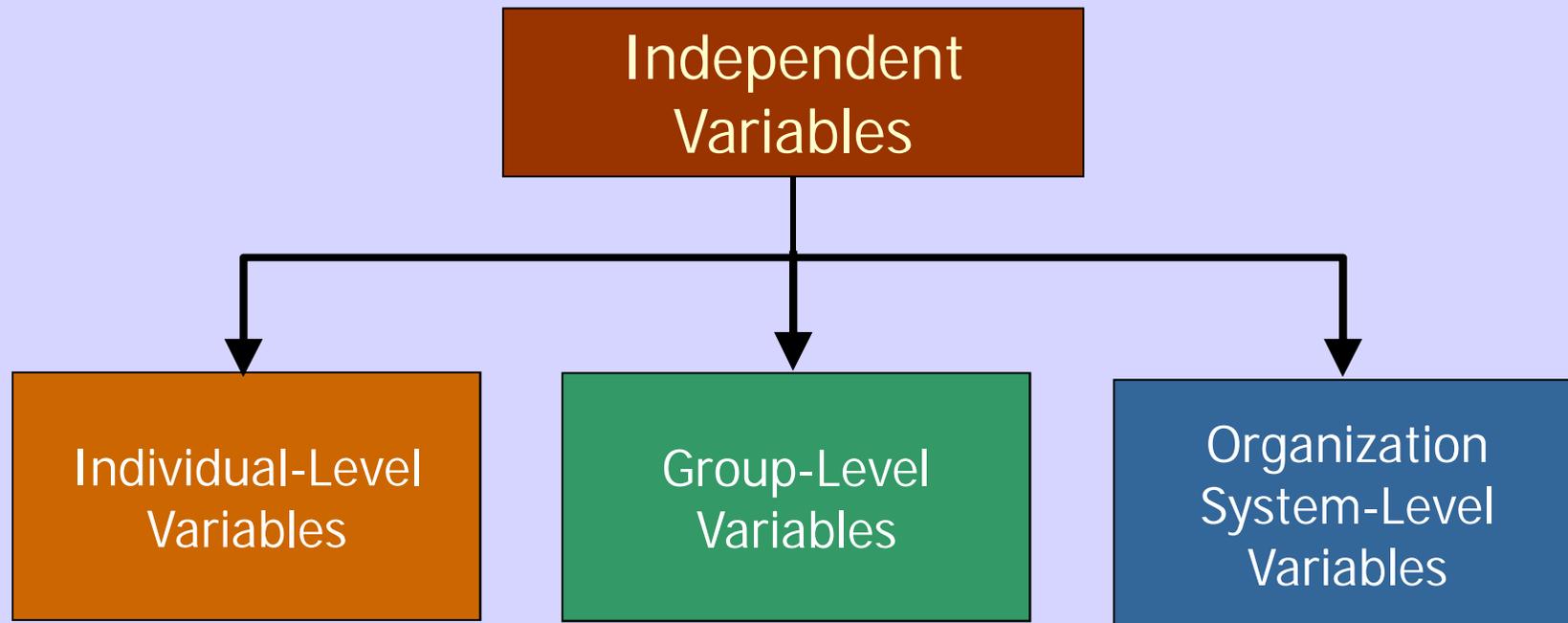
Efficiency, the ratio of effective output to the input required to achieve it.

Absenteeism, the failure to report to work.

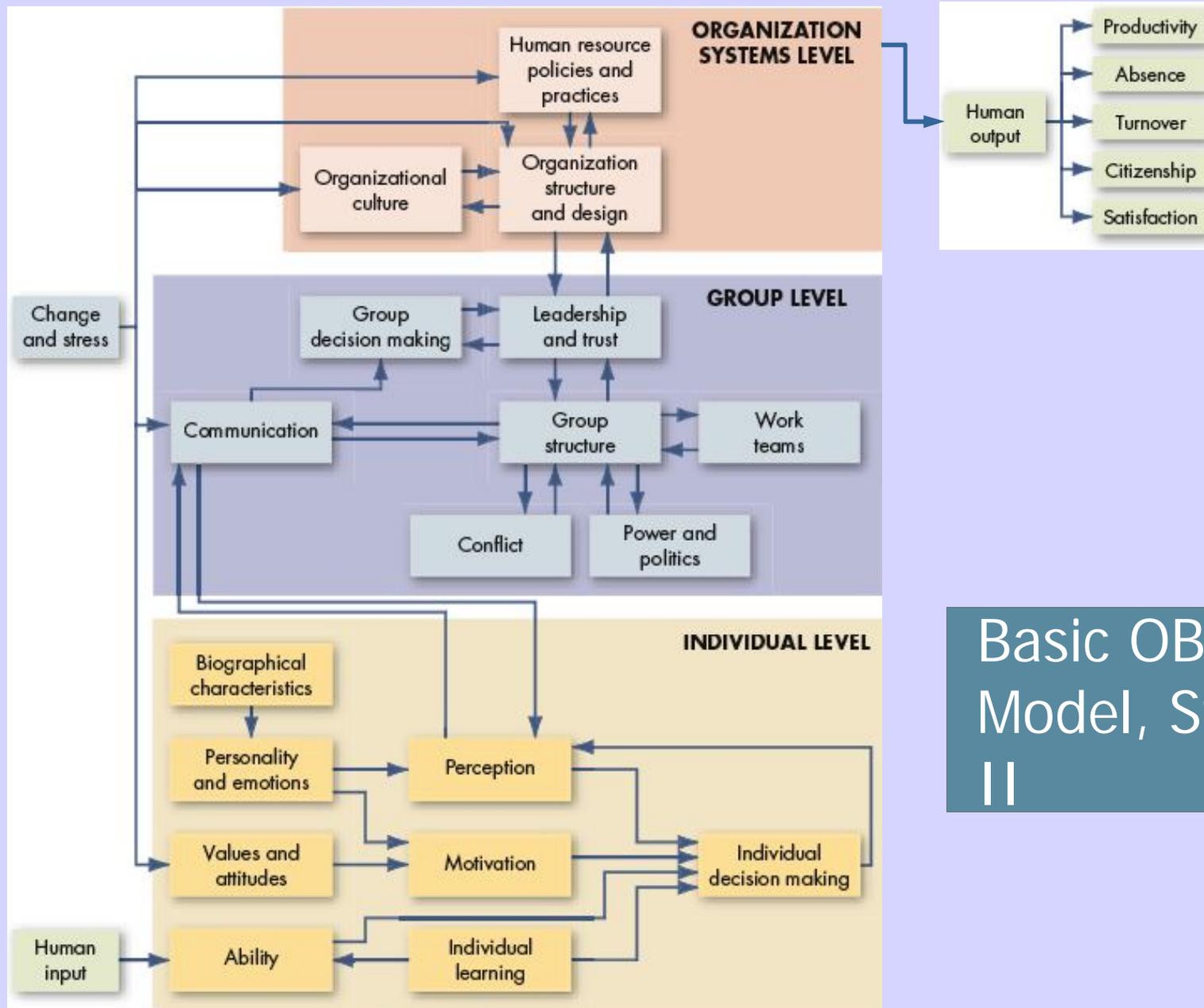
Organizational citizenship behavior (OCB), discretionary behavior that is not part of an employee's formal job requirements, but that nevertheless promotes the effective functioning of the organization.

Job satisfaction, a general attitude toward one's job, the difference between the amount of reward workers receive and the amount they believe they should receive.

The Independent Variables



Independent variable: The presumed cause of some change in the dependent variable.



Basic OB Model, Stage II

Foundations of Individual Behavior

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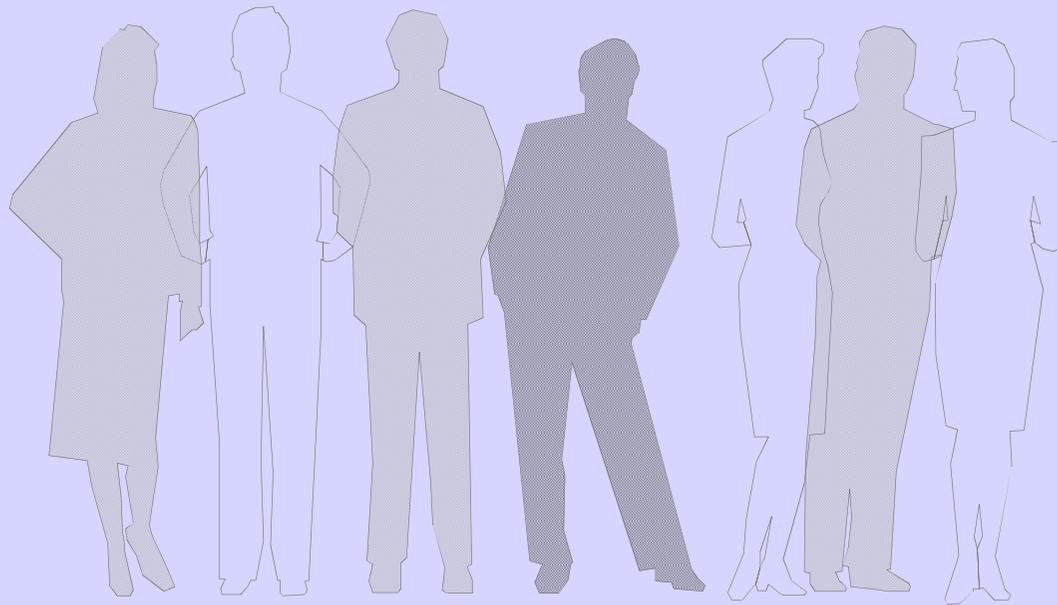
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Biographical Characteristics

Biographical Characteristics

Personal characteristics—such as age, gender, and marital status—that are objective and easily obtained from personnel records.



Ability, Intellect, and Intelligence

Ability

An individual's capacity to perform the various tasks in a job.

Intellectual Ability

The capacity to do mental activities.

Multiple Intelligences

Intelligence contains four subparts: cognitive, social, emotional, and cultural.



Dimensions of Intellectual Ability

- Number aptitude
- Verbal comprehension
- Perceptual speed
- Inductive reasoning
- Deductive reasoning
- Spatial visualization
- Memory

Physical Abilities

Physical Abilities: the capacity to do tasks demanding stamina, dexterity, strength, and similar characteristics.

Strength Factors

1. Dynamic strength
2. Trunk strength
3. Static strength
4. Explosive strength

Flexibility Factors

5. Extent flexibility
6. Dynamic flexibility

Other Factors

7. Body coordination
8. Balance
9. Stamina

The Ability-Job Fit



Learning: any relatively permanent change in behavior that occurs as a result of experience.

Learning

- Involves change
- Is relatively permanent
- Is acquired through experience

Theories of Learning

Classical Conditioning, a type of conditioning in which an individual responds to some stimulus that would not ordinarily produce such a response.

Operant Conditioning, a type of conditioning in which desired voluntary behavior leads to a reward or prevents a punishment.

Social-Learning Theory, people can learn through observation and direct experience.

Shaping Behavior, systematically reinforcing each successive step that moves an individual closer to the desired response.



Types of Reinforcement

- 1 Positive reinforcement; providing a reward for a desired behavior.
- 2 Negative reinforcement; removing an unpleasant consequence when the desired behavior occurs.
- 3 Punishment; applying an undesirable condition to eliminate an undesirable behavior.
- 4 Extinction; withholding reinforcement of a behavior to cause its cessation.



Schedules of Reinforcement

Continuous Reinforcement; a desired behavior is reinforced each time it is demonstrated.

Intermittent Reinforcement; a desired behavior is reinforced often enough to make the behavior worth repeating but not every time it is demonstrated.

Fixed-Interval Schedule; rewards are spaced at uniform time intervals.

Variable-Interval Schedule; rewards are initiated after a fixed or constant number of responses.



Behavior Modification

OB Mod: the application of reinforcement concepts to individuals in the work setting.

Five Step Problem-Solving Model

- ① Identify critical behaviors
- ② Develop baseline data
- ③ Identify behavioral consequences
- ④ Develop and apply intervention
- ⑤ Evaluate performance improvement