

Principles of Organizational Behavior

MGT 386

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Today's Agenda

- * Class Process
 - * Review class structure and objectives
 - * Identify shared expectations
- * Activity – Black Box exercise
 - * How are Research and Theory related?
- * Info cards and Break
- * Chapter 1 – what is OB


Class Structure

- * Course Syllabus
- * Content is organized by “levels of analysis”:
 - * Individual
 - * Groups
 - * Organizations
- * An example using Google Earth

Class Objectives


- * Explain & apply key OB concepts including:
 - * Recognizing, naming, and describing major theories
 - * Identifying and applying the OB theories and concepts
 - * Distinguish between the individual, group, and organizational level of analysis
- * Identify and apply skills that will help you effectively contribute to an organization.

Expectations



- * How do we need to interact in order to make the most of the educational experience we are going to have together?

Building a Learning Community



Spirit of Community
Civility and Courtesy
Interest; not Apathy
Learning; not winning

Willingness to share ideas
Collaboration; not Competition

Appreciation of class diversity
Willingness to take risks
Exploration; not attack
Listening; not just hearing

Ways of Knowing

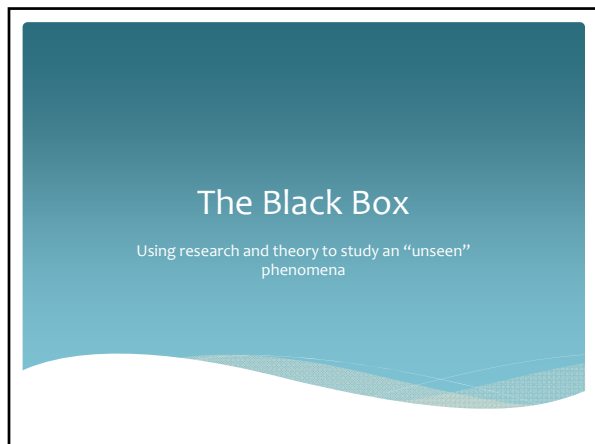
- * **Method of Experience**
 - * Believe because it is consistent with their own experience and observations.
- * **Method of Intuition**
 - * Believe because it “just stands to reason”—it seems obvious or self-evident.
- * **Method of Authority**
 - * Believe because some respected official, agency, or source has said it is so.
- * **Method of Science**
 - * Believe because scientific studies have tended to replicate that result using a series of samples, settings, and methods.

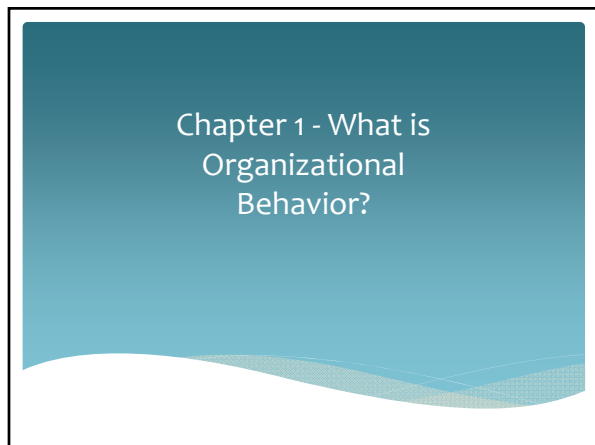
Scientific Studies

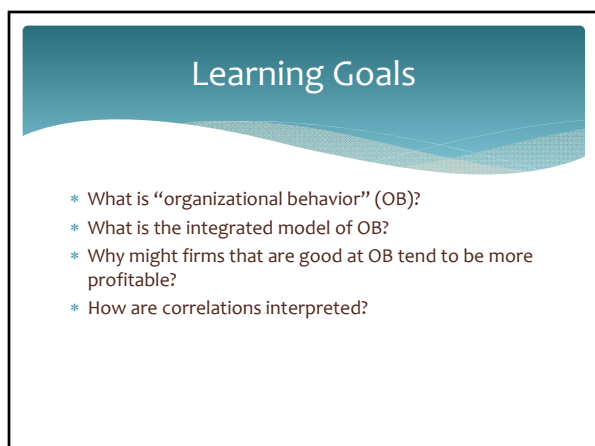
- * **Theory**
 - * A collection of assertions that specify how and why variables are related
 - * Tells a story that explains who, what, where, when, & why
- * **Hypotheses**
 - * Written predictions that specify relationships between variables based on the theory

The Scientific Method

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graph TD; THEORY --> HYPOTHESES; HYPOTHESES --> DATA; DATA --> VERIFICATION; VERIFICATION --> THEORY;
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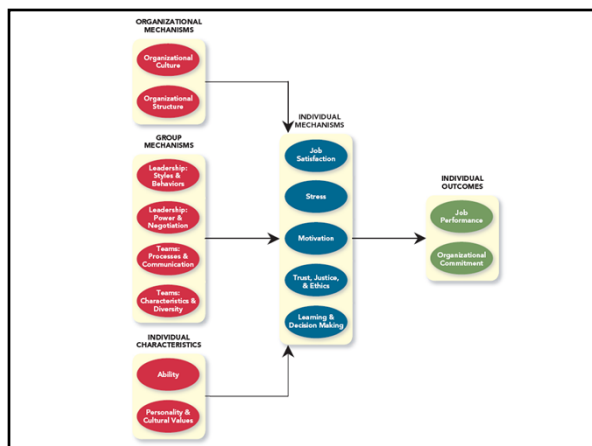


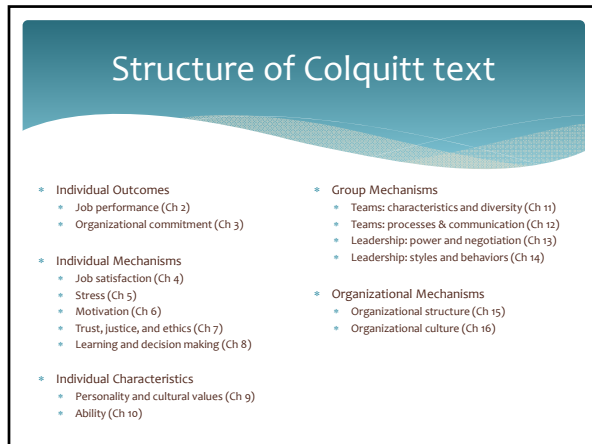
Organizational Behavior Defined

- **Organizational behavior (OB)** is the field of study devoted to understanding, explaining, and ultimately improving the attitudes and behaviors of individuals and groups in organizations.
- This is often in contrast to:
 - **Human resource management**
 - Greater focus on the application of these principles in a workforce (e.g., legal issues, staffing, compensation, etc.).
 - **Strategic management**
 - Generally focuses on a higher level of analysis by examining industry characteristics and dynamics among organizations.

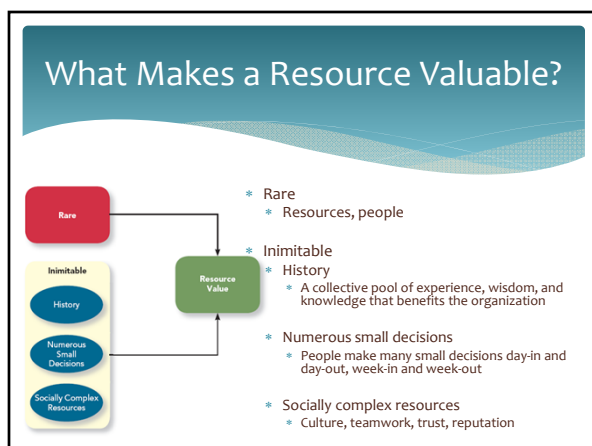
OB Foundations

- Theories and concepts in OB are drawn from a wide variety of disciplines
 - Industrial and organizational psychology
 - Job performance and individual characteristics
 - Social psychology
 - Satisfaction, emotions, and team processes
 - Sociology
 - Team characteristics and organizational structure
 - Economics
 - Motivation, learning, and decision making

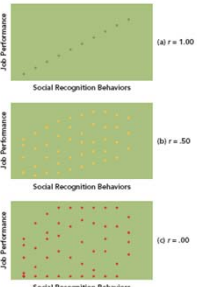








Correlation (r) & Causal Inference



- * Correlation
 - Describes the statistical relationship between two variables
 - Can be positive or negative & range from 0 to ± 1
- * To make a **causal inference** you need to establish three things.
 1. The two variables are correlated.
 2. The presumed cause precedes the presumed effect in time.
 3. No alternative explanation exists for the correlation.

Notable Correlations

CORRELATION BETWEEN . . .	r	SAMPLE SIZE
Height and weight	.44	16,948
Viagra and sexual functioning	.38	779
Ibuprofen and pain reduction	.14	8,488
Antihistamines and reduced sneezing	.11	1,023
Smoking and lung cancer within 25 years	.08	3,956
Coronary bypass surgery and 5-year survival	.08	2,649

Meta-analysis

- The scientific process involves a wide range of studies that examines relationships in different contexts and with a variety of methods.
- We can stock of this research by examining the cumulative findings through a technique called a **meta-analysis**
- This quantitative approach takes all of the correlations found in studies of a particular relationship and calculates a weighted average.
 - .50 correlation is considered "strong," a .30 correlation is considered "moderate," and a .10 correlation is considered "weak."
- Forms the foundation for evidence-based management — a perspective that argues that scientific findings should form the foundation for management education, much as they do for medical education.
