

CHAPTER 1

What Is Organizational Behavior?

LEARNING OBJECTIVES

After studying this chapter, students should be able to:

- 1-1. Define *organizational behavior (OB)*.
- 1-2. Show the value of systematic study to OB.
- 1-3. Identify the major behavioral science disciplines that contribute to OB.
- 1-4. Demonstrate why few absolutes apply to OB.
- 1-5. Identify managers' challenges and opportunities in applying OB concepts.
- 1-6. Compare the three levels of analysis in this text's OB model.
- 1-7. Describe the key employability skills gained from studying OB that are applicable to other majors or future careers.

This chapter begins with a vignette entitled "The Rise and Fall of WeWork's CEO." The details of this story are jarring, reflecting the complexity and speed of organizational life. The effects of behavior ring through organizations—felt by workers, managers, groups, teams, and sometimes, by the whole organization. They also highlight several issues of interest to those seeking to understand organizational behavior, including motivation, justice, ethics, structure, culture, personality, and organizationally relevant outcomes, such as turnover, productivity, and survival. Throughout this text, you will learn how organizational challenges often cut across areas like these, so the systematic approach pursued in this text and your course is essential.

BRIEF CHAPTER OUTLINE

I. Management and Organizational Behavior

A. Who's Who in the World of Work

1. **Worker:** As an individual, member of work groups, teams, or organizations, contributes to the accomplishment of work goals.
2. **Manager:** Someone who gets things done through other people. They make decisions, allocate resources, and direct others' activities to attain goals.
3. **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 Activities

1. Although workers' activities may also involve interacting and coordinating work with other people, it is usually a much more significant component of managerial jobs. All

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James V. Dupree



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students affiliated with Bengaluru City University It provides a comprehensive understanding of how individuals and groups interact within an organizational setting The text explores key concepts such as perception motivation leadership communication group dynamics and organizational culture Emphasis is placed on linking theory with practical business applications helping students analyze real world organizational challenges and human behavior at work The book encourages critical thinking and ethical decision making while fostering managerial and interpersonal skills essential for modern workplaces With clear explanations contemporary examples and conceptual clarity this volume serves as both a learning guide and a practical reference for aspiring business professionals and managers **PHR / SPHR Professional in Human**

Resources Certification Study Guide Sandra M. Reed, Anne M. Bogardus, 2012-04-18 NOTE The exam this book covered PHR SPHR Professional in Human Resources Certification Fourth Edition was retired SYBEX in 2018 and is no longer offered For coverage of the current exam PHR and SPHR Professional in Human Resources Certification 2018 Exams Fifth Edition please look for the latest edition of this guide PHR and SPHR Professional in Human Resources Certification Complete Study Guide 2018 Exams Fifth Edition 9781119426523 The demand for qualified human resources professionals is on the rise The new Professional in Human Resources PHR and Senior Professional in Human Resources SPHR exams from the Human Resources Certification Institute HRCI reflect the evolving industry standards for determining competence in the field of HR This new edition of the leading PHR SPHR Study Guide reflects those changes Serving as an ideal resource for HR professionals who are seeking to validate their skills and knowledge this updated edition helps those professionals prepare for these challenging exams Features study tools that are designed to reinforce understanding of key functional areas Provides access to bonus materials including a practice exam for the PHR as well as one for the SPHR Also includes flashcards and ancillary PDFs Addresses key topics such as strategic management workforce planning and employment compensation and benefits employee and labor relations and Occupational Safety and Health Administration regulations This new edition is must have preparation for those looking to take the PHR or SPHR certification exams in order to strengthen their resume **Human Resource Management Practices in Selected Ethiopian Private Companies: A Study to**

Increase Employee Productivity in Ethiopia Dirk J. van Wasbeek, 2004-09-24 This dissertation examines how human resources are managed at selected Ethiopian private companies how Ethiopian human resource management practice is evolving and how it can be improved The examination is qualitative and exploratory since no comparative research on human resource management has yet been conducted at Ethiopian profit or non profit organizations An understanding of Ethiopian human resource management practice makes it possible to improve Ethiopian human resource management practice and thus to increase employee productivity The study took place at four manufacturing and four service companies in Addis Ababa all representative of their sector The research claim is that Ethiopian human resource management practices differ from human resource management practices in the West due to differences in cultural factors economic systems political

systems and legal and industrial relations For this reason Ethiopia s culture politics economy and legal and industrial relations have been analyzed The main finding of this study is that the importance of human resource management is not uniformly understood at all the case study companies Although the multinational companies based in Ethiopia see their human resources as the companies most important asset as human capital the local companies generally do not The fact that respondents claim that Ethiopia has limited experience in industrialization might explain why human resource management in Ethiopia is rudimentary and still has a long way to go With this dissertation the researcher wants to contribute to improving Ethiopian human resource management practice Moreover this dissertation may be used as a framework for similar research in other sectors or for more specific in depth research This dissertation may also serve as a knowledge base for company managers business consultants academics and government officials of countries with a national culture similar to Ethiopia s for example Kenya Tanzania and Zambia countries undergoing or which have undergone a recent transition to a free market economy and countries facing similar macro economic developments

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Organizational Behavior Baack, 1998-01-01 **Organizational Behavior** B. Hiriappa, 2009 About the Book Organization behavior has assumed tremendous importance for business planning and growth in today's competitive scenario It is an integral element of the core syllabi at MBA M Com BBM BBA B Com and PG Diploma Courses This book presents an in-depth and comprehensive coverage of organization behavior Salient Features Latest developments in the Indian industry scenario have been included Latest information technology concepts have been discussed in detail with

all the aspects of strategic management Chapter contents and learning objectives which provide the direction to the students managers directors teachers strategic consultants and CEOs Boxes present the latest industry incidents and developments Exhibits tables and charts illustrate the concepts Numerous examples make the concept easy to understand Case studies Contents Organization Behavior Foundations of Individual Behavior Personality and its Theories Perception Learning and its Theories Attitude and Values Management of Motivation and its Theories Team Building and Group Dynamics Change and Conflict Management Leadership and its Theories Organization Behavior Structure Process and Design

Handbook of Organizational Behavior, Revised and Expanded Robert T. Golembiewski, 2000-10-24 Building upon the strengths of the first edition while continuing to extend the influence and reach of organizational behavior OB the Second Edition of this groundbreaking reference text analyzes OB from a business marketing perspective offering a thorough treatment of central soon to be central contiguous and emerging topics of OB to facilitate greater viability and demand of OB practice New edition incorporates more comparative perspectives throughout Contributing to the dynamic interdisciplinary state of OB theory and practice the Handbook of Organizational Behavior Second Edition comprehensively covers strategic and critical issues of the OB field with descriptive analyses and full documentation details the essential principles defining core OB such as organizational design structure culture leadership theory and risk taking advances solutions to setting operational definitions throughout the field comparatively discusses numerous situations and variables to provide clarity to mixed or inconclusive research findings utilizes cross cultural approaches to examine recent issues concerning race ethnicity and gender reevaluates value standards and paradigms of change in OB investigates cross national examples of OB development including case studies from the United States and India and much more Written by 45 worldwide specialists and containing over 3500 references tables drawings and equations the Handbook of Organizational Behavior Second Edition is a definitive reference for public administrators consultants organizational behavior specialists behavioral psychologists political scientists and sociologists as well as a necessary and worthwhile text for upper level undergraduate and graduate students taking organizational behavior courses in the departments of public administration psychology management education and sociology

Principles and Practices of Management and Organizational Behavior Chandrani Singh, Aditi Khatri, 2024-02-13 This book offers perspectives insights techniques and approaches for efficient and contemporary management practices in an organization It provides a comprehensive insight into the traditional and contemporary approaches of organizational behavior and their impact on organizational performance in the global era Ranging from planning to staffing and controlling to strategic decision making the case studies in the book incorporate relevant modern management models and correlate practices of management from organizational perspectives to allow any organization s direction and environment to be evaluated with suggested recommendations This textbook consists of two broad parts The first deals with management trends and functions ranging from the traditional era to the contemporary world The second part explores the behavioral

trends of organizations across domains to analyze the measures taken for improved productivity and sustainability Drawing theories from psychology sociology and economics this book probes into the interrelation between behavior and holistic management by examining the impact of teamwork motivation organizational power and polity instituting relevant organizational ethics and strategies to create healthy organizational culture This book will be useful to students academicians management researchers and industry professionals from the field of general management and organizational behavior It will also be useful for scholars interested in management studies behavioural studies business and development developmental studies sociopsychology management and business strategies A Primer on Organizational Behavior James L. Bowditch,Anthony F. Buono,Marcus M. Stewart,2007-11-19 This book introduces the reader to terms and concepts that are necessary to understand OB and their application to modern organizations It also offers sufficient grounding in the field that enables the reader to read scholarly publications such as HR CMR and AMJ This edition features new material on emotional intelligence knowledge management group dynamics virtual teams organizational change and organizational structure **Management, Sixth Canadian Edition. Study Guide** Stephen P. Robbins,Shirley Rose,2000

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