Chapter 1

The Nature and Scope of Organizational Behavior



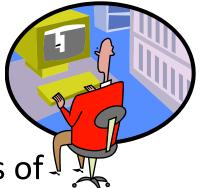
Monkey Business Images/Shutterstock.com



What Is Organizational Behavior?

- OB is the study of human behavior in the workplace, the interaction between people and the organization, and the organization itself.
- The goals of OB are to explain, predict, and control behavior.

Research Methods in OB



- Case study (subjective but provides loads of information)
- Experiment (the most scientific method)
- Field experiment (experimental method applied to live situation)
- Meta-analysis (quantitative review of studies that is widely used today)

Quantitative vs. Qualitative

- Quantitative research involves collecting data, followed by statistical analysis.
- Qualitative research involves researcher interacting with data source, such as interviewing or observing.
- Qualitative research good for exploring ideas, making sense of data.

Why Study OB?

- Development of interpersonal (soft) skills
- Personal growth via insight into others
- Enhancement of individual and organizational effectiveness
- Sharpening and refining common sense (common sense is often wrong)

A Brief History of OB

- Classical approach to management (scientific management and administrative management)
- Hawthorne studies (workers respond to attention)
- Human relations movement (treat workers well to boost productivity)



A Brief History of OB (continued)

- The contingency approach (examine individual and situational differences before taking action)
- Positive organizational behavior (focus on measurable strengths of workers to improve performance)
- The Internet and social media era

A Brief History of OB (continued)

- The Internet and social media era now includes artificial intelligence (AI)
- The New-Age Workplace (human-friendly, accommodates digitalization of work and collaboration)



Model for Developing OB Skills

- Learner uses (1) Conceptual knowledge and behavioral guidelines, (2) conceptual information and examples, (3) experiential exercises, (4) feedback on skill utilization, and (5) frequent practice.
- The result is skill development in organizational behavior.

Chapter 1

Figures



FIGURE 1-1 A Model for Developing Organizational-Behavior Skills

Learner Uses

- 1. Conceptual knowledge and behavioral guidelines
- 2. Conceptual information and examples
- 3. Experiential exercises
- Feedback on skill utilization
- 5. Frequent practice

Skill Development in Organizational Behavior



Individual

Individual differences, mental ability, and personality Learning, perception, and values Attitudes, job satisfaction, and ethics Individual decision making and creativity Foundation concepts of motivation Motivational methods and programs

Group and Interpersonal Relations

Interpersonal communication Group dynamics Teams and teamwork Leadership in organizations Power, politics, and influence Conflict, stress, and well-being

FIGURE 1-2 A Framework for Studying Organizational Behavior

The Organizational System and the Global Environment

Organizational structure and design Organizational culture and knowledge management Organizational change and innovation Cultural diversity and international organizational behavior