

Organizational Behavior I

Managerial Behavior A Practical Self-Study Guide

**Timea Havar
Daniel Simonovich**

Timea Havar and Daniel Simonovich

ORGANIZATIONAL BEHAVIOR I

Managerial Behavior
A Practical Self-Study Guide

Bibliografische Information der Deutschen Nationalbibliothek

Die Deutsche Nationalbibliothek verzeichnet diese Publikation in der Deutschen Nationalbibliografie; detaillierte bibliografische Daten sind im Internet über <http://dnb.d-nb.de> abrufbar.

Bibliographic information published by the Deutsche Nationalbibliothek

Die Deutsche Nationalbibliothek lists this publication in the Deutsche Nationalbibliografie; detailed bibliographic data are available in the Internet at <http://dnb.d-nb.de>.

Dieser Titel ist als Printversion im Buchhandel
oder direkt bei *ibidem* (www.ibidem-verlag.de) zu beziehen unter der

ISBN 978-3-89821-JH€H

∞

ISBN-13: 978-3-8382-5JH€I

© *ibidem*-Verlag
Stuttgart 2012

Alle Rechte vorbehalten

Das Werk einschließlich aller seiner Teile ist urheberrechtlich geschützt. Jede Verwertung außerhalb der engen Grenzen des Urheberrechtsgesetzes ist ohne Zustimmung des Verlages unzulässig und strafbar. Dies gilt insbesondere für Vervielfältigungen, Übersetzungen, Mikroverfilmungen und elektronische Speicherformen sowie die Einspeicherung und Verarbeitung in elektronischen Systemen.

All rights reserved. No part of this publication may be reproduced, stored in or introduced into a retrieval system, or transmitted, in any form, or by any means (electronical, mechanical, photocopying, recording or otherwise) without the prior written permission of the publisher. Any person who does any unauthorized act in relation to this publication may be liable to criminal prosecution and civil claims for damages.

Introduction.	5
1 Why organizational behavior?	7
1.1 An introductory example	7
1.2 Overview of organizational behavior	10
Summary.	14
Assignments	14
2 The individual level.	15
2.1 Individual behavior	15
2.1.1 Personality	15
2.1.2 Motivation	24
2.1.3 Stress	28
2.2 Interpersonal skills	32
2.2.1 Communication	32
2.2.2 Emotional intelligence	37
2.2.3 Conflict management.	39
2.2.4 Negotiation	44
Summary.	48
Assignments	49
3 The group level	50
3.1 Group behavior	50
3.1.1 Groups	50
3.1.2 Teams.	53
3.2 Leadership	56
3.2.1 Leadership context and style.	56
3.2.2 Situational leadership	60
Summary.	67
Assignments	67
Concluding remarks.	68
Appendix	
A. Key to Exercises	69
B. Key to Assignments	76
C. Glossary	79
D. Bibliography	81
E. Index	89

Introduction

The study of behavior in management has received considerable attention over the last few decades. Managers have recognized that many real-world challenges caused by an increased pace of change in the business environment cannot be handled alone with the mastery of conventional business understanding about productions, finance, marketing, or formal structures. Increasingly, experienced business leaders argue that the ability to handle “people issues”, ranging from interpersonal skills to an understanding of political forces within a corporation, is a key to management success.

The content of this self-study book is quite different from most subjects taught at business schools. First, it deals primarily with the so called “soft issues” while the majority of other business subjects elaborate on the “hard” methodologies and their important practical applications. Second, you will have an opportunity to spend time on some self-reflection assisted by psychological tests included in the material.

Throughout this booklet you will be exposed to exercises which are aimed at helping you to apply the concepts to your own organizational background as you work through the chapters. In addition, you will find assignments at the end of each chapter to verify your mastery of the academic content. Assuming that you have a keen interest in your personal growth, you may want to return to this booklet from time to time and re-do some of the assignments as you progress in your career.

Chapter 1

1 Why organizational behavior?

“In the new, stripped-down, every-job-counts business climate, human realities will matter more than ever.”

DANIEL GOLEMAN

In this introductory chapter you will find out why the mastery of business knowledge and financial techniques is alone inadequate to solve many problems in the real business world. Thereby you will appreciate that Organizational Behavior (OB), the study of people’s behavior in organizations, is the “soft skill” foundation you inevitably need to successfully navigate through your managerial career. At the end of this chapter you will have obtained a clear idea about how the complex subject of OB is sliced into three granularity levels: individual, group, and organization.

1.1 An introductory example

Many people interested in management hope to acquire the modern tools necessary to solve the majority of business. While this is a respectable ambition, some of them underestimate the extent to which problems need to reflect the hard-to-handle human aspect in reality. In the following, an example is used to highlight the motivation for studying the complex human or psychological concepts offered by organizational behavior.

Example 1.1: Interdepartmental tensions

Throughout its 50-year history, French-based Europolitan Cosmetics has been considered a leading player in its consumer goods activities. Michael Bernard, the newly appointed Chief Executive Officer (CEO), has been with the firm for 15 years and had climbed up the managerial ladder from a simple sales job to the head of marketing and sales before becoming CEO. In his initial speech as the new chief executive he emphasized a continued commitment to superior products in regard to increased competitive pressures. A day after his speech he met with his close friend and designated head of marketing and sales, Peter Lorch, who took the opportunity to raise the need for serious talks with the productions department in order to address major problems with the firm’s overall ability to meet increased customer demands. Michael, a real visionary, knew how much he owed to Peter’s drive, focus and healthy sense of realism. He agreed that there