

ORGANISATIONAL BEHAVIOUR

MGC2230

MONASH UNIVERSITY CLAYTON

2016

- Short answers: definition, example, detail, explanation
- Provide **examples** in every question
- Highlight key words that answer question
- Essay style for long answer: intro, body, conclusion

Contents

- 4. Diversity
- 8. Values
- 10. Attitudes
- 12. Job satisfaction
- 13. Emotions and Mood
- 17. Stress
- 20. Perception and decision-making
- 24. Motivation
- 29. Job design
- 31. Communication
- 36. Leadership
- 43. Power and Politics
- 46. Conflict
- 52. Negotiation

Organisational behaviour is a field of study that investigates the impact that *individuals, groups,* and *structure* have on behaviour within organisations, for the purpose of *applying* such knowledge toward *improving* an organisations *effectiveness*.

Value in studying theoretical models:

- First step in 'successful application' is to learn *what* to apply, *when*, and *how* to do so successfully.
- A **theory** explains why something happens or how several things are related.
- To develop a theory, a scientific method must be followed
 - o The **scientific method** is a systematic application of techniques for *investigating* phenomena, *acquiring new knowledge*, or *correcting* previous knowledge
 - o Proposal and testing of a hypothesis, deriving predictions for hypothesis about results of future experiments, performing the experiment to see whether the prediction is valid – this provides evidence for or against the hypothesis
 - o When many experimental results have been gathered in a particular area of inquiry, scientists may propose an *explanatory framework that accounts for as many of these as possible*
 - o The explanation then becomes a theory – a link between theory and practice

OB model development

- A **model** is a simplified representation of a real work phenomenon
- OB model has 3 levels of analysis – individual level, group level, organisation systems level
- Types of study variables:
 - o Independent (presumed cause of change in the dependent variable, manipulated by researches to observe changes in dependent)
 - o Dependent (response to independent variable, variable that researchers want to predict or explain)
- Work outcome variables: absenteeism, productivity, turnover, deviant workplace behaviour
 - o **Productivity** is the process of transforming inputs into outputs at the lowest cost (effectiveness – achievement of goals, efficiency – meets goals at a low cost)
 - o **Absenteeism** is the failure to report to work
 - o **Turnover** is the voluntary and involuntary permanent withdrawal from an organisation
 - o **Deviant workplace behaviour** is voluntary behaviour that violates significant organisational norms and thereby threatens the wellbeing of the organisation and it's members (e.g. unnecessary absence, theft, intentionally working slowly, sabotaging equipment)

Organisational citizenship behaviour (OCB) is discretionary behaviour that is not part of an employee's formal job requirements but nevertheless promotes the effective functioning of the organisation

- Includes team building, noting flaws in the work process, covering for a sick colleague

Independent variable can be at any 3 levels in the model:

- Individual – personality, emotions, values, attitudes, perception, motivation
- Group – communication, group decision making, conflict, leadership
- Organisation system – organisational culture, HR policies, organisational structure

Behavioural disciplines contributing to organisational behaviour:

- Psychology
 - o Seeks to measure, explain, and change behaviour of humans
 - o Contributions to OB: learning, motivation, training, work stress
 - o Unit of analysis: individual
- Social psychology
 - o Blends concepts from psychology and sociology and focuses on the influence of people on one another
 - o Contributions to OB: behavioural change, attitude change, communication, group process, group decision making
 - o Unit of analysis: group
- Anthropology
 - o The study of societies to learn about human beings and their activities
 - o Contributions to OB: organisational culture, power, comparative values, organisational environment
 - o Unit of Analysis: organisational system or group
- Sociology
 - o The study of people in relation to their fellow human beings
 - o Contributions to OB: communication, power, conflict, organisational culture
 - o Unit of analysis: organisational system or group

Challenges and opportunities for OB:

- Responding to economic pressures
 - o Making decision to fire employees, motivate employees to do more with less, working through employee stress
- Firing people

- Responding to globalization
 - o Increasing foreign assignments
 - o Overseeing movement of jobs to countries with low-cost labour
 - o Accommodate for new employees coming from overseas
 - o Changing nature of the organisation:
 - Age – possible labour shortage, generational differences (different values, changing skills)
 - Gender – increasing number of women entering workforce, increasing number of women in senior positions, breaking down generalization that some jobs are gender specific

Management functions:

- Planning – defining organisational goals, developing strategy
- Organizing – decide what tasks to do, who does them
- Leading – direct and coordinate people within their area of influence
- Controlling – monitoring performance, compare results with goals

Mintzbergs managerial roles

1. Interpersonal

- *figurehead* (perform duties of legal or social nature)
- *leader* (hiring, training, motivating, disciplining)
- *liaison* (manager maintains a network who will work with them on gaining info and relationships)

2. Informational

- *monitor* (gather and organise a wide variety of info)
- *disseminator* (transmit info from outsiders to members of org.)
- *spokesperson* (give info/ transmit to outsiders)

Decisional

- *entrepreneur* (identify opportunities)
- *disturbance handler* (corrective action when necessary)