

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.

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.

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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Table of Contents Organizational Behavior Robbins Study Guide

1. Understanding the eBook Organizational Behavior Robbins Study Guide
 - The Rise of Digital Reading Organizational Behavior Robbins Study Guide
 - Advantages of eBooks Over Traditional Books
2. Identifying Organizational Behavior Robbins Study Guide
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Organizational Behavior Robbins Study Guide
 - User-Friendly Interface
4. Exploring eBook Recommendations from Organizational Behavior Robbins Study Guide
 - Personalized Recommendations
 - Organizational Behavior Robbins Study Guide User Reviews and Ratings
 - Organizational Behavior Robbins Study Guide and Bestseller Lists
5. Accessing Organizational Behavior Robbins Study Guide Free and Paid eBooks
 - Organizational Behavior Robbins Study Guide Public Domain eBooks
 - Organizational Behavior Robbins Study Guide eBook Subscription Services
 - Organizational Behavior Robbins Study Guide Budget-Friendly Options

6. Navigating Organizational Behavior Robbins Study Guide eBook Formats
 - ePub, PDF, MOBI, and More
 - Organizational Behavior Robbins Study Guide Compatibility with Devices
 - Organizational Behavior Robbins Study Guide Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Organizational Behavior Robbins Study Guide
 - Highlighting and Note-Taking Organizational Behavior Robbins Study Guide
 - Interactive Elements Organizational Behavior Robbins Study Guide
8. Staying Engaged with Organizational Behavior Robbins Study Guide
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Organizational Behavior Robbins Study Guide
9. Balancing eBooks and Physical Books Organizational Behavior Robbins Study Guide
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Organizational Behavior Robbins Study Guide
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Organizational Behavior Robbins Study Guide
 - Setting Reading Goals Organizational Behavior Robbins Study Guide
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Organizational Behavior Robbins Study Guide
 - Fact-Checking eBook Content of Organizational Behavior Robbins Study Guide
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements

- Interactive and Gamified eBooks

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