

Chapter 1

Robbins & Judge

Organizational Behavior

14th Edition

What Is Organizational Behavior?

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Chapter Learning Objectives

- **After studying this chapter you should be able to:**
 - Demonstrate the importance of interpersonal skills in the workplace.
 - Describe the manager's functions, roles, and skills.
 - Define organizational behavior (OB).
 - Show the value to OB of systematic study.
 - Identify the major behavioral science disciplines that contribute to OB.
 - Demonstrate why few absolutes apply to OB.
 - Identify the challenges and opportunities managers have in applying OB concepts.
 - Compare the three levels of analysis in this book's OB model.

The Importance of Interpersonal Skills

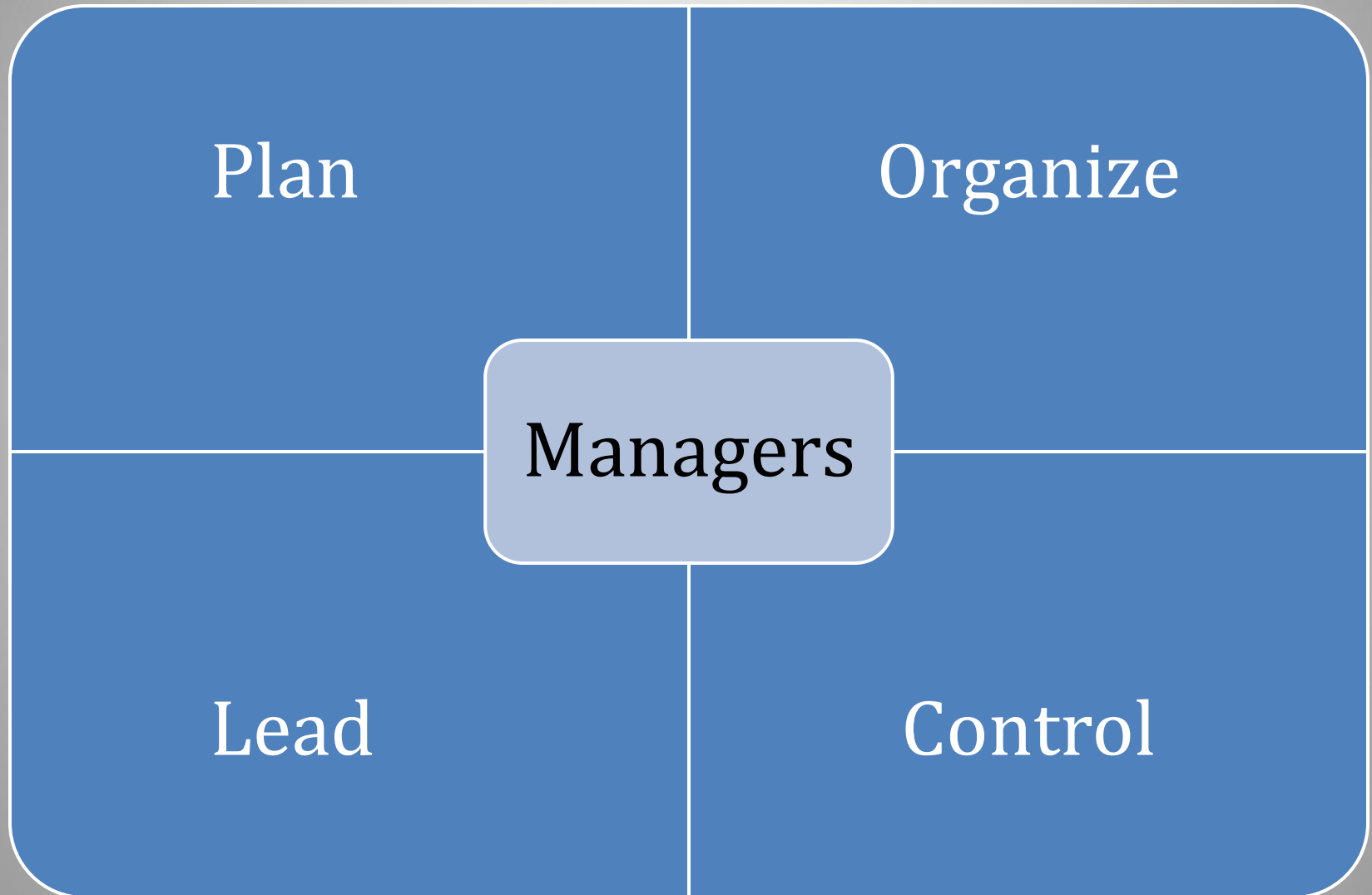
- **Understanding OB helps determine manager effectiveness**
 - Technical and quantitative skills are important
 - But leadership and communication skills are CRITICAL

- **Organizational benefits of skilled managers**
 - Lower turnover of quality employees
 - Higher quality applications for recruitment
 - Better financial performance

What Managers Do

- *They get things done through other people.*
- **Management Activities:**
 - Make decisions
 - Allocate resources
 - Direct activities of others to attain goals
- **Work in an *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



Mintzberg's Managerial Roles

➤ **Discovered ten managerial roles**

➤ **Separated into three groups:**

- Interpersonal
- Informational
- Decisional



EXHIBIT 1-1

Mintzberg's Managerial Roles: Interpersonal

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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Mintzberg's Managerial Roles: Informational

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

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Mintzberg's Managerial Roles: Decisional

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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Essential 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

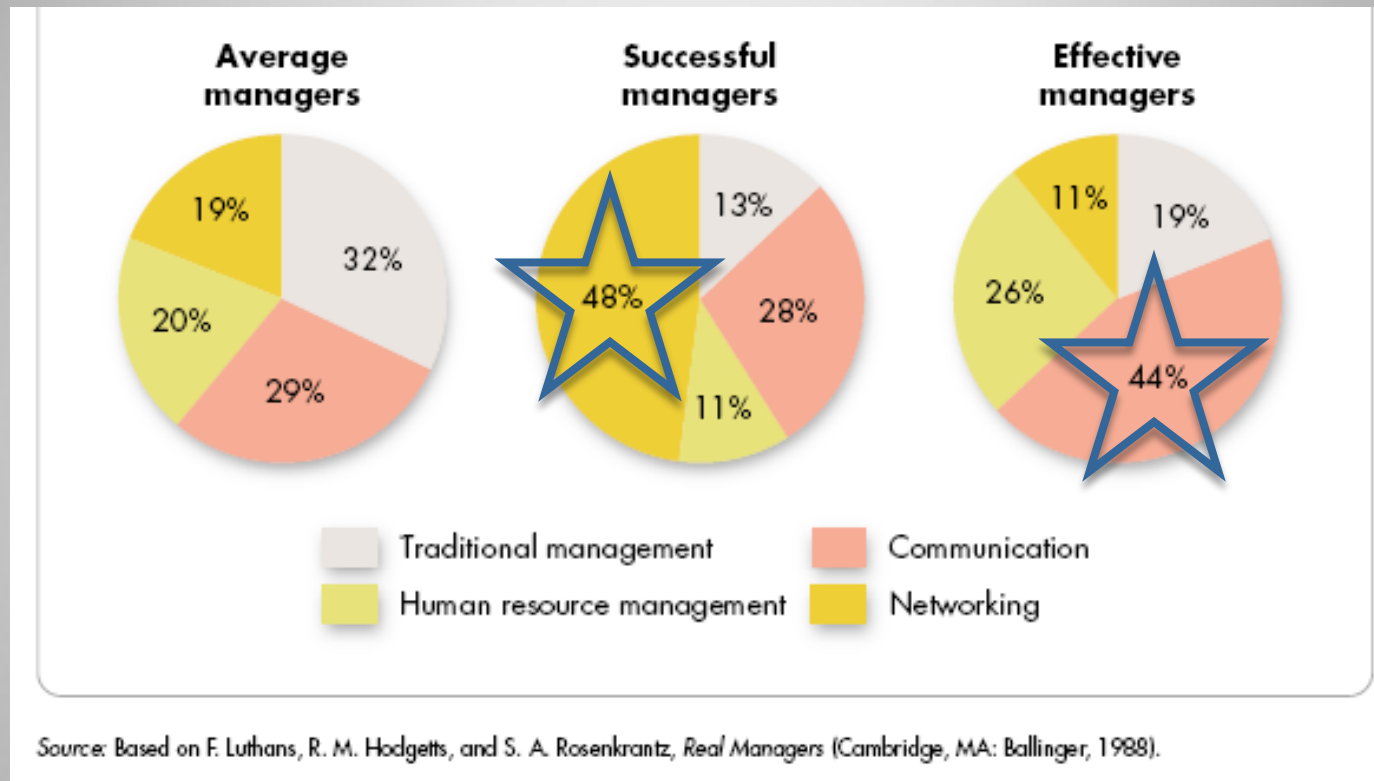


Luthans' Study of Managerial Activities

➤ **Four types of managerial activity:**

- 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

Successful vs. Effective Allocation by Time

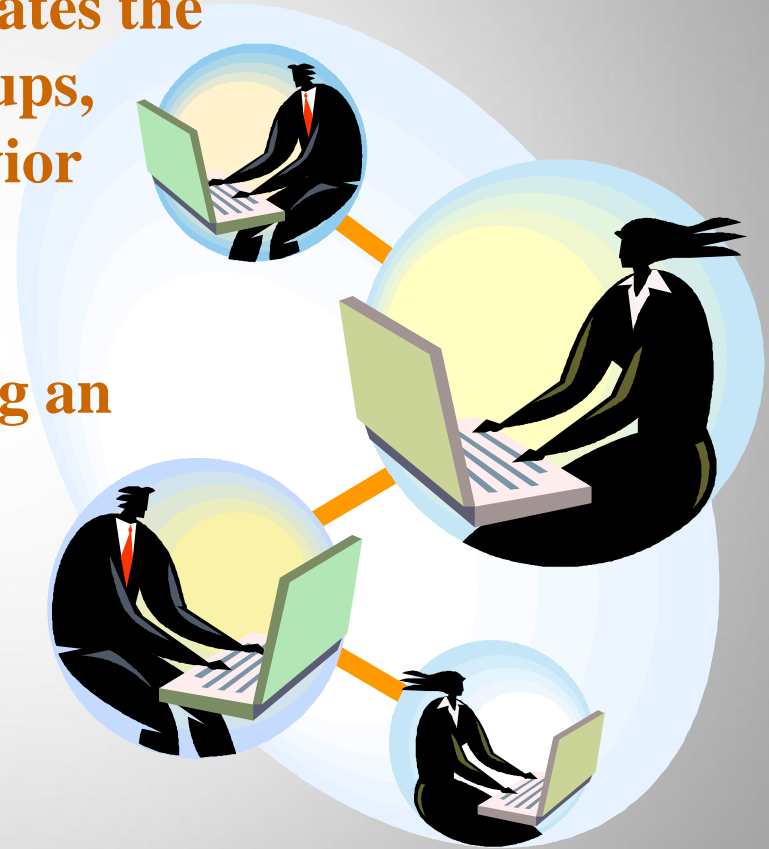


Managers who promoted faster (were successful) did different things than did effective managers (those who did their jobs well)

EXHIBIT 1-2

Organizational Behavior

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.



Intuition and Systematic Study

Intuition

- Gut feelings
- Individual observation
- Common sense

Systematic Study

- Looks at relationships
- Scientific evidence
- Predicts behaviors

The two are complementary means of predicting behavior.

An Outgrowth of Systematic Study...

Evidence-Based Management (EBM)

Basing managerial decisions on the best available scientific evidence

Must think like scientists:



Pose a
managerial
question

Search for
best
available
evidence

Apply
relevant
information
to case

Managers Should Use All Three Approaches

The trick is to know when to go with your gut.

– Jack Welsh

- **Intuition is often based on inaccurate information**
- **Faddism is prevalent in management**
- **Systematic study can be time consuming**

Use evidence as much as possible to inform your intuition and experience. That is the promise of OB.