

Study Guide/ Outline

MGB 301

Dominick Muto

Quiz 1:Ch. 1,2,3,4,5: Organizational behavior; Challenges in the workforce; Attitudes, emotions, ethics; Personality, perception, attribution; Motivation;

Organizational Behavior: the study of people at work; the study of individual behavior and group dynamics in organizations.

- Successful companies understanding people whether it be customers and/or employees
- Two factors that influence behavior:
 - Personal Factors (personality, feelings, abilities, etc.)
 - Situational Factors (events, environment ,etc.) interact to predict behavior
- **External Perspectives:** understand behavior in terms of external events, environmental forces, and behavioral consequences; explain behavior by examining surrounding external events and environmental forces.
- **Internal Perspectives:** ex: resume; understand behavior in terms of thoughts, feelings, past experiences, and needs; explain behavior by examining individuals history or personal value system
- Identify Four steps for responding positively in times of change: (1) Maintain positive attitude (2) Ask Questions (3) Listen actively (4) Be committed to success

Open System Theory:

- Important System Components of an Organization:
 - Internal (Organizational Boundary)
 - Task: Mission, purpose, or goal for existing
 - People: Human resources of the organization
 - Structure: Work design at the *micro level*; Departmental, division, and the overall organization design at *macro level* – how you divide into division (macro/micro levels)
 - Technology: Tools in improve productivity; tools, knowledge, and techniques used to transform inputs to outputs

External

- Task Environment: competitors, unions, regulatory agencies, etc.

Inputs: Material, capital, human

Outputs: Products & Services

Open: Organizations are open to, and influenced by their environments (external influences are accepted)

System: Movement in one part leads to predictable movement in another; change one part of company (change boss or worker), other things will change

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Organizational Behavior: the study of people at work; the study of individual behavior and group dynamics in organizations. CONTINUED...

- **Formal Organization:** (overt/ open) the official, legitimate, and most visible part of the system. ex: CEO, Captain
 - o Goals & Objectives, Policies & Procedures
 - o Job description, Financial resources
 - o Authority structure & Communication channels
 - o Products & Services
- **Informal Organization:** (covert/ hidden) the unofficial and less visible part of the system. ex: relationships between people and how they interact; if a boss resigns who is knowledgeable and who coworkers like, that then causes other workers to resign
 - o Beliefs, Assumptions, Perceptions
 - o Attitudes, Values
 - o Feelings (fear, joy, anger, trust, and hope)
 - o Group Norms
 - o Informal Leaders
 - o Networking connections

Quality: (enhancing quality) can give organizations in viable industries a "competitive edge" in international competition

- Quality is a customer oriented philosophy of management with important implications for virtually all aspects of organizational behavior
- a rubric for products and services of high status
- a customer-oriented philosophy of management with implications for all aspects of organizational behavior- mission or purpose of company
- a cultural value embedded in successful organizations

Opportunities that change creates for organizational behavior:

- o **Global Competition:** can increase responsiveness to clients and stakeholders ex: exchange rate
- o **Economic Competition:** can increase the need for productivity and added value by employees. ex: being in a recession and the impact on loans
- o **Cost-Cutting and restructuring:** can create uncertainty and instability for employees. Ex: firing workers to save money
- o Increasing globalization or organizations operating territory
- o Increasing diversity or organizational workforce
- o Continuing technological innovation in order to perform skill enhancement
- o Continuing demand for higher levels or moral and ethical behavior at work

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Quality: continued...

Six Sigma: is a philosophy for company-wide quality improvement; is a program that is characterized by its customer-driven approach, its emphasis on using quantitative data to make decisions and priority on saving money.

Total Quality Management (TQM): the total dedication to continuous improvement and to customers so that customer needs are met and to exceed their expectations.

<u>Six Sigma</u>	vs.	<u>Total Quality Management (TQM)</u>
-Executive ownership		-Self-directed work teams
-Business strategy execution system		-Quality initiative
-Truly cross functional		-Largely within a single function
-Focus training with verifiable ROI		-No mass training in statistics and quality ROI
-Business results oriented		-Quality oriented

Opportunities:

- o Increase globalization of organization operating territory/
- o Increasing diversity of organizational workforce
- o Continuing technological innovation
- o Higher level of moral and ethical behavior at work
- o Need to understand human and cultural differences/ industrial restructuring/ increase amount and information availability/ need to attract and retain the best employees