Management 5113 – Organizational Theory and Behavior

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Agenda

• Scope and philosophy of OB
  – What is Organizational Behavior?
  – Why study Organizational Behavior?
  – Class goals
Questions

• What motivated you to take this course?
• What qualities does a good leader possess?
What is Organizational Behavior?

- “A field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations, for the purposes of applying such knowledge toward improving an organization’s effectiveness.” (Robbins & Judge, 2007)
- “The study of how the thoughts, feelings, and behaviors of individuals and groups in organizations are influenced by the actual, implied, or imagined presence of others.” (Thompson, 2008)
What is Organizational Behavior?

Leadership Goals
• Influence people to commit and contribute to the goals of the organization
• Coordinate the pursuit of these goals

Follower Challenges
• Commitment problem
  – Why should I be here and not somewhere else?
• Contribution problem
  – Why should I exert effort?
• Coordination problem
  – Why should I do things this way?
• Adaptation problem
  – Why should I change?
Why Study Organizational Behavior?

• Necessary to succeed as a manager/leader
  – “What became clear to him only after he graduated from HBS, however, was the impact his organizational behavior courses would have on his success in the workplace. As essential as subjects like marketing and finance may be, he advised, the ability to work well with others is also a requirement for every executive.” (HBS News Release about Jeff Immelt, GE CEO, 2005)

• Can’t depend on:
  – Personal/Individual experience (preconceptions)
  – Popular press

• Not just common sense
## Business Book Titles

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<thead>
<tr>
<th>Title</th>
<th>Description</th>
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<tr>
<td>In Search of Excellence: Lessons from America’s Best-Run Companies</td>
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(Pfeffer & Sutton, 2006)
# Clashing Business Book Titles

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<tr>
<th>In Search of Excellence: Lessons from America’s Best-Run Companies</th>
<th>The Myth of Excellence: Why Great Companies Never Try to Be the Best at Everything</th>
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<td>What would Machiavelli Do? The Ends Justify the Meanness</td>
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(Pfeffer & Sutton, 2006)
Class Goals

• Leading effectively means going beyond technical skills, common sense, and the popular press. We need to leverage theory (principles) and research (evidence) from OB. My goals are to:
  – Improve your analytical abilities and your capacity to understand and predict the behavior of individuals, groups, and organizations
  – Provide you with knowledge to analyze, manage, and lead in diverse organizational settings
  – Practice and apply these skills in cases, exercises, and simulations
  – Understand that there is no cookbook formula to being a great leader
Syllabus
Introduction Take Aways

• Organizational Behavior and leadership are about how to *influence* people to commit and contribute to the goals of the organization and to *coordinate* these efforts
  – Although it is important to influence and persuade individuals to contribute, it is equally important to coordinate these efforts and to align individual goals with organizational goals
  – Common sense, personal experience, and business anecdotes are necessary but insufficient to understand how to lead and manage people
• Understand the data and logic behind managerial tactics
  – Separate myth and pop psychology from theory and empirical data