

MAN 336 Book Notes

Chapter 1: Introduction to Organizational Behavior

- **Organizational Behavior (OB):** field that investigates the impact individuals, groups, and structure have on behavior within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness
 - Tries to understand and predict human behavior
 - Core topics: motivation, leader behavior and power, interpersonal communication, group structure and processes, attitude development and perception, change processes, conflict and negotiation, work design
- **Systematic study:** looking at relationships, attempting to attribute cause and effects and basing our conclusions on scientific evidence
- **Evidence-based management (EBM):** complements systematic study by basing managerial decisions on the best available scientific evidence; adds to intuition
- Psychology: seeks to measure, explain and sometimes change the behavior of humans and other animals
- Social psychology: blends together concepts from both psychology and sociology to focus on people's influence on one another
 - Studies change—how to implement it and reduce barriers to its acceptance
 - Contribute to measuring, understanding, and changing attitudes, identifying communication patterns and building trust
- Sociology: studies people in relation to their social environment or culture
- Anthropology: studies societies to learn about human beings and their activities
- **Contingency variables:** we can say x leads to y
 - OB scholars would avoid saying that everyone likes complex and challenging work (general concept) because not everyone wants a challenging job
- Why it is important to learn OB concepts
 - Respond to economic pressures
 - Respond to globalization
 - Increased foreign assignments and different cultures
 - overseeing movement of jobs to countries with low-cost labor
 - Managing workforce diversity
 - Workforce diversity: acknowledges a workforce of women and men, many racial ethnic groups, individuals with various physical or psychological abilities, and people who differ in age and sexual orientation
 - Improves ethical behavior
 - Helps employees balance work-life conflicts
- Diversity categories: gender, race, national origin, age, disability, domestic partners, religion
- Temporariness
 - Globalization, expanded capacity and technological advancements require organizations to be fast and flexible to survive
 - Workers must constantly be updating their skills
- Summary for managers:
 - Organizational behavior uses systematic study to improve predictions of behavior over intuition alone
 - Because people are different, we need to look at OB in a contingency framework, using situational variables to explain cause and effect relationships
 - OB can help improve a manager's people skills and see the value of workforce diversity

Chapter 2 Notes: Diversity in Organizations

- **Surface-level diversity:** demographics like age, race, gender, ethnicity, religion, disability status

- **Deep-level diversity:** important characteristics, such as personality values
- **Discrimination:** note a difference between things, which in itself isn't necessarily bad
 - Discriminatory policies or practices
 - Sexual harassment
 - Intimidation
 - Mockery and insults
 - Exclusion
 - Incivility
- Biographical characteristics: such as age, gender, race, disability, and length of service are some of the most obvious ways employees differ
- Ability: is an individual's current capacity to perform the various
- Intellectual abilities: needed to perform mental activities—thinking, reasoning and problem solving
- General mental ability (GMA): general factor of intelligence
- Dimensions of Intellectual Ability
 - Number aptitude
 - Verbal comprehension
 - Perceptual speed
 - Inductive reasoning
 - Deductive reasoning
 - Spatial visualization
 - Memory
- Physical Abilities
 - Strength factors: dynamic strength, trunk strength, static strength, explosive strength
 - Flexibility factors: extent flexibility, dynamic flexibility
 - Other factors: body coordination, balance, stamina
- Diversity management: makes everyone more aware and sensitive of needs and differences of others
- Does diversity help or hurt performance?
 - In some cases, diversity in teams can hurt team performance and others it can facilitate it.
 - Demographic diversity (gender, race and ethnicity) does not help or hurt team performance
 - Deep level diversity is more impacting on work ethic
- Diversity experiences are more likely to lead to positive adaptation if
 - 1) the diversity experience undermines stereotypical attitudes
 - 2) if the perceiver is motivated and able to consider a new perspective on others
 - 3) if the perceiver engages in stereotype suppression and generative thought in response to the diversity experience
 - 4) if the positive experience of the stereotype is repeated frequently
- Summary
 - Biological characteristics should not be used in management decisions
 - they have minimal effects on job performance
 - Effective selection process improves fit between employees and job requirements
 - To accommodate employees with disabilities, managers can fine tune the job to match their abilities

Chapter 3: Attitudes and Job Satisfaction:

- Attitudes: evaluative statements, either favorable or unfavorable, about objects people or events
 - Cognitive=evaluation, affective=feeling, behavioral=action
- Job involvement: the degree to which people identify psychologically with their jobs and consider perceived performance levels important to self-worth
- Psychological empowerment: employee's beliefs in the degree to which they influence their work environment, their competencies, the meaning of their jobs and their perceived autonomy

- Organizational commitment: employee identifies with particular organization and its goals and wishes to remain a member
- Perceived organizational support (POS): degree to which they believe the organization values their contributions and cares for their well-being
- Employee engagement: individual's involvement with, satisfaction with, and enthusiasm for the work she does
- Average Job satisfaction in country
 - Top: Denmark, Switzerland, USA, Norway, Sweden, Germany
 - Lowest: Japan, Hungary, Russia
- Impact of satisfied and dissatisfied employees
 - Exit
 - Voice
 - Loyalty
 - Neglect
- Dimensions of satisfaction in workplace
 - Constructive/destructive
 - Active/passive
- Job satisfaction and job performance
 - Book: more satisfied employees=better performance
 - Lecture: more satisfied does not mean better, could be third variable
- Job satisfaction and absenteeism
 - Moderate to weak negative correlation between the two
- Summary:
 - Positivity: satisfied employees have lower turnover, absenteeism and withdrawal behaviors
 - Valid measurement: managers should measure job attitudes effectively
 - Job appeal: to raise employee satisfaction, managers should focus on intrinsic factors, such as making the work more challenging and interesting
 - More than money: paying employees poorly will not attract high-quality employees, but high pay alone will not create a satisfying work environment (ex. Herzberg's 2 Factor Model)

Chapter 4: Emotions and Moods

- **The Myth of Rationality:** organizations used to try to keep emotions out of the work place because they thought it was the opposite of rationality and that it was disruptive
- Emotions. vs. moods
 - Affect: broad range of feelings that people experience, including both emotions and moods
 - Emotions: intense feelings directed at someone or something
 - Reactions to a person or an event
 - Very brief in duration (seconds or minutes)
 - Specific and numerous in nature
 - Usually accompanied by distinct facial expressions
 - Action oriented in nature
 - Ex. Fear, sadness, happiness, disgust, surprise
 - Moods: less intense feelings than emotions and often (but not always) arise without a specific event acting as a stimulus
 - Cause is often general and unclear
 - Longer than emotions
 - General (2 main dimensions—positive affect and negative affect—composed of multiple specific emotions)
 - Generally not indicated by distinct expressions