

Organizational Behavior

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What is Organizational Behavior?



Organizational behavior (OB) is the study of factors that affect how individuals and groups act in organizations and how organizations manage their environments.

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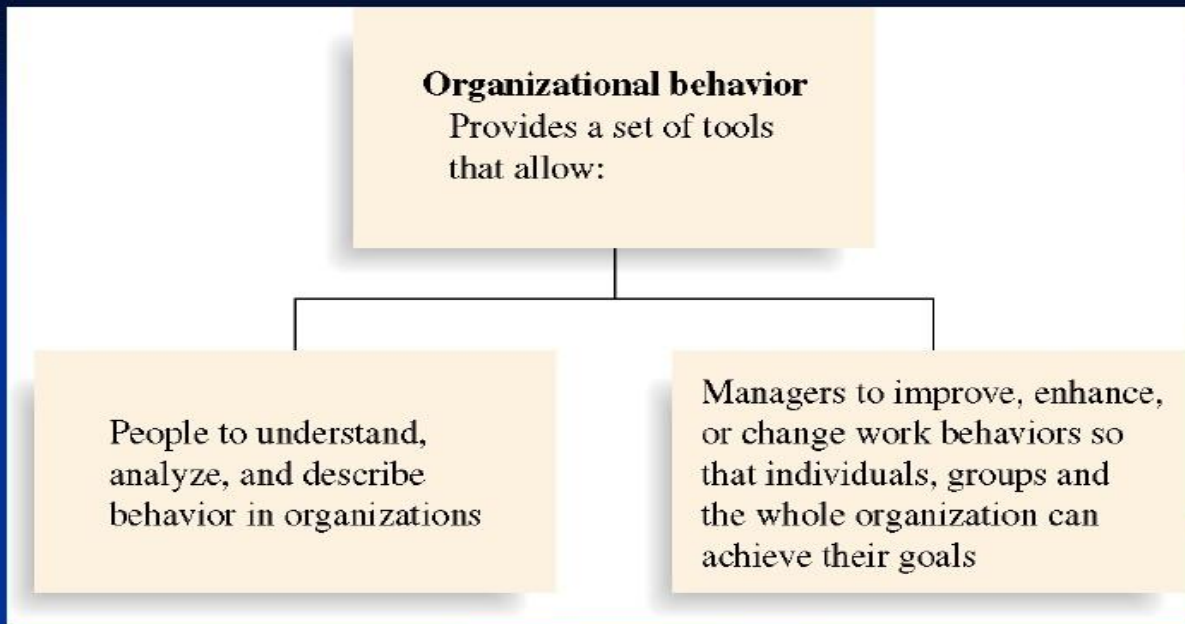
- **Definition:** The study of human behavior, attitudes, and performance in organizations.
- **Value of OB:** Helps people attain the competencies needed to become effective employees, team leaders/members, or managers
- **Competency** = an interrelated set of abilities, behaviors, attitudes, and knowledge needed by an individual to be effective in most professional and managerial positions

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Why Do We Study OB?

- To learn about yourself and how to deal with others
- You are part of an organization now, and will continue to be a part of various organizations
- Organizations are increasingly expecting individuals to be able to work in teams, at least some of the time
- Some of you may want to be managers or entrepreneurs

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Characteristics

- Goal-Oriented
- Levels of analysis
- Human tool
- Satisfaction of employees need
- A total systems approach

Challenges and Opportunities for OB

- **Responding to Globalization**
 - Increased foreign assignments
 - Working with people from different cultures
 - Coping with anti-capitalism backlash
 - Overseeing movement of jobs to countries with low-cost labor
 - Managing people during the war on terror
- **Managing Workforce Diversity**
 - Embracing diversity
 - Changing U.S. demographics
 - Implications for managers
 - Recognizing and responding to differences

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Major Workforce Diversity Categories

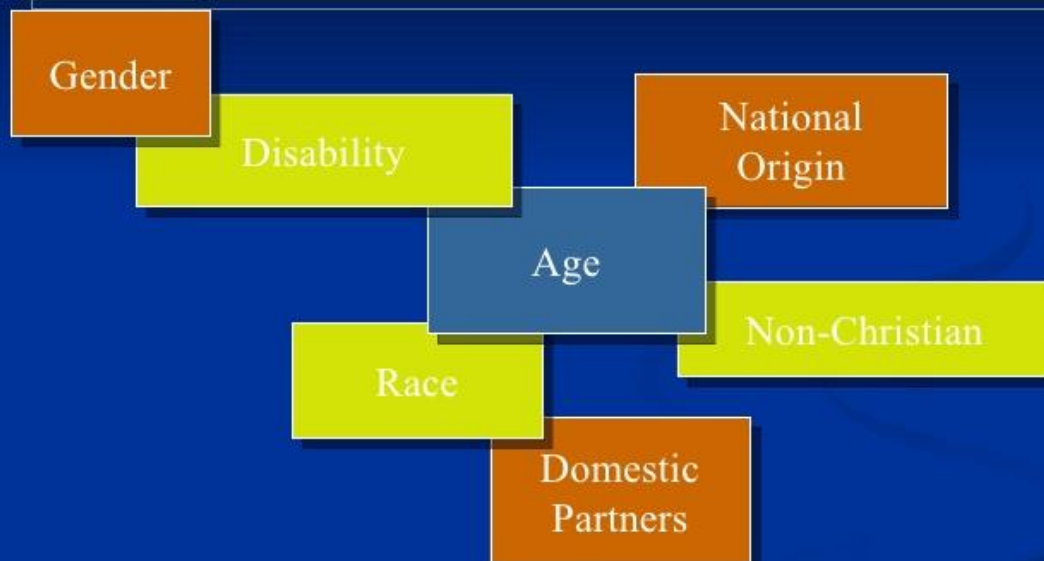


EXHIBIT 1-4

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Challenges and Opportunities for OB (cont'd)

- **Improving Quality and Productivity**
 - Quality management (QM)
 - Process reengineering
- **Responding to the Labor Shortage**
 - Changing work force demographics
 - Fewer skilled laborers
 - Early retirements and older workers
- **Improving Customer Service**
 - Increased expectation of service quality
 - Customer-responsive cultures



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Productivity

- **Productivity**
 - A performance measure including effectiveness and efficiency
- **Effectiveness**
 - Achievement of goals
- **Efficiency**
 - The ratio of effective work output to the input required to produce the work

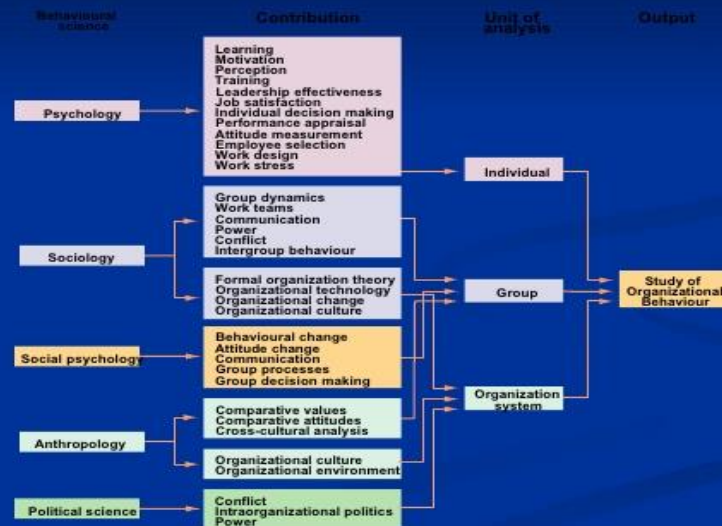
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Effective Employees

- Absenteeism
 - Failure to report to work
- Turnover
 - Voluntary and involuntary permanent withdrawal from the organization
- Organizational citizenship behaviour
 - Discretionary behaviour that is not part of an employee's formal job requirements, but is helpful to the organization

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Exhibit 1-2 Toward an OB Discipline



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Exhibit 1-1 Challenges Facing the Workplace



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Exhibit 1-3 Basic OB Model, Stage I



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