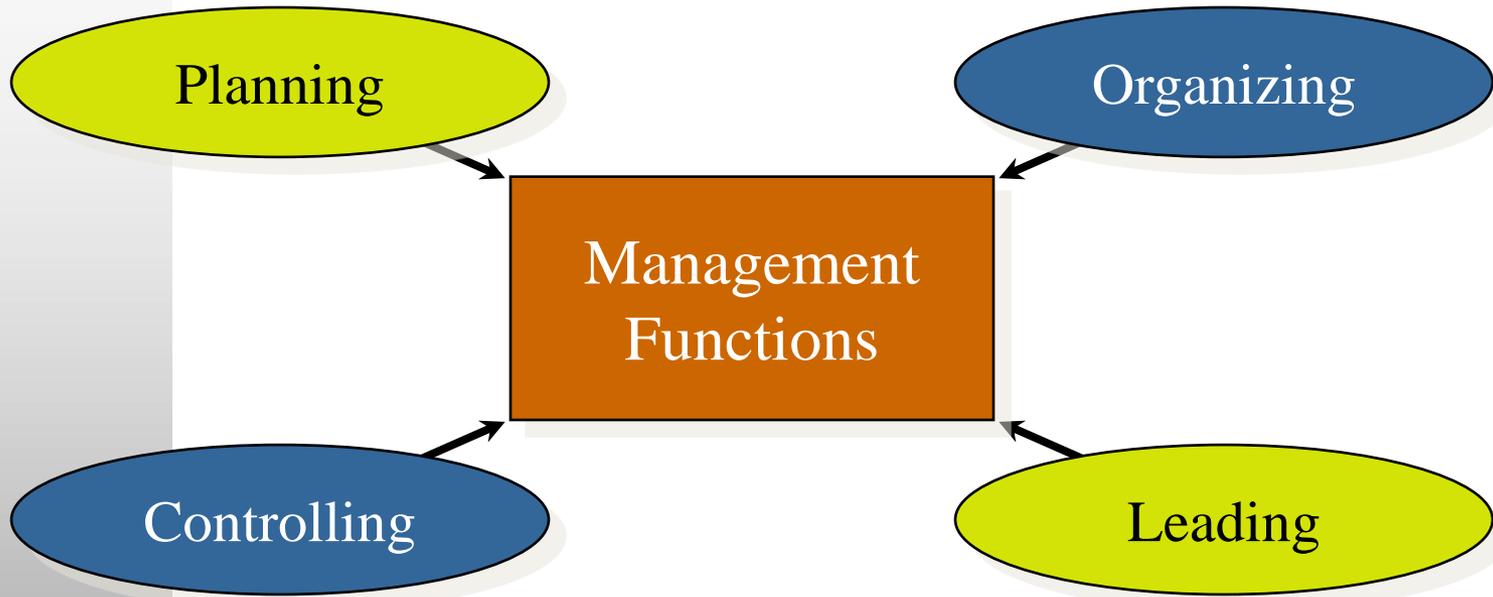


What is an Organization?

A structured social system consisting of groups and individuals working together to meet some agreed-upon objectives.



Management Functions



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

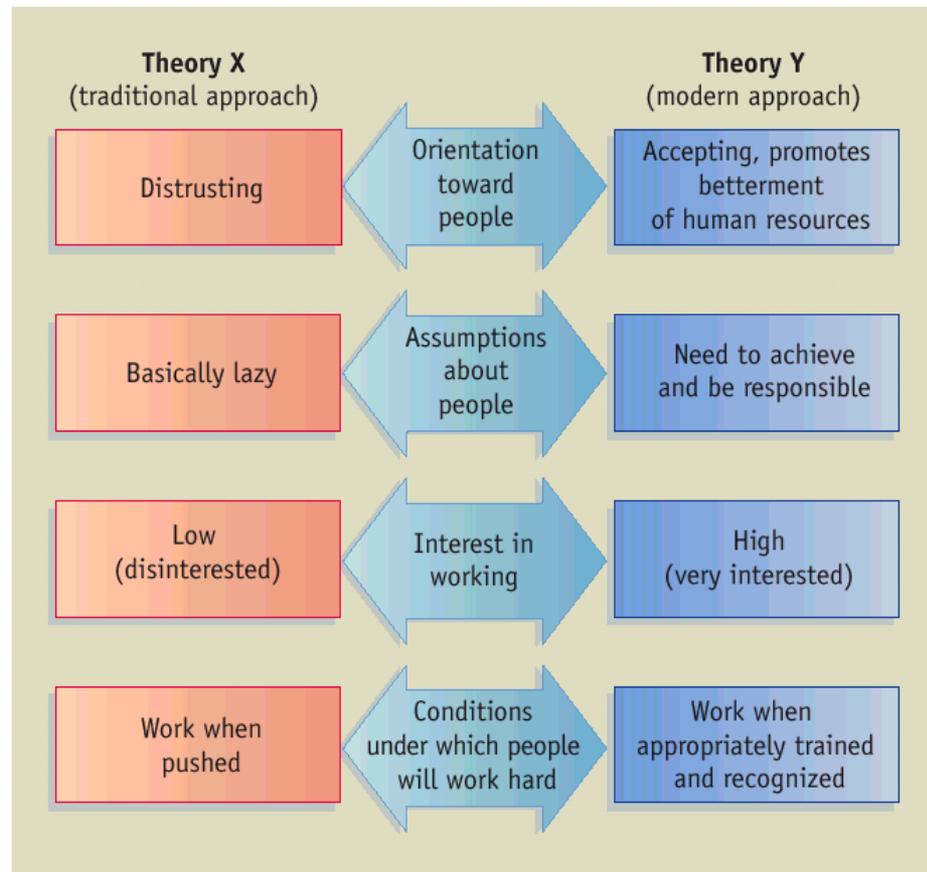
The mental ability to analyze and diagnose complex situations



Theory X vs. Theory Y

Theory X

A traditional philosophy of management suggesting that most people are lazy and irresponsible and will work hard only when forced to do so.



Theory Y

A philosophy of management suggesting that under the right circumstances people are fully capable of working productively and accepting responsibility for their work.

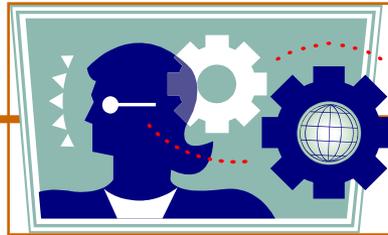
Organizational Behavior

- The field that seeks increased knowledge of all aspects of behavior in organizational settings through the use of the scientific method.
- Characteristics of the field:
 - OB applies the scientific method to practical managerial problems.
 - OB focuses on three levels of analysis.
 - OB is multidisciplinary in nature.
 - OB seeks to improve organizational effectiveness and the quality of life at work.

Complementing Intuition with Systematic Study

Intuition

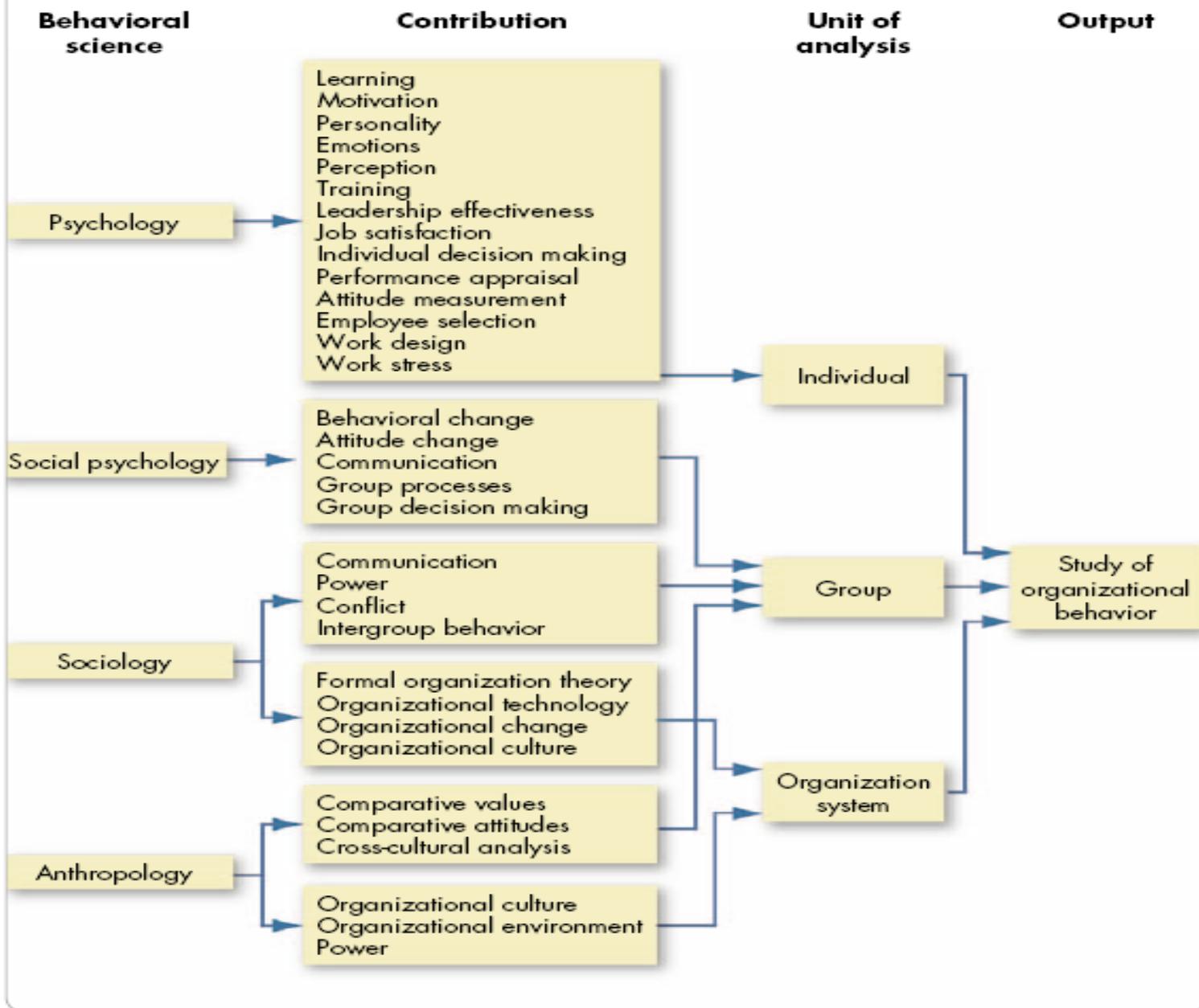
“Gut” feelings about “why I do what I do” and “what makes others tick”



Systematic Study

Looking at relationships, attempting to attribute causes and effects, and drawing conclusions based on scientific evidence

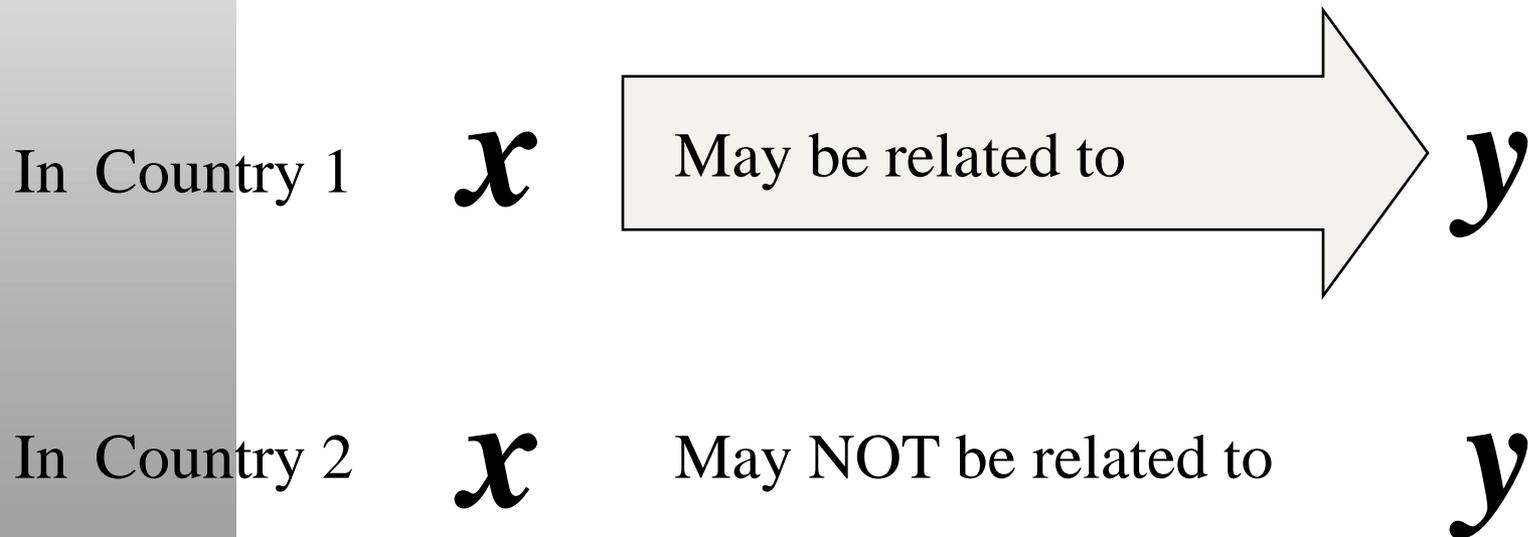
Provides a means to predict behaviors



There Are Few Absolutes in OB

Contingency variables: “It Depends!”

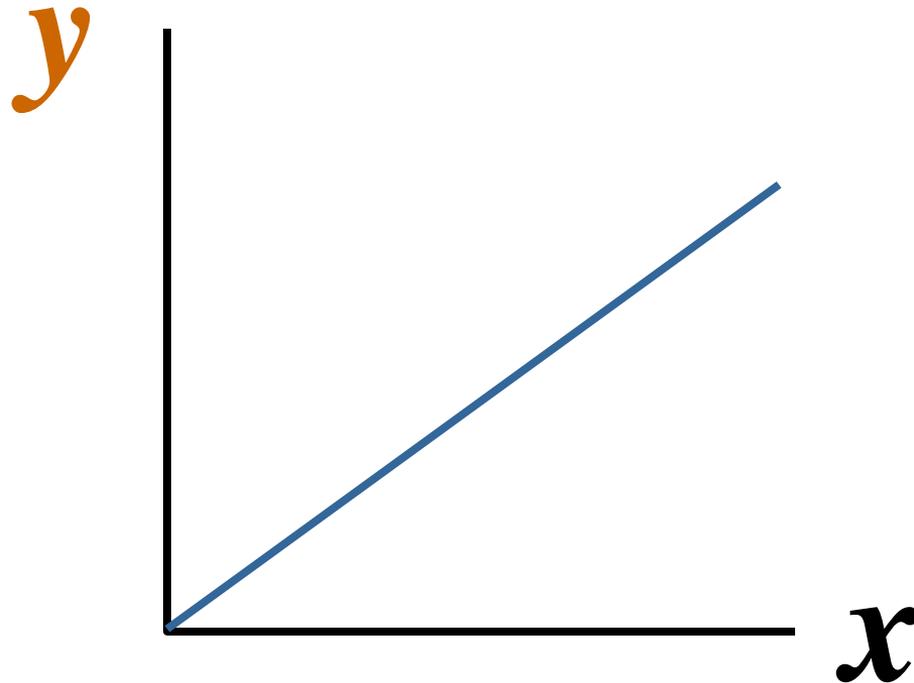
Situational factors that make the main relationship between two variables change—e.g., the relationship may hold for one condition but not another



The Dependent Variables

Dependent Variable

A response that is affected by an independent variable (what organizational behavior researchers try to understand)



The Dependent Variables (cont'd)

Productivity

A performance measure that includes effectiveness and efficiency



Effectiveness

Achievement of goals

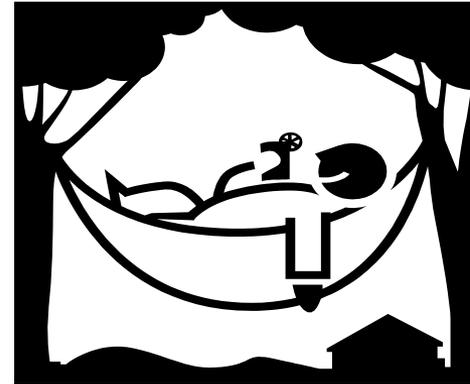
Efficiency

Meeting goals at a low cost

The Dependent Variables (cont'd)

Absenteeism

The failure to report to work



Turnover

The voluntary and involuntary permanent withdrawal from an organization

The Dependent Variables (cont'd)

Deviant Workplace Behavior

Voluntary behavior that violates significant organizational norms and thereby threatens the well-being of the organization and/or any of its members



The Dependent Variables (cont'd)

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



The Dependent Variables (cont'd)

Job Satisfaction

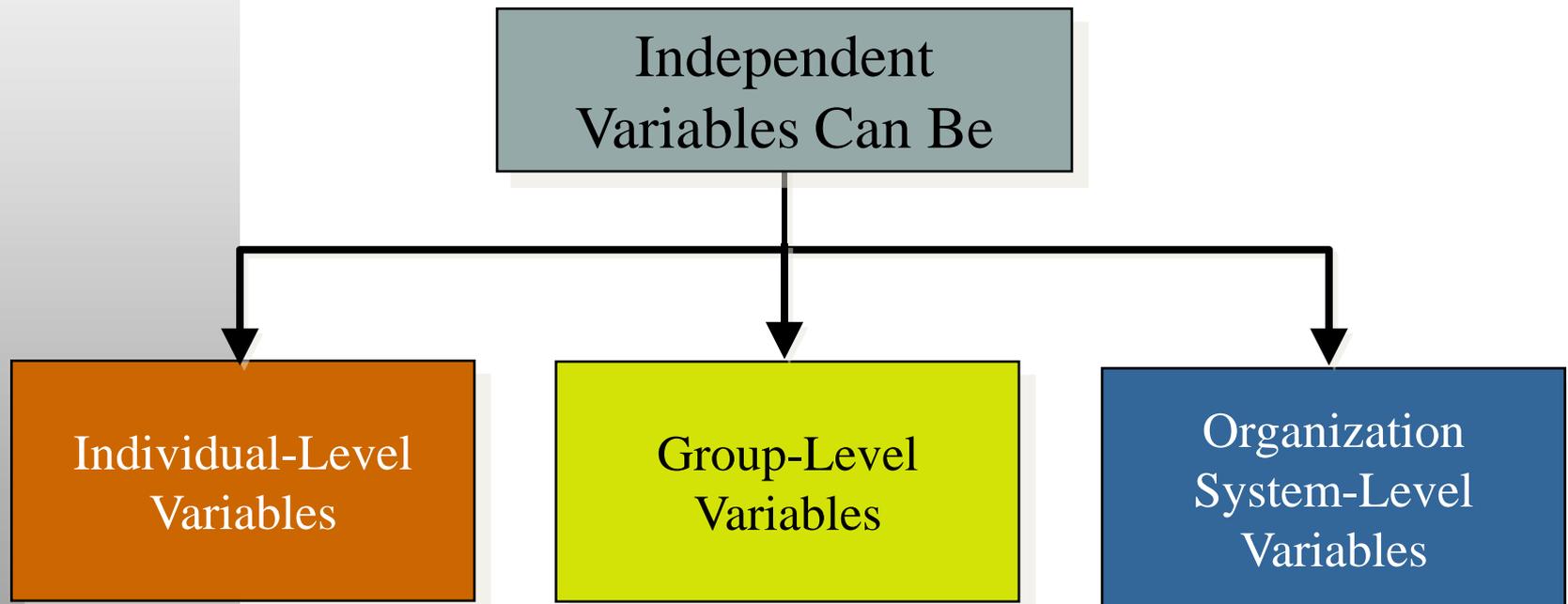
A general attitude (not a behavior) toward one's job; a positive feeling of one's job resulting from an evaluation of its characteristics

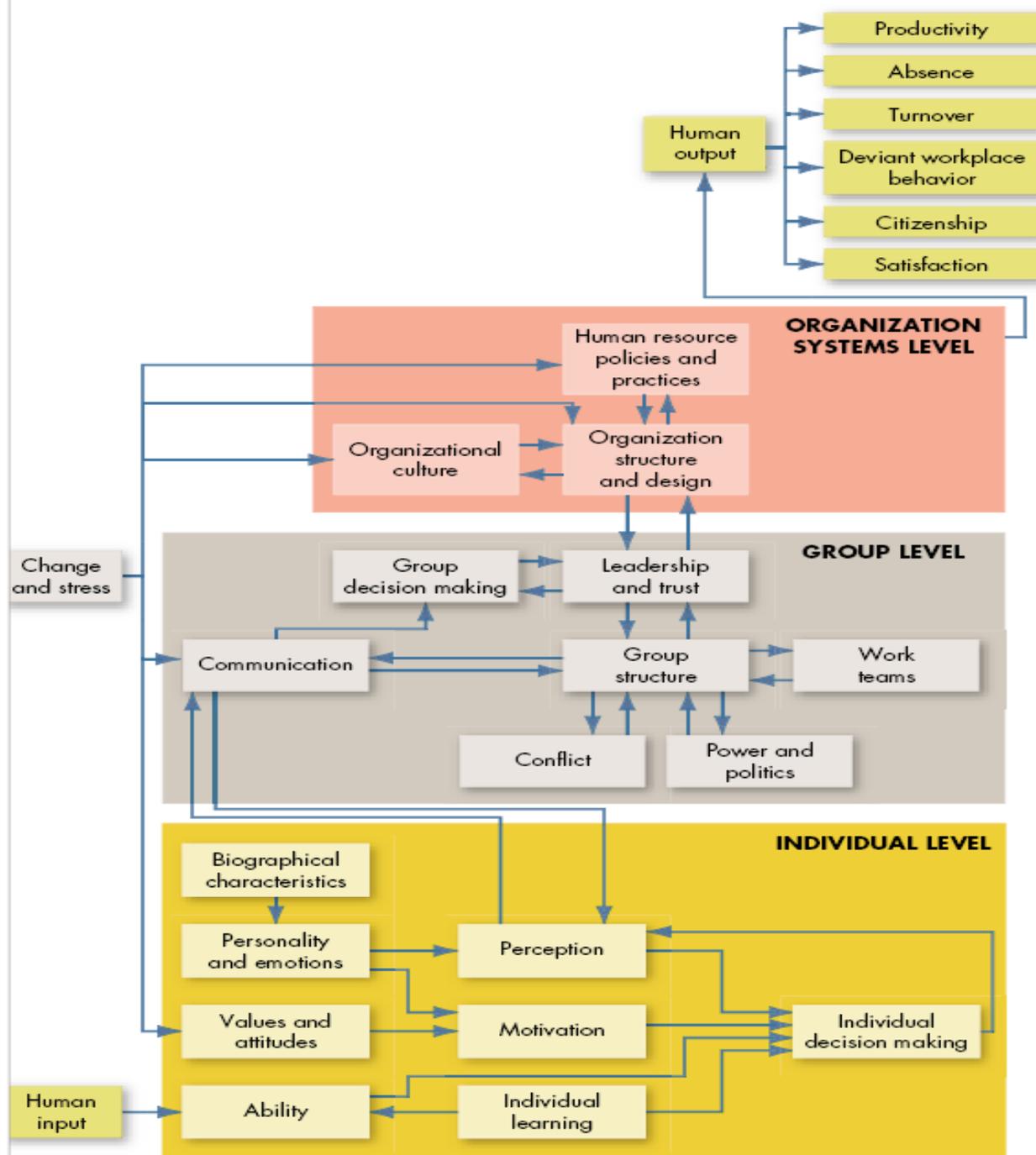


The Independent Variables

Independent Variable

The presumed cause of some change in the dependent variable;
major determinants of a dependent variable





Basic OB Model, Stage II