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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Víctor Jesús García Morales,Aurora Garrido-Moreno,Nigel Lockett,Rodrigo Martín-Rojas

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