



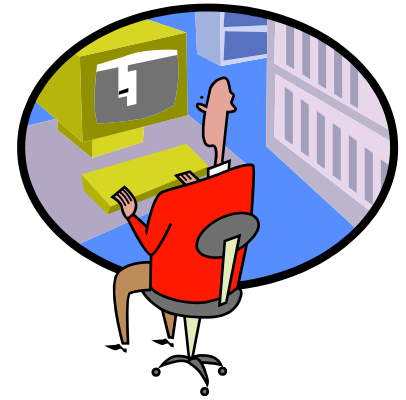
Chapter 1

The Nature and Scope of Organizational Behavior

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?



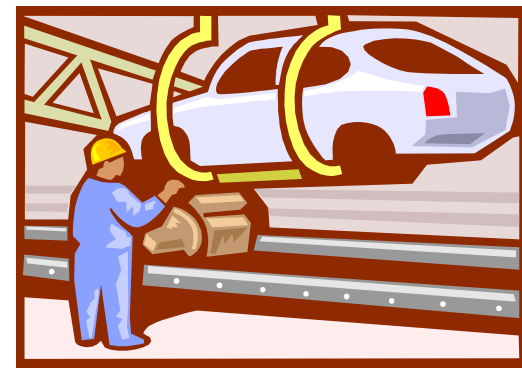
- ▶ Development of interpersonal (soft) skills
- ▶ Personal growth via insight into others
- ▶ Enhancement of individual and organizational effectiveness
- ▶ Sharpening and refining common sense (common sense is often wrong)

A Brief History of OB



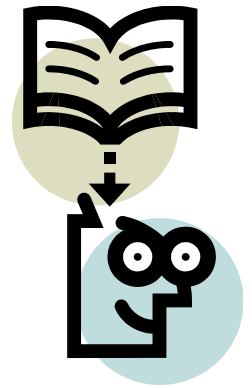
- ▶ Classical approach to management (scientific management and administrative management)
- ▶ Hawthorne studies (workers respond to attention)
- ▶ Human relations movement (treat workers well to boost productivity)

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

Skill Development in OB



1. Experiential exercises (learn by doing)
2. Conceptual information and examples
3. Feedback on skills and performance
4. Conceptual knowledge and behavioral guidelines
5. Frequent practice

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.

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



Figure 1-2 A Framework for Studying Organizational Behavior

