

What is Organizational Behavior?

The Importance of Interpersonal Skills:

Understanding OB helps determine manager effectiveness

- Technical and quantitative skills are important.
- But leadership and communication skills are CRITICAL.
- Developing managers' interpersonal skills also helps organizations attract and keep high-performing employees.
- Regardless of labor market conditions, outstanding employees are always in short supply.

Organizational benefits of skilled managers:

- Positive social relationships also were associated with lower stress at work and lower intentions to quit.
- Having managers with good interpersonal skills is likely to make the workplace more pleasant, which in turn makes it easier to hire and keep qualified people.
- Creating a pleasant workplace also appears to make good economic sense.
- Companies with reputations as good places to work have been found to generate superior financial performance.

What Managers Do?

- Manager : Is an individual who achieves goals through other people.
- Or Managers: The people who oversee the activities of others and who are responsible for attaining goals in these organizations.
- (sometimes called administrators, especially in not-for-profit organizations).

Management Activities:

- Make decisions
- Allocate resources
- Direct activities of others to attain goals

Managers do their work in an organization.

Organization: A consciously coordinated social unit composed of two or more people that functions on a relatively continuous basis to achieve a common goal or set of goals.

Examples of organizations:

- manufacturing and service firms – schools – hospitals – churches - military units - retail stores - police departments- and local, state, and federal government agencies.

Management Functions: plan + control + lead + organize.

Management Functions:

Planning:

- A process that includes defining goals, establishing strategy, and developing plans to activities.
- As managers advance, they do this function more often.

Organizing

- Managers are responsible for designing an organization's structure.
- Determining what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made.

Leading

- A function that includes motivating employees, directing others, selecting the most effective communication channels, and resolving conflicts.
- It is about PEOPLE!

Controlling

- Monitoring performance, comparing actual performance with previously set goals, and correcting any deviation.

Mintzberg's Managerial Roles :

Mintzberg identified ten managerial roles.

These are separated into three groups:

- Interpersonal
- Informational
- Decisional

Interpersonal

- All managers are required to perform duties that are ceremonial and symbolic in nature.

- For instance, when the president of a college hands out diplomas at commencement or a factory supervisor gives a group of high school students a tour of the plant, he or she is acting in a figurehead role.

All managers also have a leadership role . This role includes hiring, training, motivating, and disciplining employees.

The third role within the interpersonal grouping is the liaison role , or contacting others who provide the manager with information.

-The sales manager who obtains information from the quality-control manager in his or her own company has an internal liaison relationship.

- When that sales manager has contacts with other sales executives through a marketing trade association, he or she has an outside liaison relationship.

TABLE 1-1 Mintzberg’s Managerial Roles

Role	Description
Interpersonal	
Figurehead	Symbolic head; required to perform a number of routine duties of a legal or social nature
Leader	Responsible for the motivation and direction of employees
Liaison	Maintains a network of outside contacts who provide favors and information

• Informational

All managers, to some degree, collect information from outside organizations and institutions, typically by scanning the news media (including the Internet) and talking with other people to learn of changes in the public’s tastes, what competitors may be planning, and the like.

☐ Mintzberg called this the monitor role.

Managers also act as a conduit to transmit information to organizational members. This is the disseminator role.

- In addition, managers perform a spokesperson role when they represent the organization to outsiders.

Informational	
Monitor	Receives a wide variety of information; serves as nerve center of internal and external information of the organization
Disseminator	Transmits information received from outsiders or from other employees to members of the organization
Spokesperson	Transmits information to outsiders on organization's plans, policies, actions, and results; serves as expert on organization's industry

Decisional

-Mintzberg identified four roles that require making choices.

- In the entrepreneur role, managers initiate and oversee new projects that will improve their organization's performance.
- As disturbance handlers, managers take corrective action in response to unforeseen problems.

As resource allocators, managers are responsible for allocating human, physical, and monetary resources.

- Finally, managers perform a negotiator role, in which they discuss issues and bargain with other units to gain advantages for their own unit.

Decisional	
Entrepreneur	Searches organization and its environment for opportunities and initiates projects to bring about change
Disturbance handler	Responsible for corrective action when organization faces important, unexpected disturbances
Resource allocator	Makes or approves significant organizational decisions
Negotiator	Responsible for representing the organization at major negotiations

Source: Adapted from H. Mintzberg, *The Nature of Managerial Work*, 1st edn. (New Jersey: Prentice Hall, 1997), © 1973. Reprinted and electronically reproduced by permission of Pearson Education, Inc., Upper Saddle River, New Jersey.

Questions

1. Over the past two decades, business schools have added required courses on people skills to many of their curricula. Why have they done this?

- a. Managers no longer need technical skills in subjects such as economics and accounting to succeed.
- b. There is an increased emphasis in controlling employee behavior in the workplace.
- c. Managers need to understand human behavior if they are to be effective.
- d. These skills enable managers to effectively lead human resources departments.
- e. A manager with good people skills can help create a pleasant workplace.

2. Which of the following is most likely to be a belief held by a successful manager?

- a. Technical knowledge is all that is needed for success.
- b. It is not essential to have sound interpersonal skills.
- c. Technical skills are necessary, but insufficient alone for success.
- d. Effectiveness is not impacted by human behavior.
- e. Technical skills do not influence efficiency.

3. Which of the following would not be considered an organization?.

- a. church
- b. a university
- c. a military unit.
- d. all adults in a given community.
- e. an elementary school.

4. Which of the following is best defined as a consciously coordinated social unit, composed of two or more people, which functions on a relatively continuous basis to achieve a common goal or set of goals?

- a. party.
- b. unit
- c. team
- d. community
- e. organization

5. Which of the following is not one of the four primary management functions?

- a. controlling
- b. planning
- c. staffing
- d. organizing
- e. leading

6. Which of a manager's primary roles requires the manager to define an organization's goals, establish an overall strategy for achieving these goals and develop a comprehensive hierarchy of plans to integrate and coordinate activities?

- a. controlling
- b. planning
- c. staffing
- d. coordinating
- e. leading

7. Determining how tasks are to be grouped is part of which management function?

- a. planning
- b. leading
- c. controlling
- d. organizing
- e. contemplating.

8. Mintzberg concluded that managers perform 10 different, highly interrelated roles. Which of the following is one of the broad categories into which these roles could be grouped?

- a. intrapersonal
- b. institutional
- c. decisional
- d. affective
- e. reflective

9. As a manager, one of Joe's duties is to present awards to outstanding employees within his department. Which Mintzberg managerial role is Joe acting in when he does this?

- a. leadership role

- b. liaison role
- c. monitor role
- d. figurehead role
- e. spokesperson role

10. According to Mintzberg, one of management's interpersonal roles is ____.

- a. spokesperson
- b. leader
- c. negotiator
- d. monitor
- e. devil's advocate

11. According to Mintzberg, when a manager searches the organization and its environment for opportunities and initiates projects to bring about change, the manager is acting in which role?

- a. negotiator
- b. entrepreneur
- c. monitor
- d. resource allocator
- e. reflective analyst

TRUE/FALSE :

1. Although managers must be technically competent, technical knowledge is often not enough for success. **(True)**
2. Managers get things done through other people. **(True).**
3. The term "organization", as used in your textbook, is meant to include business firms and non-profits, but exclude government agencies. **(False)**
4. Managers may be referred to as administrators in not-for-profit organizations. **(True)**
5. The controlling function of management includes the determination of what tasks are to be done. **(False)**
6. Monitoring, comparing, and correcting activities are all included in the controlling function. **(True) .**
7. The role of spokesperson is an example of an informational role. **(True)**

8.As resource allocators, managers are responsible for allocating human, physical, and monetary resources. **(True)**

9.When managers initiate and oversee new projects that will improve their organization's performance, they are acting in the capacity of an entrepreneur , which is an example of an informational role.**(False)**

- imagine that Kristen McKay is a manager at a company specializing in bread and bread-baking paraphernalia. Kristen performs all the normal management functions outlined in your textbook. Answer the following questions based on Henri Fayol's work.

10.When Ms. McKay develops a strategy for achieving her department's goals, she is performing the_____ function of management.

- a. planning
- b. organizing
- c. leading
- d. controlling
- reacting

11.When Ms. McKay determines which employees will do what tasks, she is performing the _____ function of management.

- a. planning
- b. organizing
- c. leading
- d. controlling
- e. reacting

12.When Ms. McKay motivates her employees and attempts to resolve conflicts among department members, she is performing the _____ function of management.

- a. planning
- b. organizing
- c. leading
- d. controlling
- e. reacting

13.When Ms. McKay compares projected sales to actual sales in her department , she is performing the _____ function of management.

- a. Planning

b. Organizing

c. Leading

d. Controlling

e. reacting