

ORGANIZATIONAL BEHAVIOR

9th edition

by

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Prentice Hall International, Inc.

"... the number-one-selling organizational behavior (OB) textbook in the United States and worldwide. More than 700.000 students around the globe have studied OB from this text" (preface, XXIII).

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CHAPTER 1

WHAT IS ORGANIZATIONAL BEHAVIOR

"We have come to understand that technical skills are necessary but insufficient for succeeding in management. In today's increasingly competitive and demanding workplace, managers can't succeed on their technical skills alone. They also have to have good people skills. This book has been written to help both managers and potential managers develop those people skills" (p. 2).

WHAT MANAGERS DO

"Managers get things done through other people. They make decisions, allocate resources, and direct the activities of others to attain goals. Managers do their work in an organization. This is 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" (p. 2).

MANAGEMENT FUNCTIONS

- Planning:* 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:* 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.

MANAGEMENT ROLES

- *Interpersonal Roles*
 - Figurehead
 - Leader
 - Liason
- *Information Roles*
 - Monitor
 - Disseminator
 - Spokesperson
- *Decisional Roles*
 - Entrepreneur
 - Disturbance Handler
 - Resource Allocator
 - Negotiator

Mintzberg's Managerial Roles

Interpersonal	Description	Example
Figurehead	Is symbolic head; required to perform a number of routine duties of a legal or social nature	Handles ceremonies, status requests, solicitations solicitation = Gesuch, Bitte
Leader	Is responsible for the motivation and direction of subordinates	Performs virtually all managerial activities involving subordinates
Liaison	Maintains a network of outside contacts who provide favors and information	Acknowledges mail, external board work

Informational	Description	Example
Monitor	Receives wide variety of information; serves as nerve center of internal and external information of the organization	Handles all mail and contacts categorized as concerned primarily with receiving information
Disseminator = "Verbreiter"	Transmits information received from outsiders or from other subordinates to members of the organization	Forward mail into organization for informational purposes; makes verbal contacts involving information flow to subordinates such as review sessions
Spokesperson	Transmits information to outsiders on organization's plans, policies, actions, and results; serves as expert on organization's industry	Attends board meetings; handles contacts involving transmission of information to outsiders

Entrepreneur	Searches organization and its environment for opportunities and initiates projects to bring about change	Holds strategy and review sessions involving initiation or design of improvement projects
Disturbance handler	Is responsible for corrective action when organization faces important, unexpected disturbances	Holds strategy and review sessions involving disturbances and crises
Resource allocator	Makes or approves significant organizational decisions	Handles scheduling; requests for authorization; budgeting; the programming of subordinates' work
Negotiator	Is responsible for representing the organization at major negotiations	Handles contract negotiation

- *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" (p. 5).

But: Many people are technically proficient but interpersonally incompetent!

- *Human Skills:* The ability to work with, understand, and motivate other people, both individually and in groups.

"Since managers get things done through other people, they must have good human skills to communicate, motivate, and delegate" (p. 5).

- *Conceptual Skills:* The mental ability to analyze and diagnose complex situations.

"Decision making, for instance, requires managers to spot problems, identify alternatives that can correct them, evaluate those alternatives, and select the best one. Managers can be technically and interpersonally competent yet still fail because of an inability to rationally process and interpret information" (p. 5).

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.

OB "studies three determinants of behavior in organizations: individuals, groups, and structure. In addition, OB applies the knowledge gained about individuals, groups, and the effect of structure on behavior in order to make organizations work more effectively" (p. 6).

CONTRIBUTING DISCIPLINES

"Organizational behavior is an applied behavioural science that is built upon contributions from a number of behavioral disciplines. The predominant areas are psychology, sociology, social psychology, anthropology, and political science. As we shall learn, psychology's contributions have been mainly at the individual or micro level of analysis, while the other four disciplines have contributed to our understanding of macro concepts such as group processes and organization" (p. 9).

Behavioral science

Contribution

Unit of analysis

Output

Psychology

Learning / Motivating
Personality / Emotions
Perception / Training
Leadership effectiveness
Job satisfaction
Individual decision making
Performance appraisal
Attitude Measurement
Employee selection
Work design / Work stress

Individual

Sociology

Group dynamics
Work teams
Communication
Power / Conflict
Intergroup behavior

Group

Formal organization theory
Organizational technology
Organization change
Organizational culture

Social Psychology

Behavioral change
Attitude change
Communication
Group processes
Group decision making

Organization system

Anthropology

Comparative values
Comparative attitudes
Cross-cultural analysis

Organizational culture
Organizational environment

Political

Conflict / Power

Study of organizational behavior

- *Psychology*: The Science that seeks to measure, explain, and sometimes change the behavior of humans and other animals.

"Psychologists concern themselves with studying and attempting to understand individual behavior. Those who have contributed and continue to add to the knowledge of OB are learning theorists, personality theorists, counselling psychologists, and, most important, industrial and organizational psychologists" (p. 9/10).

- *Sociology*: The study of people in relation to their fellow human beings.

"Whereas psychologists focus their attention on the individual, sociologists study the social system in which individuals fill their roles; that is, sociology studies people in relation to their fellow human beings" (p. 11).

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

“... an area within psychology, blending concepts from both psychology and sociology” (p. 11).

- *Anthropology*: The study of societies to learn about human beings and their activities.

"Anthropologists' work on cultures and environments, for instance, has helped us understand differences in fundamental values, attitudes, and behavior among people in different countries and within different organizations" (p. 11).

- *Political Science*: The study of the behavior of individuals and groups within a political environment.

“Specific topics of concern here include structuring of conflict, allocation of power, and how people manipulate power for individual self-interest” (p. 12).

CHALLENGES AND OPPORTUNITIES FOR OB

- *Responding to Globalization*
 1. "... if you're a manager, you're increasingly likely to find yourself in an foreign assignment. You may be transferred to your employer's operating division or subsidiary in another country. Once there, you'll have to manage a workforce that is likely to be very different in needs, aspirations, and attitudes from the ones you were used to back home" (p. 13).
 2. "... even in your own country, you're going to find yourself working with bosses, peers, and other employees who were born and raised in different cultures. What motivates you may not motivate them... To work effectively with these people, you'll need to understand their culture, how it has shaped them, and how to adapt your management style to their differences. As we discuss OB concepts throughout this book, we'll frequently address how cultural differences might require managers to modify their practices" (p. 13).

- *Managing Workforce Diversity*

Workforce Diversity: The increasing heterogeneity of organizations with the inclusion of different groups.

"Whereas globalization focuses on differences among people *from* different countries, workforce diversity addresses differences among people *within* given countries... In addition to the more obvious groups – women, African Americans, Hispanic Americans, Asian Americans – it also includes the physically disabled, gays and lesbians, and the elderly. Moreover, it's an issue in Canada, Australia, South Africa, Japan, and Europe as well as the United States" (p. 13).

"The melting-pot assumption is being replaced by one that recognizes and values differences" (p. 14).

"Workforce diversity has important implications for management practice. Managers will need to shift their philosophy from treating everyone alike to recognizing differences and responding to those differences in ways that will ensure employee retention and greater productivity while, at the same time, not discriminating" (p. 14).

- *Improving Quality and Productivity*

a) Total Quality Management (TQM)

TQM: A philosophy of management that is driven by the constant attainment of customer satisfaction through the continuous improvement of all organizational processes.

1. Intense focus on the customer
2. Concern for continuous improvement
3. Improvement in the quality of everything the organization does
4. Accurate measurement
5. Empowerment of employees

b) Reengineering

Reengineering: Reconsiders how work would be done and the organization structured if they were being created from scratch.

"It asks managers to reconsider how work would be done and their organization structured if they were starting over" (p. 15).

- *Improving People Skills*

„... we'll present relevant concepts and theories that can help you explain and predict the behavior of people at work. In addition, you'll also gain insights into specific people skills that you can use on the job. For instance, you'll learn a variety of ways to motivate people, how to be a better communicator, and how to create more effective teams" (p. 16)

- *Empowering People*

Empowering: Putting employees in charge of what they do.

"Decision making is being pushed down to the operating level, where workers are being given the freedom to make choices about schedules and procedures and to solve work-related problems. In the 1980s, managers were encouraged to get their employees to participate in work-related decisions. Now, managers are going considerably further by allowing employees full control of their work. An increasing number of organizations are using self-managed teams, where workers operate largely without bosses" (p. 16).

- *Coping with 'Temporariness'*

"In the past, managing could be characterized by long periods of stability, interrupted occasionally by short periods of change. Managing today would be more accurately described as long periods of ongoing change, interrupted occasionally by short periods of stability! The world that most managers and employees face today is one of permanent temporariness" (p. 16).

"Today's managers and employees must learn to cope with temporariness. They have to learn to live with flexibility, spontaneity, and unpredictability. The study of OB can provide important insights into helping you better understand a work world of continual change, how to overcome resistance to change, and how best to create an organizational culture that thrives on change" (p. 17).

- *Stimulating Innovation and Change*

"Today's successful organizations must foster innovation and master the art of change or they'll become candidates for extinction... An organization's employees can be the impetus for innovation and change or they can be a major stumbling block. The challenge for managers is to stimulate employee creativity and tolerance for change. The field of OB provides a wealth of ideas and techniques to aid in realizing these goals" (p. 18).

- *Improving Ethical Behavior*

"Members of organizations are increasingly finding themselves facing **ethical dilemmas**, situations in which they are required to define right and wrong conduct" (p. 18).

"Managers and their organizations are responding to this problem from a number of directions. They're writing and distributing codes of ethics to guide employees through ethical dilemmas. They're offering seminars, workshops, and similar training programs to try to improve ethical behaviors. They're providing in-house advisers who can be contacted, in many cases anonymously, for assistance in dealing with ethical issues" (p. 19).