

## CHAPTER 1

## What Is Organizational Behavior?

## LEARNING OBJECTIVES

After studying this chapter, students should be able to:

- 1-1. Define *organizational behavior (OB)*.
- 1-2. Show the value of systematic study to OB.
- 1-3. Identify the major behavioral science disciplines that contribute to OB.
- 1-4. Demonstrate why few absolutes apply to OB.
- 1-5. Identify managers' challenges and opportunities in applying OB concepts.
- 1-6. Compare the three levels of analysis in this text's OB model.
- 1-7. Describe the key employability skills gained from studying OB that are applicable to other majors or future careers.

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*This chapter begins with a vignette entitled "The Rise and Fall of WeWork's CEO." The details of this story are jarring, reflecting the complexity and speed of organizational life. The effects of behavior ring through organizations—felt by workers, managers, groups, teams, and sometimes, by the whole organization. They also highlight several issues of interest to those seeking to understand organizational behavior, including motivation, justice, ethics, structure, culture, personality, and organizationally relevant outcomes, such as turnover, productivity, and survival. Throughout this text, you will learn how organizational challenges often cut across areas like these, so the systematic approach pursued in this text and your course is essential.*

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## BRIEF CHAPTER OUTLINE

## I. Management and Organizational Behavior

## A. Who's Who in the World of Work

1. **Worker:** As an individual, member of work groups, teams, or organizations, contributes to the accomplishment of work goals.
2. **Manager:** Someone who gets things done through other people. They make decisions, allocate resources, and direct others' activities to attain goals.
3. **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.

## B. Management Activities

1. Although workers' activities may also involve interacting and coordinating work with other people, it is usually a much more significant component of managerial jobs. All

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**Sunghan Ryu**



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how Ethiopian human resource management practice is evolving and how it can be improved The examination is qualitative and exploratory since no comparative research on human resource management has yet been conducted at Ethiopian profit or non profit organizations An understanding of Ethiopian human resource management practice makes it possible to improve Ethiopian human resource management practice and thus to increase employee productivity The study took place at four manufacturing and four service companies in Addis Ababa all representative of their sector The research claim is that Ethiopian human resource management practices differ from human resource management practices in the West due to differences in cultural factors economic systems political systems and legal and industrial relations For this reason Ethiopia s culture politics economy and legal and industrial relations have been analyzed The main finding of this study is that the importance of human resource management is not uniformly understood at all the case study companies Although the multinational companies based in Ethiopia see their human resources as the companies most important asset as human capital the local companies generally do not The fact that respondents claim that Ethiopia has limited experience in industrialization might explain why human resource management in Ethiopia is rudimentary and still has a long way to go With this dissertation the researcher wants to contribute to improving Ethiopian human resource management practice Moreover this dissertation may be used as a framework for similar research in other sectors or for more specific in depth research This dissertation may also serve as a knowledge base for company managers business consultants academics and government officials of countries with a national culture similar to Ethiopia s for example Kenya Tanzania and Zambia countries undergoing or which have undergone a recent transition to a free market economy and countries facing similar macro economic developments

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