



**Master of Finance and Economic  
Development**  
**Introduction to Organizational Behavior**

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# *Who am I?*

- Graduated with Bachelor Degree in Economics from Russian Academy of National Economy, Moscow
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## ***Lecture Outcomes:***

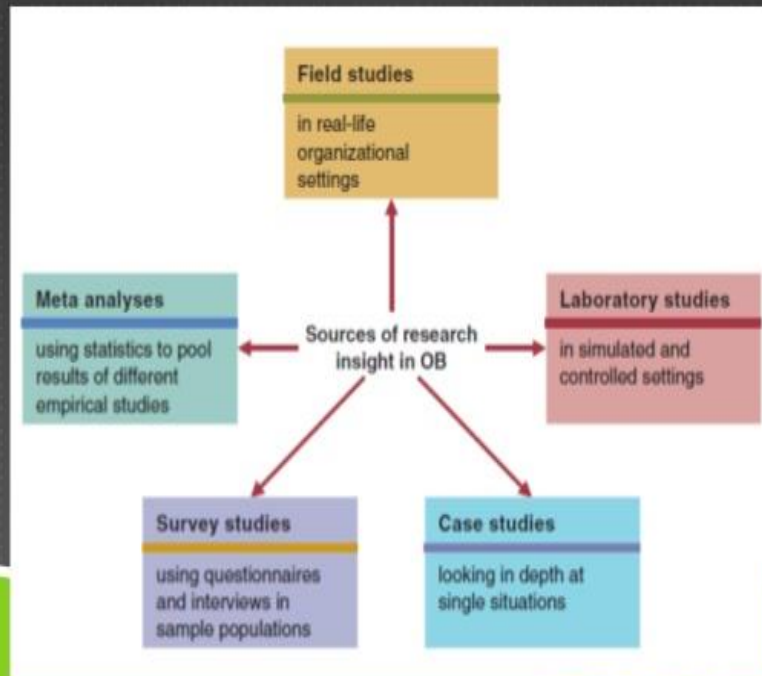
- What is organizational behavior? Why is it important?
- What are organizations like as work settings?
- What is the nature of management and leadership in organizations?
- How do we learn about organizational behavior?

# ***What is organizational behavior? Why is it important?***

Organizational Behavior is an interdisciplinary field devoted to understanding individual and group behavior, interpersonal processes, and organisational dynamics.

- Study of human behavior in organisations.
- Scientific methods models
- Simplified views of reality that attempt to identify major factors and forces underlying real-world phenomena.
- Link presumed causes of events (independent variables) with outcomes (dependent variables).

**Figure 1.1 Common Scientific Research Methods in Organizational Behavior**



# ***Which Technique can be generalized across multiple settings?***

- A. Field Studies
- B. Meta Analysis
- C. Case Studies

Answer B

Meta Analysis uses statistical pooling from results of different empirical studies. This aggregating technique allows OB researchers to generalize and apply the conclusions to many OB situations.

# ***What is organizational behavior? Why is it important?***

## **Evidence-Based Management**

- Uses hard facts and empirical evidence to make decisions
- Evidence-based thinking manifests itself through a contingency approach which researchers identify how different situations can be best be understood and handled

## **Scientific Thinking**

The process of data collection is controlled and systematic

Proposed explanations are carefully tested

Only explanations that can be rigorously verified are accepted

## **Contingency Thinking**

Seeks ways to meet the needs of different management situations. Recognizes responses to solutions must be crafted to best fit the circumstances and people involved.

# ***What is organizational behavior? Why is it important?***

## **Modern Workplace Trends**

- Commitment to ethical behavior
- Broader views of leadership
- Emphasis in human capital and teamwork
- Demise of command-and-control
- Influence of technology
- Respect for new workforce expectations
- Changing concepts of careers
- Concerns of sustainability

# ***What are organization like as work settings?***

## **Organization**

- A collection of people working together to achieve a common purpose.

## **Organization Culture**

- A shared set of beliefs and values within an organization.
- Organizational “fit” matches organizational culture and individual characteristics.

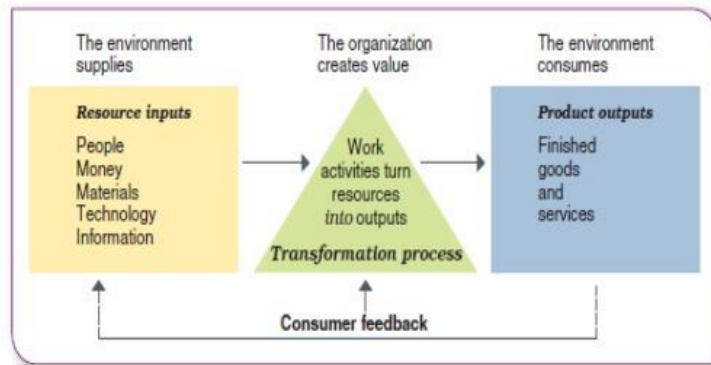
## **Organizational Climate**

Represents shared perception in terms of members regarding what the organization is like in terms of formal and informal management policies and practices.



# Open Systems

Figure 1.1 Organizations as open systems interact with their environment



Obtain resource inputs from the environment and transform human and material resource inputs into finished goods and services.

# ***What are organization like as work settings?***

## **Value Chain**

- Sequence of activities that results in the creation of good and services of values to customers.

## **Stakeholders**

People, groups and institutions that are affected by and thus have an interest or “stake” in an organization’s performance.

# ***Your Experience***

- Describe an organization you have worked for or been a member of. How was the culture constructive? Defensive? Aggressive? Explain.

# ***What are organization like as work settings?***

## ***Workforce Diversity***

Presence of individual differences based on gender, race and ethnicity, age, and sexual orientation.

- Multiculturalism: refers to pluralism and respect for diversity in the workplace.
- Inclusion: the degree to which an organization's culture respects and values diversity.

# ***What is the nature of management and leadership in organizations?***

- **Manager** – someone whose job it is directly support the work efforts of others.
- **Effective Manager** – helps others achieve high levels of both performance and satisfaction.
- **Task Performance** – quality and quantity of the work produced, or the services provided by an individual, team, or work unit, or an organization as a whole.
- **Job Satisfaction** – indicates how people feel about their work and their settings.



## *The Management Process:*

Planning

Organizing

Leading

Controlling

# ***Mintzberg's 10 roles of effective managers***



# ***What is the nature of management and leadership in organizations?***

## ***Managerial skills and competences***

***Skills*** – an ability to translate knowledge into action that results in a desired performance.

- ***Technical skill*** is your ability to perform specialized tasks
- ***Human skills*** is your ability to work with other people
- ***Conceptual skills*** is your ability to analyze and solve complex problems

## ***Emotional Intelligence***

Ability to understand and manage emotions both personally and in relationships with others:

Self-awareness

Self-regulation

Motivation

Empathy

Social Skill



*How can high ethical standards be maintained?*

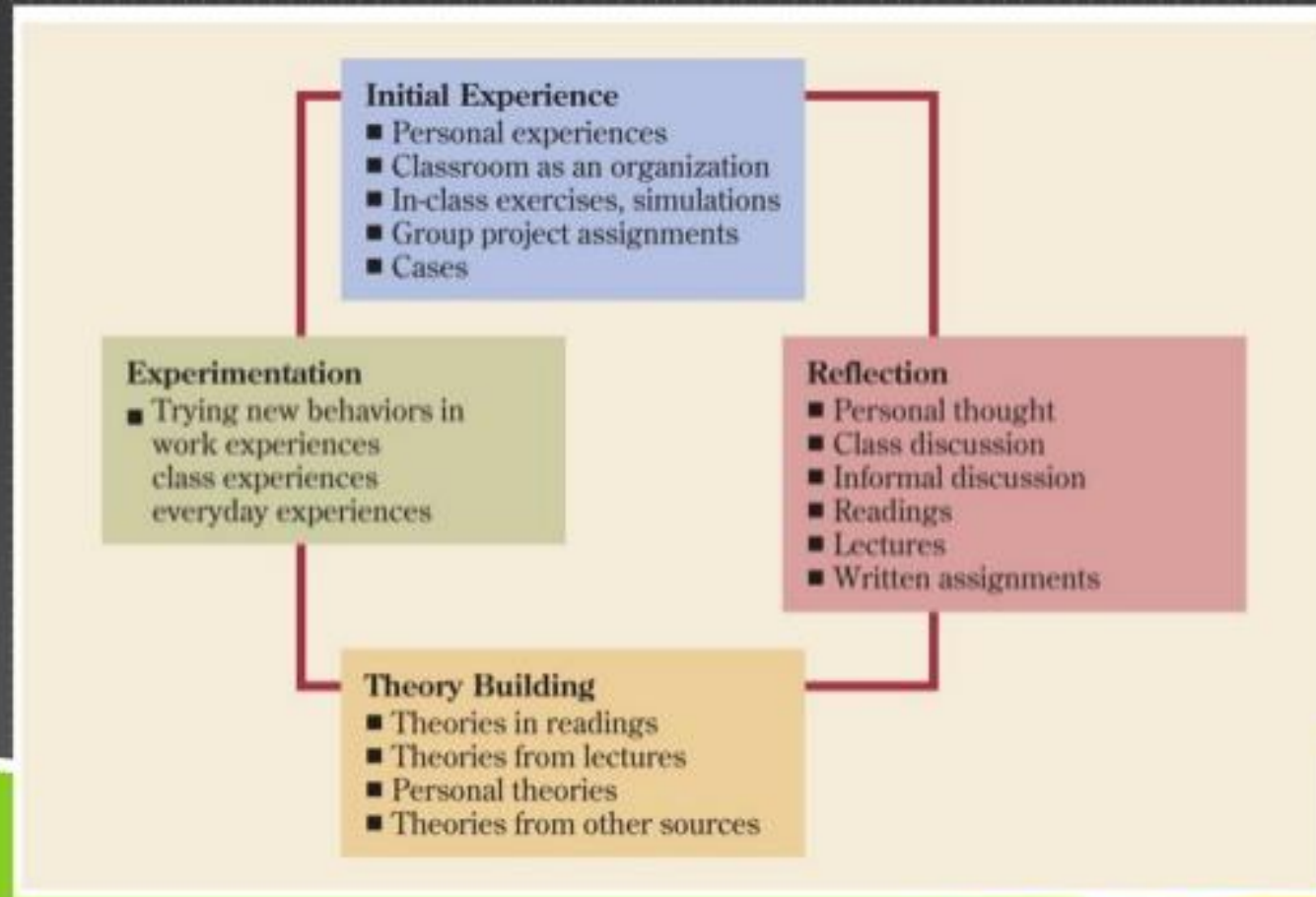


24

***Ethical Management includes ethics in decision-making.***

- Immoral Manager
- Amoral Manager
- Moral Manager
- Practices ethics mindfulness

## Figure 1.6 Experiential Learning in an OB course



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### ***How do we learn about organizational behavior?***

- ***Learning*** – an enduring change in behavior that results from experience.
- ***Life-long learning*** – continuous learning from day-to-day experiences.