

# Introduction to Organizational Behavior

## Introduction to Organizational Behavior (OB)

Key concepts, frameworks, and practical implications

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## 1. What Is Organizational Behavior?

| Dimension  | Description                                                                                                                                                                                                                     |
|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Definition | The systematic study of how individuals and groups act, think, and feel within an organization.                                                                                                                                 |
| Purpose    | Explain, predict, and influence workplace behavior to improve effectiveness and employee well-being.                                                                                                                            |
| Scope      | <ul style="list-style-type: none"><li>Individual level (personality, perception, motivation)</li><li>Group level (team dynamics, communication, leadership)</li><li>Organizational level (culture, structure, change)</li></ul> |

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## 2. Core Disciplines that Shape OB

| Discipline        | Contribution to OB                                                   |
|-------------------|----------------------------------------------------------------------|
| Psychology        | Motivation theories, perception, learning, attitudes.                |
| Sociology         | Group behavior, social networks, organizational culture.             |
| Anthropology      | Organizational rituals, symbols, and cultural artifacts.             |
| Economics         | Incentive structures, rational decision-making, resource allocation. |
| Political Science | Power, politics, conflict, negotiation.                              |

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## 3. Major Theoretical Perspectives

| Perspective     | Main Idea                                                               | Typical Applications                          |
|-----------------|-------------------------------------------------------------------------|-----------------------------------------------|
| Classical       | Emphasizes structure, hierarchy, and efficiency (Taylor, Fayol).        | Job design, standard operating procedures.    |
| Human Relations | Focus on social needs, employee satisfaction (Mayo, Hawthorne studies). | Team building, employee involvement programs. |

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| Perspective                | Main Idea                                                                                 | Typical Applications                                    |
|----------------------------|-------------------------------------------------------------------------------------------|---------------------------------------------------------|
| <b>Contingency</b>         | No “one?best” way; effectiveness depends on fit between context and practices.            | Flexible organizational design, situational leadership. |
| <b>Systems</b>             | Organizations as open systems exchanging inputs/outputs with the environment.             | Change management, cross?functional integration.        |
| <b>Resource?Based View</b> | Competitive advantage stems from valuable, rare, inimitable resources (including people). | Talent management, knowledge?sharing initiatives.       |

## 4. Individual?Level Topics

| Topic                               | Key Concepts                                                                                                                                                                                                                                                     | Practical Tools                                                   |
|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|
| <b>Personality</b>                  | Big Five (OCEAN), trait?behavior relationships.                                                                                                                                                                                                                  | Personality assessments, job?fit analysis.                        |
| <b>Perception &amp; Attribution</b> | Selective perception, fundamental attribution error.                                                                                                                                                                                                             | Structured feedback, bias?awareness training.                     |
| <b>Motivation</b>                   | <ul style="list-style-type: none"> <li>• <b>Maslow</b> – hierarchy of needs</li> <li>• <b>Herzberg</b> – hygiene vs. motivators</li> <li>• <b>Vroom</b> – expectancy theory</li> <li>• <b>Self?Determination</b> – autonomy, competence, relatedness.</li> </ul> | Goal?setting, performance?based rewards, job enrichment.          |
| <b>Learning &amp; Development</b>   | Classical & operant conditioning, observational learning, 70?20?10 model.                                                                                                                                                                                        | Coaching, on?the?job training, e?learning platforms.              |
| <b>Emotions &amp; Stress</b>        | Emotional intelligence (EI), job demands?resources model.                                                                                                                                                                                                        | Stress?management workshops, EI assessments.                      |
| <b>Decision?Making</b>              | Bounded rationality, heuristics, groupthink, prospect theory.                                                                                                                                                                                                    | Decision?making frameworks (e.g., DECIDE), devil’s?advocate role. |

## 5. Group?Level Topics

| Topic                 | Core Elements                                  | Management Levers                       |
|-----------------------|------------------------------------------------|-----------------------------------------|
| <b>Team Formation</b> | Forming?Storming?Norming?Performing (Tuckman). | Clear roles, norms, and shared purpose. |

# Introduction to Organizational Behavior

Topic

Core Elements

Management Levers

**Communication**

Channels, noise, feedback loops, media richness.

Structured meetings, active?listening training.

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