

天津外国语大学(天外)
**Tianjin Foreign Studies University
(TFSU)**

Organizational Behaviour

**Online class starts at 08:03
(Beijing Time, GMT+8)**

Ivan Monich, PhD
February 23, 2023

Agenda for the first online class

1. Teacher introduction
2. Syllabus overview
3. First lecture.
4. The first seminar



1. Teacher's introduction

Ivan holds PhD in Economics; he is a researcher with a special emphasis on cross-border tourism in Europe and Asia, From January 2021 is the Federal Expert of the Russian Agency for Strategic Initiatives in the Regional Tourism Development Council.

Ivan has an experience in leading an international tour operator company and aims to bridge the academic and business worlds together to benefit the local society.



Welcome

Publications

CV

Mass Media

Projects&Grants

 EN |  RU |  ZH



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Ivan Monich - Sustainable Tourism Researcher

Ph.D. in Economics, Docent

Current position: Visiting Researcher at Umea University, Umeå, Sweden

Previous position: Associate Professor at the Economics and Management Department, Transbaikal State University, Chita city, Russia

Previous position: Senior Lecturer at Tourism department of Nanning Normal University, Nanning city, China

Previous position: Visiting Researcher at Umea School of Business and Economics, Umeå University, Umeå, Sweden

Languages: English (fluent), Russian (mother tongue), Chinese (HSK 4)

Research interests: sustainable tourism, innovation in tourism, tourism economy, cluster approach, cross-border cooperation with China, marketing.

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Course Description and Syllabus

The programme consists of eleven core lectures - personality and individual differences, work motivation, decision making, psychological contracts, organisational justice, performance, leadership, groups and group processes, job design, organizational culture.

This course seeks to understand individual attitudes and behaviour in an organisational context by reviewing psychological and sociological theories as they apply to organisations; demonstrating the contribution of a psychological perspective to understanding human behaviour at work; and critically evaluating the empirical evidence.

OB studies the impact individuals, groups, and structures have on human behavior within organizations. It is an interdisciplinary field that includes sociology, psychology, communication, and management. OB complements organizational theory, which focuses on organizational and intra-organizational topics, and complements human-resource studies, which is more focused on everyday business practices.



Framework of the course and textbook

Organizational Behavior and Management is organized into five parts containing a total of 17 chapters, one appendix, and a comprehensive glossary. The framework highlights behavior, structure, and processes that are part of life in profit and nonprofit organizations. The five parts are as follows:

Part One: The Field of Organizational Behavior

The first chapter, “Effective Managers Understand Organizational Behavior,” introduces the field of organizational behavior and explores the how, what, why, and when of organizational behavior as viewed and practiced by managers. Chapter 2, “International and Organizational Culture,” covers such issues as internal culture, cultural diversity, and cross-cultural research.

Part Two: Understanding and Managing Individual Behavior

These seven chapters focus on the individual, including topics such as “Individual Differences at Work” (Chapter 3), “Perceptions and Attributions” (Chapter 4), “Motivation” (Chapter 5), “Job Design and Performance” (Chapter 6), “Evaluation and Rewards Influence Behavior” (Chapter 7), “Managing Employee Behavior” (Chapter 8), and “Managing Individual Stress” (Chapter 9).

Part Three: Group Behavior and Interpersonal Influence

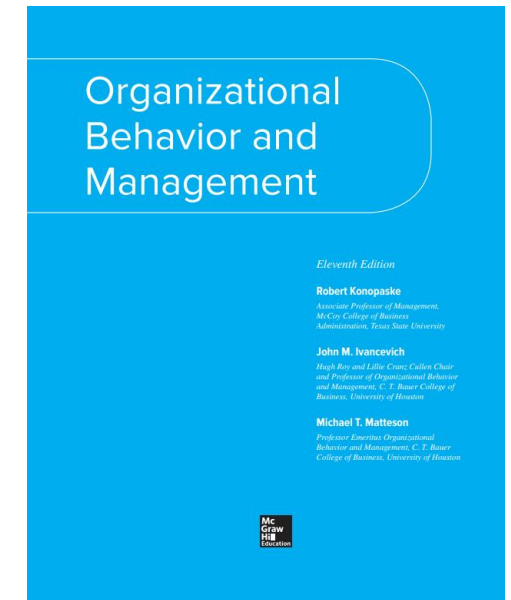
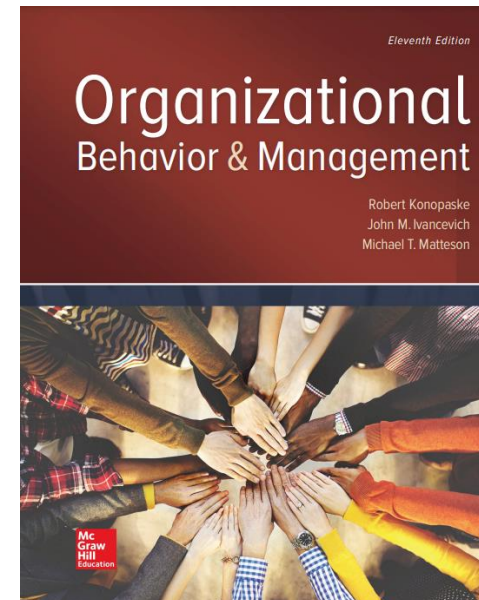
These two topics are explored in a three-chapter sequence: Chapter 10, “Groups and Teams”; Chapter 11, “Managing Conflict and Negotiations”; and Chapter 12, “Power and Politics.”

Part Four: Organizational Processes

Part Four includes three chapters: Chapter 13, “Communicating Effectively”; Chapter 14, “Decision Making”; and Chapter 15, “Leadership.”

Part Five: Organizational Design, Change, and Innovation

Two chapters make up the final part: Chapter 16, “Organizational Structure and Design,” and Chapter 17, “Managing Organizational Change.”



Expected Learning Outcomes

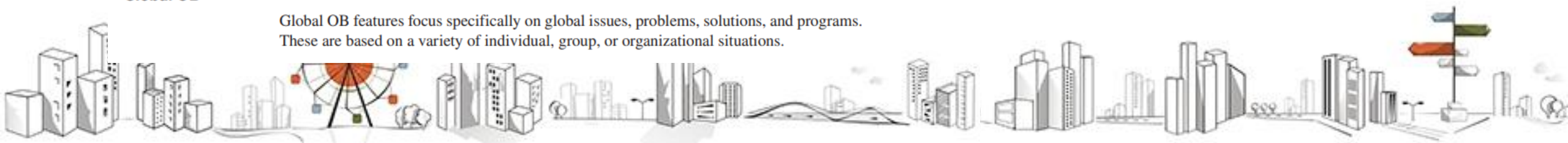
The text emphasizes realism and relevance. Hundreds of real-world examples of decisions, business situations, problem solving, successes, and failures are presented. Fortune 1000 companies do not dominate this book. Smaller and medium-size firms that students may not be familiar with are also used to illustrate organizational behavior and management activities. Finally, we have taken the time and space to explain the concepts, frameworks, and studies presented in the text.

OB Matters

OB Matters features are interspersed throughout the text. They focus on ethical issues, global examples, and general organizational behavior and management activities. The encounters bring the concepts to life by presenting meaningful examples of activities that tie in with the chapter content.

Global OB

Global OB features focus specifically on global issues, problems, solutions, and programs. These are based on a variety of individual, group, or organizational situations.



Expected Learning Outcomes

Learning objectives begin each chapter to help the reader anticipate the chapter's concepts, practices, and concerns. An important part of any course is vocabulary building. Thus, the book provides a thorough glossary of key terms

We hope the text, exercises, cases, and other learning and knowledge enrichment elements help each student become an adventurous explorer of how organizational behavior and management occurs within organizations.



The Field of Organizational Behavior

Part 01

1. EFFECTIVE MANAGERS UNDERSTAND ORGANIZATIONAL BEHAVIOR
2. INTERNATIONAL AND ORGANIZATIONAL CULTURE

What really binds men together is their culture, the ideas and the standards they have in common.

Ruth Benedict, Patterns of Culture (1934)



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Effective Managers Understand Organizational Behavior

Learning Objectives

After completing first part, you should be able to:

- Summarize key contributions from the evolution of management.
- Discuss why it is important to understand organizational behavior.
- Explain how systems theory relates to organizational effectiveness.
- Analyze the environmental forces affecting today's management practices.
- Understand how to frame the study of organizational behavior



5-minute break till 08:55

The Evolution of Management

The formal and modern study of management started around 1900. However, the management process probably first began in the family organization, later expanded to the tribe and community, and finally pervaded the formalized political units such as those found in early Babylonia (5000 B.C.). The Egyptians, Chinese, Greeks, and Romans were all noted in history for major managerial feats such as the building of the pyramids, organizing governments, planning military maneuvers, operating trading companies that traversed the world, and controlling a geographically dispersed empire. However, management as a process was based on trial and error in order to accomplish specific goals, with little or no theory and virtually no sharing of ideas and practices. This lack of sharing slowed the influence of management practices throughout the world



Scientific Management

In 1886, an engineer named Frederick W. Taylor presented a paper titled “The Engineer as an Economist” at a national meeting of engineers. This paper and others prepared by Taylor expressed his philosophy of scientific management. 12 Taylor’s major thesis was that maximum good for society can come only through the cooperation of management and labor in the application of scientific methods. He stated that the principles of management were to:

- Develop a science for each element of an employee’s work, which replaces the old rule-of-thumb method.
- Scientifically select and then train, teach, and develop the worker, whereas in the past a worker chose the work to do and was self-trained.
- Heartily cooperate with each other to ensure that all work was done in accordance with the principles of science.
- Strive for an almost equal division of work and responsibility between management and nonmanagers.



Administrative Management

Henri Fayol, a French industrialist, presented what is considered the first comprehensive statement of a general theory of management. First published in France in 1916, Fayol's *Administration Industrielle et Générale* was largely ignored in the United States until it was translated into English in 1949.

Fayol's approach was a significant contribution in that it presented three important developments that have had a lasting impact on the field.

1. Management is a separate body of knowledge that can be applied in any type of organization.
2. A theory of management can be learned and taught.
3. There is a need for teaching management in colleges.



Why Study Organizational Behavior?

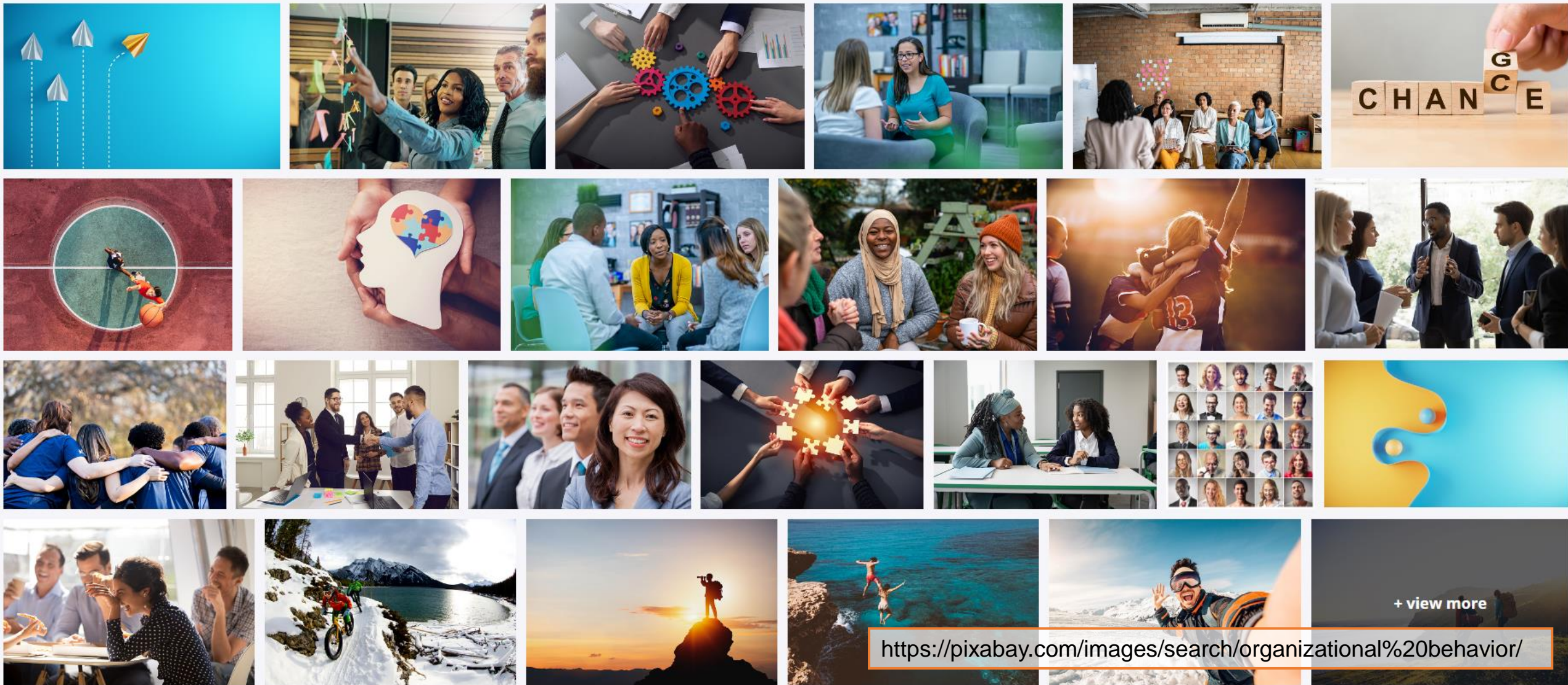
Why do employees behave as they do in organizations? Why is one individual or group more productive than another? Why do managers continually seek more effective ways to design jobs and delegate authority? Why are some organizations (e.g., Netflix) more innovative than others (e.g., Blockbuster)? These and similar questions are important to the relatively new field of study known as **organizational behavior (OB)**.

organizational behavior

Drawing on psychology, sociology, political science, and cultural anthropology, OB is the study of the impact that individuals, groups, and organizational structure and processes have on behavior within organizations.

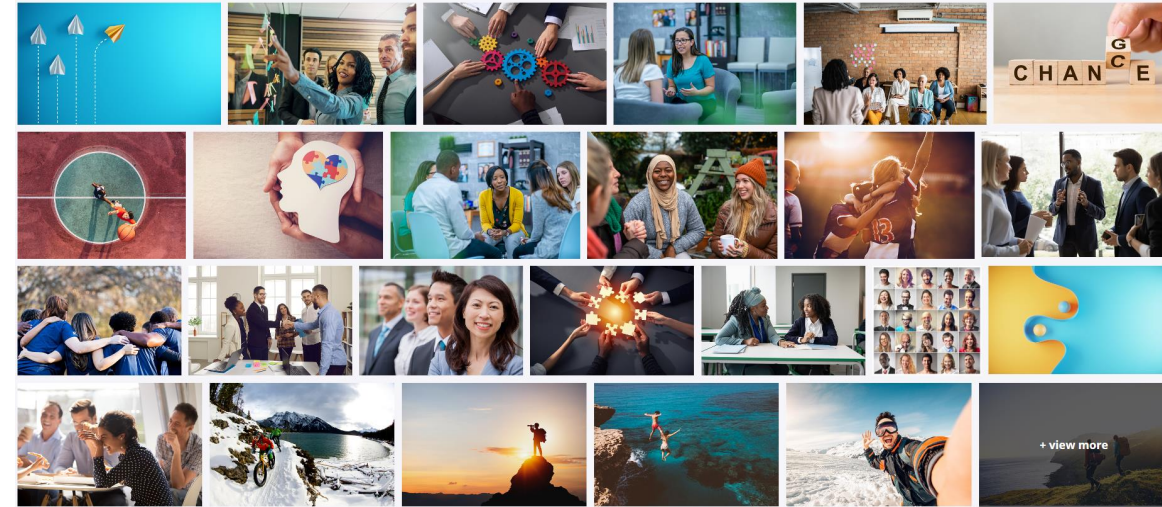


This multidisciplinary view of organizational behavior

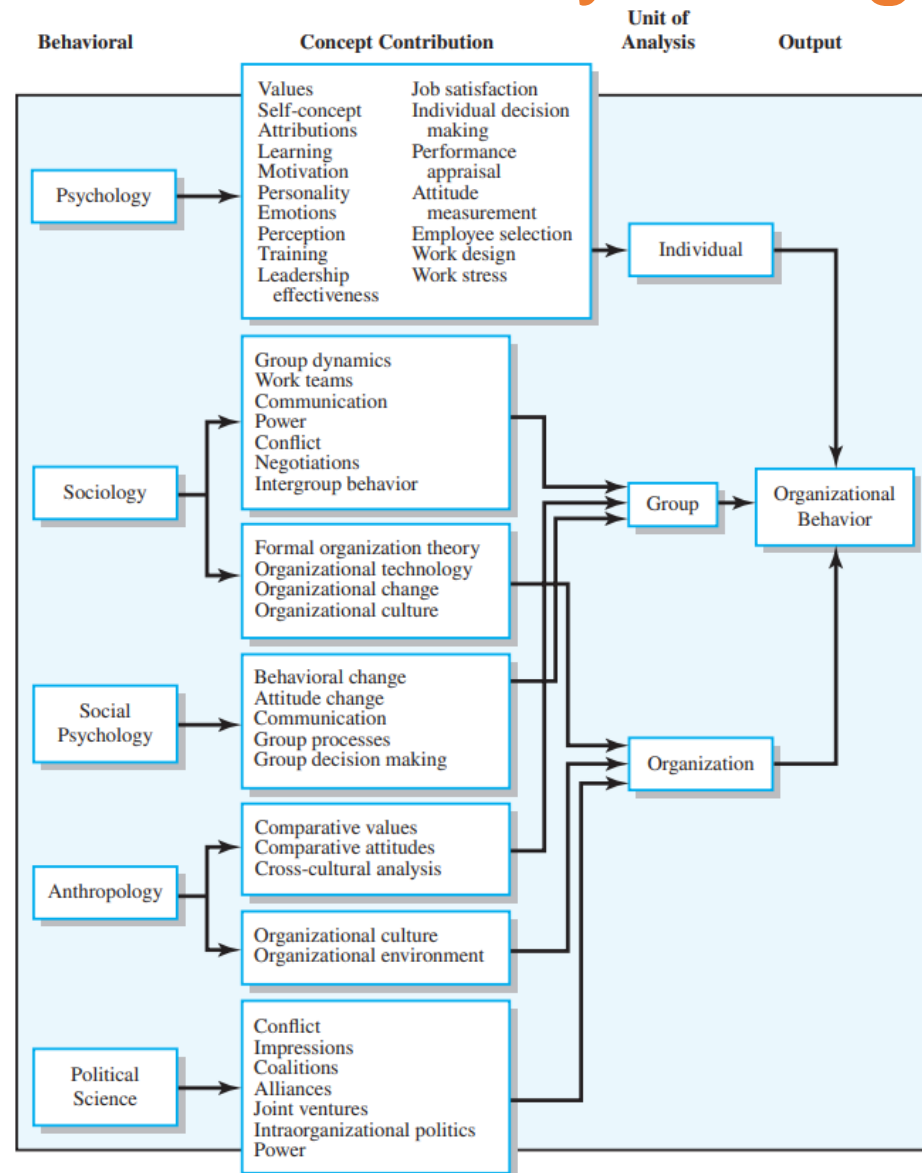


This multidisciplinary view of organizational behavior

- First, OB is a way of thinking
- Second, OB is multidisciplinary.
- Third, there is a distinctly humanistic orientation within organizational behavior
- Fourth, the field of OB is performance-oriented
- Fifth, the scientific method is used to study OB variables and relationships.
- Finally, the field is application oriented



Contributions to the Study of Organizational Behavior



Leaders and Organizational Behavior

- Changes occurring within and outside of institutions present major challenges to leaders, managers, and administrators in organizations. Terms such as social responsibility, cultural diversity, ethics, global competitiveness, social networking, and reengineering are used freely by experts and nonexperts. Each of these concepts reinforces the fact that leaders are being asked to perform effectively in a changing world.



10-minute break

The Hawthorne Studies

- From 1900 to 1930, Taylor's concept of scientific management dominated thought about management. His approach focused on maximizing worker output. However, Taylor's emphasis on output and efficiency didn't address employees' needs, leading some trade unions to resist implementation of scientific management principles. Mary Parker Follett was opposed to Taylor's lack of specific attention on human needs and relationships in the workplace.
- The Harvard researchers learned that economic rewards did not totally explain worker behavior. Workers were observant, complied with norms, and respected the informal social structure of their group. The researchers also learned that social pressures could restrict output.



The Hawthorne Studies

- Since the 1930s, the Hawthorne studies are perhaps the most-cited research in the applied behavioral science area, though they are not referred to as the most rigorous series of studies. Nonetheless, the Hawthorne studies did point out that workers are more complex than the economic theories of the time proposed. Workers respond to group norms, social pressures, and observation.



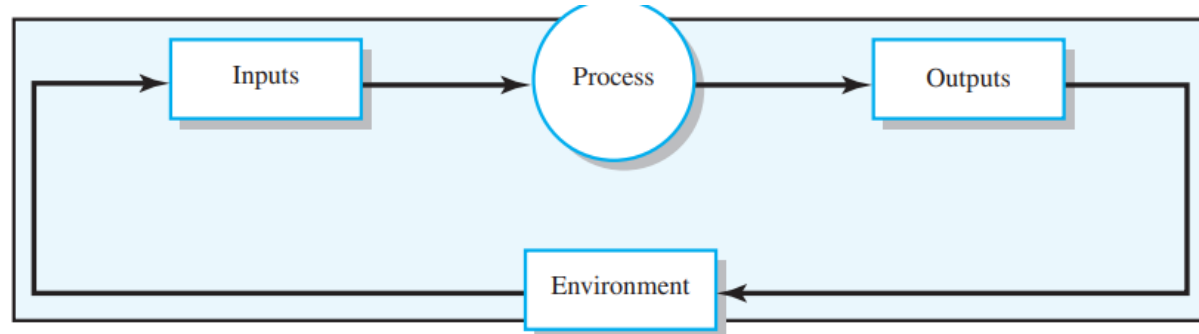
Systems Theory and Organizational Effectiveness

- Systems theory suggests that an organization is a managed system that changes inputs into outputs. It enables managers to describe the behavior of organizations both internally and externally. Internally, you can see how and why people within organizations perform their individual and group tasks.



The Basic Elements of a System

- In systems theory, the organizations are seen as one element of a number of elements that act interdependently. The flow of inputs and outputs is the basic starting point in describing the organization. In the simplest terms, the organization takes resources (inputs) from the larger system (environment), processes these resources, and returns them in changed form (output). Figure 1.2 displays the fundamental elements of the organization as a system



The Basic Elements of a System

The concept of organizational effectiveness presented in this lecture relies on systems theory. Two main conclusions suggested by systems theory are:
(1) effectiveness criteria must reflect the entire input-process-output cycle, not simply output, and

(2) effectiveness criteria must reflect the interrelationships between the organization and its outside environment.

Thus: Organizational effectiveness is an all-encompassing concept about how products or services are produced or provided.



Different phases

According to systems theory, an organization is an element of a larger system, the environment. With the passage of time, every organization takes, processes, and returns resources to the environment. The ultimate criterion of organizational effectiveness is whether the organization survives in the environment. Survival requires adaptation, and adaptation often involves predictable sequences. As the organization ages, it probably will pass through different phases.



Indicators of long-run survival.

Managers and others with interests in the organization must have indicators that assess the probability of the organization's survival. In actual practice, managers use a number of **indicators of long-run survival**.



Popular criteria of effectiveness

For simplicity, we will discuss six popular criteria of effectiveness. They are

- quality,
- productivity,
- efficiency,
- satisfaction,
- adaptiveness, and
- development.



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Popular criteria of effectiveness

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- satisfaction,
- adaptiveness, and
- development.

Information You Can Use

WAYS TO IMPROVE EFFECTIVENESS

Many high-performance, effective organizations engage in the following managerial practices:

1. Provide opportunities for training, development, and continuous learning.
2. Share information often with employees.
3. Encourage cooperation across teams, departments, and the organization.
4. Link compensation to performance.
5. Avoid layoffs.
6. Role model positive behaviors and attitudes.
7. Respect differences across employees.
8. Listen to employees' and other stakeholders' concerns and ideas.



Quality

- In today's competitive global world, the effective company is typically the one that provides customers with consistently high quality products or services. According to Fortune magazine's 2016 list of the World's Most Admired Companies in terms of quality, Apple, Alphabet (Google's corporate parent), Amazon.com, Berkshire Hathaway, and Walt Disney earned the top five spots. These companies know that to stay in business (survival in effectiveness terms), the customer must be kept happy and satisfied.



Productivity

- As used here, productivity reflects the relationship between inputs (e.g., hours of work, effort, use of equipment) and output (e.g., smartphones produced, customer complaints handled, trucks loaded). The concept excludes any consideration of efficiency, which is defined below. The measures of productivity, such as profit, sales, market share, students graduated, patients released, documents processed, clients serviced, and the like, depend upon the type of industry or institution that is being discussed. Every institution has outputs and inputs that need to be in alignment with the organization's mission and goals. These measures relate directly to the output consumed by the organization's customers and clients.



Efficiency

- Efficiency is defined as the ratio of outputs to inputs. The short-run criterion focuses attention on the entire input-process-output cycle, yet it emphasizes the input and process elements. Among the measures of efficiency are rate of return on capital or assets, unit cost, scrap and waste, downtime, occupancy rates, and cost per patient, per student, or per client. Measures of efficiency inevitably must be in ratio terms; the ratios of benefit to cost or to time are the general forms of these measures.



Satisfaction

- The idea of the organization as a social system requires that some consideration be given to the benefits received by its participants as well as by its customers and clients. Satisfaction and morale are similar terms referring to the extent to which the organization meets the needs of employees. We use the term satisfaction to refer to this criterion. Measures of satisfaction include employee attitudes, turnover, absenteeism, tardiness, and grievances.

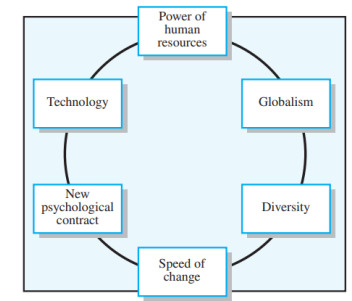


Adaptiveness

- Adaptiveness is the extent to which the organization can and does respond to internal and external changes. Adaptiveness in this context refers to management's ability to sense changes in the environment as well as changes within the organization itself. Ineffectiveness in achieving production, efficiency, and satisfaction can signal the need to adapt managerial practices and policies. Or the environment may demand different outputs or provide different inputs, thus necessitating change. To the extent that the organization cannot or does not adapt, its survival is jeopardized.



Development

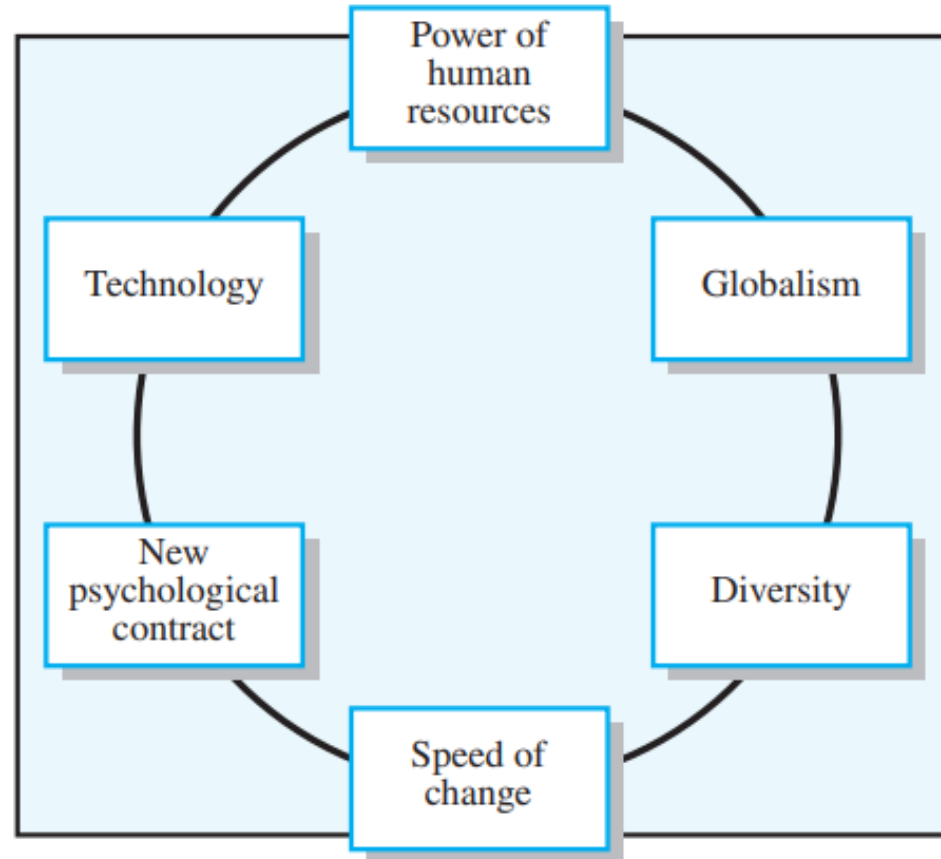


This criterion measures the ability of the organization to increase its capacity to deal with environmental demands. An organization must invest in itself to increase its chances of survival in the long run. There are several environmental forces that can influence a manager's ability to achieve organizational effectiveness.

- The first force at work is the power of human resources, or the organization's ability to get things done in the way it wants them to be done.
- To compete effectively in the 21st century, globalism must be understood and leveraged. Globalism is characterized by networks that interconnect countries, institutions, and people.
- The speed of change is another crucial force to recognize.
- The worker–employer psychological contract is another force.
- Another major force influencing management is technology



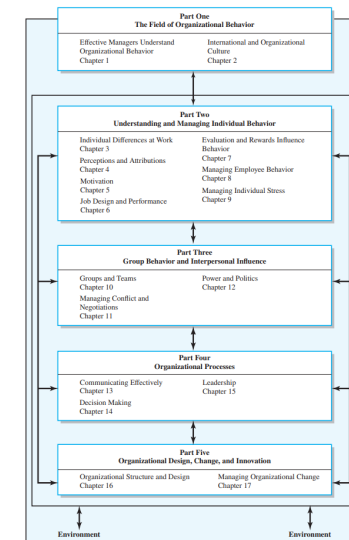
The Six Forces Reshaping Management Practice



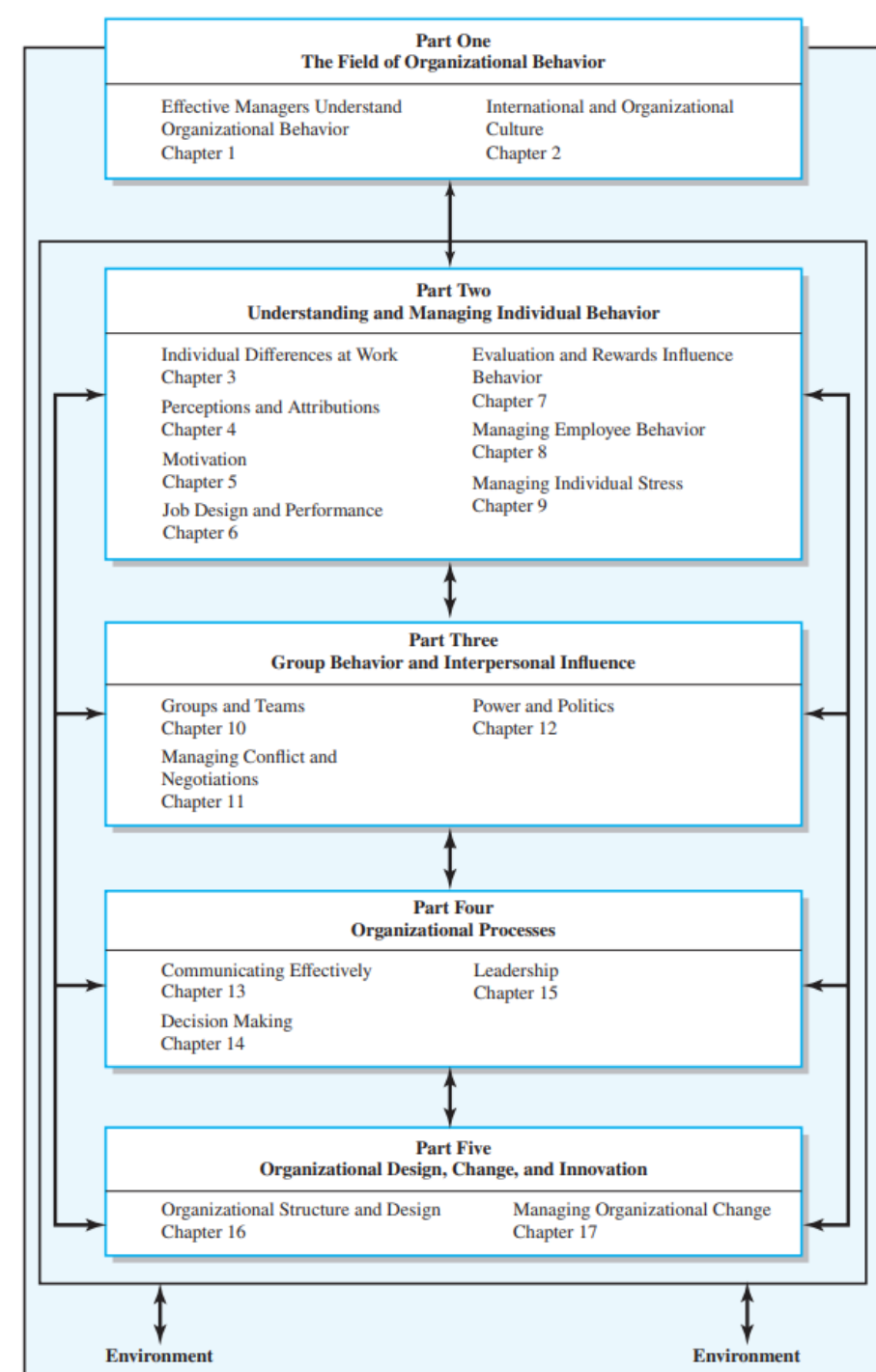
Framing the Study of Organizational Behavior

Figure 1.4 illustrates the flow of parts in our course and presents a perspective on how to frame the study of organizational behavior and management within organizations. The course is divided into five parts:

- the field of organizational behavior;
- understanding and managing individual behavior;
- group behavior and interpersonal influence;
- organizational processes; and
- organizational design, change, and innovation.



Framing the Study of Organizational Behavior



Please, share your answers to the questions:

O B M A T T E R S

STRIKING A WORK-LIFE BALANCE

The economic data churned out by the government every month doesn't identify whether workers are working harder or smarter. But some part of productivity gains may be attributed to technology and working smarter.

When a Raleigh, North Carolina, Internet start-up downsized Forsyth's job, she was not too upset. She had developed an aversion to the 50- and 60-hour workweeks, the chaotic working conditions, and the lack of a job description. The mother of two now works in publishing, finds her current employer more "family friendly," and enjoys keeping to a 40-hour workweek.

Jeff, an early member of the Netscape management team, left his position thanks to a nice nest egg generated from the sale of Netscape to America Online. Today, he works part-time as an investor and advisor to small Internet start-ups. He is able to play with his three children, make them lunch, and even tag along on school field trips. After his 18-hour days at Netscape, Jeff's time with his children "seems like mundane stuff, but when you finally get a chance to do it, you appreciate it."

Despite the fact that Americans have always placed great stock in hard work, there is growing evidence that "working hard" may not mean "working long." According to the U.S. Bureau of Labor Statistics, the proportion of Americans working 49 hours or more a week has remained steady in recent years, after rising in the late 1980s and

early 1990s to approximately 29.5 percent. But in the past several years, the percentage of managers and professionals working 49 hours or more a week has begun to fall, reaching 27.9 percent.

It appears that America's work ethic is changing from working hard to working smart. It is more than simply a work/life balance issue, however, in that a basic American social value of more hard work is being transformed into "work smart but don't forget your other life obligations." How will this change the workplace? Will hourly workers decline overtime opportunities more consistently? Will they move to ensure (through their union) that their workweek remains consistent and does not include continual overtime requests? Will the 40-hour workweek be challenged (as it has in some European countries)? How will this change the pace of productivity? Will face-time at the office continue to be important? Will HR professionals promote the firm's use of flextime and telecommuting to attract and retain workers?

Sources: Jonathan Long, "5 Simple Ways to Improve Your Work-Life Balance," *Entrepreneur*, March 31, 2016, <https://www.entrepreneur.com>; R. Burke, "Working to Live or Living to Work: Should Individuals and Organizations Care?" *Journal of Business Ethics* 84 (2009), pp. 167–72; Jason Desena, "While America Is Sleeping, Europe Is Catching Up," *Financial Times*, July 17, 2007, p. 36; Eric Clarke, "Working Smarter, Not Harder," *Accounting Technology*, April 2006, pp. 20–22; John W. Schoen, "Are We Working Smarter or Harder?" MSNBC, August 28, 2003, www.msnbc.com/news/954222.asp; Shel Leonard, "Is America's Work Ethic Changing?" *HR Magazine*, April 2000, p. 224.

2007574016 Zou Yujie
Repetitive and boring work will be replaced by AI, while creative work will require more people.
2007574042李弈乐LiYile
Workers will spend less time on work but spend those time more wisely, which is changing working hard to working smart.
2007574041Sun Zhuxuan
declining work time incentives the creation of the employees,booting up working efficiency
2007574023GongXirui
This will make the workplace more versatile and not limited to the office. But this also distinguishes the type of work, when the knowledge work, the output is not controllable, the more flexible the time factor in the output, while there are some jobs that need to pay a fixed time. HR professionals should plan whether to work flexibly according to the type of work.

2007574022zhang jiayun
People will work smarter instead of working for a long time, that means they will abandon those works which are mechanical repetitions, and turn to more complicated works, and also spend those working hours in other activities in their lives.
2007574085lei xinyi
Compared with fixed working hours, flexible working hours may improve their work efficiency, so that they have more time to do other things. And for some talented employees, part-time work can enable them to work for several companies at the same time and maximize their talents.

2007574048XinHairong
First of all, I think that in the gradual entry into the era of intelligence, some simple and repetitive work may be replaced by artificial intelligence. Secondly, the line between work and no work may gradually blur, for example, you are playing outside, something to deal with, you can also operate remotely to complete, rather than only sitting in the office to complete. And as people's living standards improve, they will pay more attention to the combination of work and rest.

2007574032Hanl ixue

Yile Qin
The way of working wil become more flexible with the use of technology and AI. People will have more time to focus on family and entertainment, which promotes efficiency.
2007574063 Li Tongyu
In the case of railway construction in the western highlands, deserts and valleys, as well as in other areas of China's massive infrastructure, shorter working hours may have an impact on the actual results of work, for example, for foreign workers in the country's major cities, where a three-day break per week does not allow workers to spend more time with their families, and where workers from less developed areas prefer to put in work to spend less time in the first-tier cities. .
张博宇
Then this will occur a unemployment period but sooner the boring works which is done by our workers will have to improve themselves on skills.But I still think that is unfair to make them unemployment,although the technology development have to sacrifice them.

wangwenshan
face- time at the office will be less and less important , replaced by a more flexible and efficient working method,which can balance workers family and work.
2007574099wuyuzhe武毓洁
Flexible working arrangements are increasingly popular in Western countries for talented women who also have the responsibility of raising children. Modern equipment such as computers and faxes has made it possible to work from home, but it is more common to work part-time or three days a week. Female employees are mostly willing to take part in their performance and salary to set aside more time for family and children, and part-time work allows them not to give up the opportunity to work.

2007574038ShenYuting
Smart work is no longer judged by the length of working hours, but under the premise of work and life balance, in the shortest time, the highest efficiency to complete the task.
谷书琪
Artificial intelligence can help human beings free from heavy manual labor and have time and energy to innovate
2007574047Liu Yanyun
Due to technological progress, the workplace may change, and some boring and single jobs may be replaced, but I don't think AI can completely replace manpower. Therefore, working 40 hours a week in some European countries will be challenged, and people may need to be more efficient and quality to complete their work, so that people will have more time to do what they want to do.

2007574048XinHairong
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2007574032HanLixue
Working smart is more likely to increase your productivity and performance, improve overall job satisfaction, and also make you an important player in the organization, so people are increasingly inclined to work smart.
200718王渝然
The work environment will become a combination of technology and human activity.AI can quickly consult existing knowledge and materials to better help people solve problems greatly improve work efficiency.So I think people will work less hours in the future but still need to face-time at office to solve problems in more detail.
200716Li Zirui
AI will reduce the difficulty of post work. While reducing the difficulty of post work, it will certainly improve the efficiency of post work. In fact, the application of artificial intelligence technology will not only reduce the difficulty of the workplace, but also further expand the ability of the workplace, so that the workplace with the help of artificial intelligence technology, to become a "comprehensive".
2007574045Zhaohua
Artificial intelligence will increase the productivity of professional people, while people in ordinary jobs will lose their jobs. As a result, people will spend less time at work and more time on other activities.
200717Wangyifei
Save resources: For example, working in a short period of time allows you to complete challenging tasks with more energy and produce better results.

Increase productivity: It encourages you to streamline processes and consolidate tasks, saving labor and costs.

2007574048XinHairong

First of all, I think that in the gradual entry into the era of intelligence, some simple and repetitive work may be replaced by artificial intelligence.

Secondly, the line between work and no work may gradually blur, for example, you are playing outside, something to deal with, you can also operate remotely to complete, rather than only sitting in the office to complete.

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2007574032HanLixue

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200718王渝然

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2007574045ZhaoHehua赵

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200717Wangyifei

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Increase productivity: It encourages you to streamline processes and consolidate tasks, saving labor and costs.

付千纯Fu Qianchun

Artificial intelligence will gradually replace repetitive tasks and even complete many difficult tasks based on big data information. But AI is a human tool, because human creative work cannot be replaced.

2007574039maoyuqing

Employees will have more time to enjoy life. For companies, this will reduces hiring costs and the office space they need

Employees will have more time to enjoy life. For companies, this will reduces hiring costs and the office space they need

2007574039maoyuqing

Employees will have more time to enjoy life. For companies, this will reduces hiring costs and the office space they need

YOU BE THE JUDGE

RECEIVING FEEDBACK REGULARLY

At New Hope Natural Media in Boulder, Colorado, a questionnaire is included in every paycheck asking for feedback in four key areas: the employees' feelings about their financial package, their feelings toward other employees, their feelings about the skills they are developing, and their overall feelings about their job. What is the company's objective of receiving feedback in these four areas? How can this feedback be used?

Communication and feedback are considered the "breakfast of champions" at New Hope Natural Media. You be the judge. Do you think this is a good management approach? Why? These days it is common to read about managerial decisions that are considered unethical. It is now accepted that most decisions made in an organization are permeated by ethical implications. Managers are powerful, and, where power exists, there is potential for good and evil. Headlines emphasize the ethical nature of decision making: "Ponzi Victims

Find Little Solace in Guilty Plea"; "Merrill's \$3.6bn Bonuses under Fire"; "Top Pain Scientist Fabricated Data in Studies, Hospital Says"; "Crisis on Wall Street: Ex-AIG Executive Is Sentenced to 4 Years"; and "Siemens to Pay €1bn Fines in Effort to Close Bribery Scandal."

Sources: J. Rosanas, "Beyond Economic Criteria: A Humanistic Approach to Organizational Survival," *Journal of Business Ethics* 78, no. 3 (2008), pp. 447–62; John L. Akula, "Business Crime: What to Do When the Law Pursues You," *Sloan Management Review*, Spring 2000, pp. 29–42; Vita Bekker, Joanna Chung, Brooke Masters, Megan Murphy, and Alan Rappeport, "Ponzi Victims Find Little Solace in Guilty Plea," *Financial Times*, March 12, 2009, p. 16; Sarah O'Connor, "Merrill's \$3.6bn Bonuses under Fire," *Financial Times*, March 31, 2009, p. 2; Keith J. Winstein and David Armstrong, "Top Pain Scientist Fabricated Data in Studies, Hospital Says," *The Wall Street Journal*, March 11, 2009, p. A12; Amir Efrati, "Crisis on Wall Street: Ex-AIG Executive Is Sentenced to 4 Years," *The Wall Street Journal*, January 28, 2009, p. C3; Daniel Schäfer, "Siemens to Pay €1bn Fines in Effort to Close Bribery Scandal," *Financial Times*, December 16, 2008, p. 17.

YOU BE THE JUDGE COMMENT

RECEIVING FEEDBACK REGULARLY

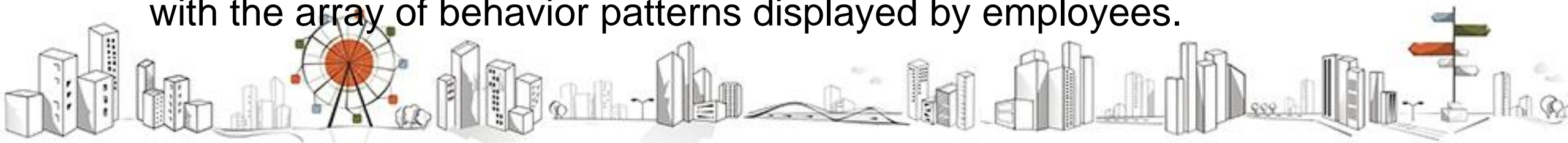
Receiving feedback from employees about their jobs, feelings, attitudes, preferences, and impressions is invaluable. The feedback can be used to make specific modifications in financial packages,

social and interpersonal opportunities, skill development, and job characteristics. Feedback from trusted sources can result in noticeable changes and improvement.



Summary of Key Points

- The key to an organization's success is the institution's human resources. Organizations need human resources that work hard, think creatively, and perform excellently. Rewarding, encouraging, and nurturing the human resources in a timely and meaningful manner is required.
- A number of contributing disciplines stand out such as psychology, sociology, and cultural anthropology.
- The behavior of employees is the key to achieving effectiveness. People behave in many predictable and unpredictable ways. Each person has a unique behavioral pattern. Managers must observe, respond to, and cope with the array of behavior patterns displayed by employees.



Summary of Key Points

- The “effect” is the behavior or reaction of a person who is being observed. Individuals who are being observed are likely to react in a nonroutine way because they are being watched or are a part of an experiment. ·
- Employers and employees enter into psychological contracts. The employer believes that no worker is guaranteed a lifelong job or pay raise. If the worker’s performance is good and profit is earned, then employment continues and pay raises are provided. Employees today believe that employers should be honest, concerned about their families, and interested in their overall health. These assumptions are the basis of what is called the new psychological agreement or contract. ·
- Systems theory is used to integrate organizational effectiveness and time. Two main conclusions of systems theory are: (1) effectiveness criteria (e.g., productivity, quality, adaptiveness) must reflect the entire input-process–output cycle; and (2) effectiveness criteria must reflect the interrelationships between the organization and its outside environment. The organization is simply an element or part of a larger system, the environment.



Review and Discussion Questions

1. What are the key principles of scientific management?
2. Why does the field of organizational behavior draw on so many different disciplines?
3. How would you determine whether a large public hospital in your city (community or regional) is effective?
4. In today's fast-paced, global, and technological environment, it is important for an organization of any size to be adaptive. How do firms such as Facebook, Google, and Apple adapt?
5. What abilities will managers need to be successful in the 21st century? Which of these abilities do you have now? How do you plan to acquire the others?
6. The psychological contract between workers and employers specifies what each expects to give and receive from the other. What can you offer an employer, and what do you expect in return?
7. As a manager, what type of quality improvement results should you strive for in order to achieve success over both the short and long run? 10. What are five things that you, as a manager, can do to lead the way to higher levels of effectiveness?



Exercise

Now you have completed Part 1, which sets the tone for the course Organizational Behavior and Management, complete the following exercise. This should be used as your beginning baseline assumptions, opinions, and understanding of organizational behavior. Once you have completed the course, we will take another look at your assumptions, opinions, and understanding.

天津外国语大学(天外)
Tianjin Foreign Studies University
(TFSU)

Organizational Behaviour

Exercise 1: Initial View of Organizational Behavior

Now you have completed Part 1, which sets the tone for the course *Organizational Behavior and Management*, complete the following exercise. This should be used as your beginning baseline assumptions, opinions, and understanding of organizational behavior. Once you have completed the course, we will



Case 1.1: REI Tells Employees to Go Outside

The PDF file has been sent to you in our 腾讯会议 chat

Task: please, answer the following questions

1. How does REI leverage its social and environmental stewardship to attract and retain top employees?
2. Explain how REI uses social media to communicate its organizational culture to employees, co-op members, and potential new hires.
3. Why does giving “Yay Days” to employees help support REI’s overall business strategies?

天津外国语大学(天外)
Tianjin Foreign Studies University
(TFSU)

Organizational Behaviour

Case 11: REI Tells Employees to Go Outside

The annual holiday shopping season typically begins on the Friday after Thanksgiving, known by retailers and consumers alike as “Black Friday.” In recent years, however, some retailers such as Walmart, Target, and Macy’s have moved up the start of their shopping season to Thanksgiving Day, which has caused much debate about making employees work on a holiday typically spent with family and friends.

In 2015, specialty outdoor retailer Recreational Equipment Inc. (REI) bucked the holiday shopping trend all together. The company announced it would not only close its stores on Black Friday, but would also pay its almost 12,000 employees to take the day off and “go outside.” REI also told consumers that online purchases made on the company’s website would not be processed until Saturday of the extended holiday weekend, allowing all of its employees to #OptOutside.

Reaction to REI’s unusual strategy was overwhelmingly positive. And according to retail analysts, the company’s decision to close its brick-and-mortar stores on Black Friday increased its online traffic dramatically—26 percent from the previous year—a win-win for both the company and its employees.

REI has been ahead of the curve on sustainable business practices and exceptional employee benefits for many years. Based in Kent, Washington, the company began in 1938 when Lloyd and Mary Anderson formed a cooperative to share outdoor gear with some of their mountain-climbing friends. A total of 23 people each paid \$1 to join. Fast-forward 75 years, and the retailer is the nation’s largest consumer cooperative. Consumers join as members (currently \$20 for a lifetime membership) and receive 10 percent back on purchases they make in stores or online as part of an annual dividend. REI has more than 6 million active members and more than \$2.4 billion in annual revenues.

The company’s employee-friendly culture is not new. In the early 1960s, the company began providing employees and their families with health care benefits and implemented a profit-sharing program soon after. By the mid-1970s, REI launched a philanthropy program to support outdoor recreation, donating more than \$40 million to date to projects on public lands. More than 20 years ago, in 1996, REI launched the largest outdoor gear and apparel store on the Internet. And REI is one of only 12 companies that have made *Fortune*’s “100 Best Companies to Work For” list every year since it started back in 1988.

Several years ago, REI started giving employees two “Yay Days” on an annual basis. A “Yay Day” is an extra paid day off when employees are invited to try something new, challenge themselves in a favorite activity, or work on an outdoor stewardship project. This additional paid time off allows staffers to reconnect with the outdoors in an effort to gain knowledge they can share with REI customers. And sharing their “Yay Day” experiences on social media helps employees provide REI with great marketing exposure to attract more job seekers and potential customers to the company and its employee-friendly culture. More than 1,200 photos were posted on Instagram tagged #REIYayDay.

Unlike some companies, REI works hard to retain its employees. The company would like employees to spend their entire working career with the organization. In 2015, REI funded \$60 million in incentive plans and profit-sharing contributions, giving every eligible employee an automatic 5 percent company retirement contribution into their 401(k) accounts along with an additional 7 percent profit-sharing contribution.



2007574016 Zou Yujie

On Yay Day, employees are invited to try something new, and this additional paid time off allows staffers to reconnect with the outdoors in an effort to gain knowledge they can share with REI customers. And sharing their Yay Day experience on social media helps to express their employee-friendly culture.

2007574017 Zuo Zhiye

Give employees holidays so that employees can enjoy Thanksgiving with their families; Provide health insurance benefits to employees and their families; Give employees two paid days off each year to try new things and challenge themselves to things they love; Incentive plans and profit-sharing funds have been set up.

2007574023 Gong Xirui

REI promotes online store growth while further developing an employee-friendly corporate culture by allowing employees to take time off from work and enjoy time with their families during major sales points. Putting ourselves in our employees' shoes with paid vacation days, a \$10 million incentive program, and profit sharing allows employees to learn more about the experience at their work stations.

张博宇

1. Share their profits with the employees. And give their employees a better treatment than the general public.
2. Use insteram and accept the media to spread their friendly culture. And use club to hold a party or something.

2007574042 李弈乐 LiYile

REI closes its stores on Black Friday but pay its employees to take the day off; REI also provides employees with health care benefits; REI also gives employees two "Yay Days" to enjoy their lives.

Video: REI Builds Brand by Closing on Black Friday



<https://www.youtube.com/watch?v=QlVZdnuNiJY>

Organizations build their brands through all the ways they communicate and interact with consumers. Sometimes a company takes specific actions to demonstrate what a brand stands for, attract attention, and hopefully deepen customer loyalty because of what their brand represents.





0:27 / 3:20



HD



Thank you

