

PMG 671
Leadership & Organizational
Behavior

Prepared by

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Orientation Session



Orientation Session



Chapter

Book

Essentials of Organizational Behavior
Stephen P. Robbins & Timothy A. Judge



Course Content

- Chapter 1: Introduction to OB. (Lecture 1)
- Chapter 2: Attitudes and Job Satisfaction. (Lecture 2)
- Chapter 3: Personality and Values (Lecture 3)
- Chapter 4 : Motivation Concepts and Applications (lecture 4)
- Chapter 5: Foundations of Group Behavior (lecture 5)
- Chapter 6 : Understanding Work Teams (Lecture 5)
- Chapter 7: Communication (Lecture 6)
- Chapter 8: Foundation of Organizational Structure (Lecture 6)
- Chapter 9: Introduction to Leadership (Lecture 7)
- Chapter 10: Basic Approaches to Leadership (Lecture 8)
- Chapter 11: Organizational Culture (lecture 9).
- Chapter 12: Managing change (Lecture 10)



What is OB?

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.

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What is OB?

In other words, Organizational behavior is the study of human behavior in Organizations and the application of knowledge about how, individuals, and groups act and react in an organization, in order to reach and accomplish the highest quality of performances, and dominant results.



OB Main Concern

Why do people behave a certain way in an organizational environment? What factors affect job performance, employee interaction, job commitment, leadership and managerial styles?

Individuals have studied this topic for decades in order to find ways of increasing organizational performance.



OB History As A Science

While Organizational Behavior as a field of academic study wasn't fully recognized by the American Psychological Association (APA) until the 1970's, it's roots go back to the late 1920's when the Hawthorne Electric Company set up a series of experiments designed to explore how changes in environment and design changed the productivity of their employees.



OB History As A Science

Their various studies, conducted between the years of 1924 and 1933, were broad and measured over large periods of time. The studies included the effect of various types of breaks (lots of small breaks, a few long ones, etc.) on productivity, productivity in isolation, and productivity in varying levels of light. The most famous finding resulting from the of the Hawthorne Studies is what is now called the Hawthorne Effect, the change in behavior of a test subject when they know they're being observed.



The Importance of Interpersonal Skills

Until the late 1980s, Business Schools Curricula emphasized the technical aspects of Management, focusing on Economics, Accounting, Finance and so on. Starting from the early 1990s, Business Schools realized the importance of understanding human behavior and the its role in determining a manager's effectiveness.

Chapter
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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



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