

## Management & Organizational Behavior

The Dynamic New Workplace

---

---

---

---

---

---

---

## Paradigm

Fundamental way of thinking about,  
perceiving, and understanding the world

---

---

---

---

---

---

---

## Management Paradigm Shift

- Machine Paradigm – think of organizations as machines
- Organism Paradigm – think of organizations as organisms, systems

---

---

---

---

---

---

---

### Challenges of the New Economy

- Intellectual capital - collective brainpower or shared knowledge of a workforce that can be used to create value.
- Globalization - the worldwide interdependence of resource flows, product markets, and business competition that characterize the new economy.

---

---

---

---

---

---

---

### Challenges of the New Economy

- Technology - increasing demand for knowledge workers with the skills to fully utilize technology.
- Diversity - Changing demographics are making the workforce increasingly diverse.

---

---

---

---

---

---

---

### Challenges of the New Economy

- Careers
  - Core workers, contract workers, and part-time workers
  - People must make sure that their skills are portable and of current value in employment markets.

---

---

---

---

---

---

---

## Challenges of the New Economy

Critical skills for success in the new workplace

- Mastery
- Contacts
- Entrepreneurship
- Love of technology
- Marketing
- Passion for renewal

---

---

---

---

---

---

---

## Management & Organizational Behavior

An organization is people, purpose, division of labor.

Social organization

Task organization - The purpose of [any] organization is to provide useful goods and/or services that return value to society and satisfy customer needs in order to justify continued existence.

---

---

---

---

---

---

---

## Organizations in the New Workplace

- Organizations as systems
- Open Systems
  - Interaction with environment
  - Input
  - Transformation process
  - Output
  - Feedback

---

---

---

---

---

---

---

## Organizations in the New Workplace

- Value-added occurs when an organization, through its operations, adds value to the original cost of resource inputs.
- When value-added occurs:
  - Businesses earn a profit.
  - Nonprofit organizations add wealth to society.

---

---

---

---

---

---

---

## Organizational Performance in the New Workplace

- Productivity  
A summary measure of the quantity and quality of work performance with resource utilization taken into account.

---

---

---

---

---

---

---

## Organizational Performance in the New Workplace

- Effectiveness  
A measure of task or goal accomplishment.  
Doing the right thing.
- Efficiency  
A measure of the resource cost associated with goal accomplishment.  
Doing the thing right.

---

---

---

---

---

---

---

## Organizational Performance in the New Workplace

Effective, but not efficient	Effective and efficient
Neither effective nor efficient	Efficient, but not effective

---

---

---

---

---

---

---

## Management & Organizational Behavior

A manager is someone who supports and is responsible for the work of others.

High performing organizations treat people as strategic assets.

Managers have a special responsibility for ensuring that people are treated as strategic assets.

---

---

---

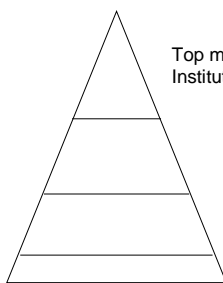
---

---

---

---

## Levels of Managers



Top mgt, Strategic mgt,  
Institutional mgt

---

---

---

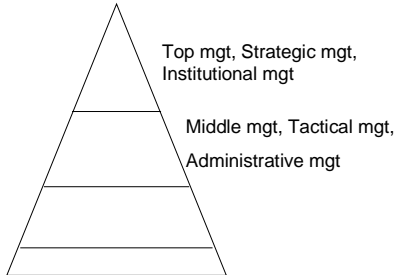
---

---

---

---

### Levels of Managers



---

---

---

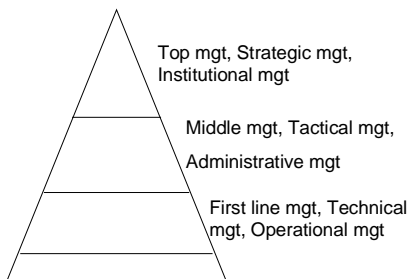
---

---

---

---

### Levels of Managers



---

---

---

---

---

---

---

### Types of Managers

- Line manager
- Staff manager
- Functional manager
- General manager
- Administrator

---

---

---

---

---

---

---

### What High Performing Managers Do

- Build working relationships with others.
- Help others develop their skills and performance competencies.
- Help foster teamwork.
- Create a work environment that is performance-driven and provides satisfaction for workers.

---

---

---

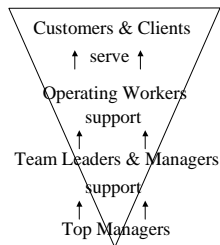
---

---

---

---

### The Organization as an Upside Down Pyramid



---

---

---

---

---

---

---

### Management Process

- Planning – focus on future, goals and activities
- Controlling - monitoring
- Organizing – getting the right things to the right places at the right time
- Leading – dealing with people in the organization

---

---

---

---

---

---

---

### Managerial Roles

- Interpersonal
- Informational
- Decisional

---

---

---

---

---

---

---

### Interpersonal Roles

- Figurehead – representing the organization or unit in ceremonial and symbolic activities
- Leader – guiding and motivating employee performance
- Liaison – developing information sources inside and outside the organization or unit

---

---

---

---

---

---

---

### Informational Roles

- Monitor – scanning the environment for information
- Disseminator – providing information to subordinates, other than leading
- Spokesperson – providing official statements to people outside the organization or unit

---

---

---

---

---

---

---



### Decisional Roles

- Entrepreneur – initiating changes
- Disturbance handler – take corrective action during disputes or crises
- Resource allocator – distributing resources to achieve outcomes
- Negotiator – bargaining or negotiating to benefit the organizational or unit

---

---

---

---

---

---

---

### Characteristics of Managerial Work

- Managers work long hours.
- Managers work at an intense pace.
- Managers work at fragmented and varied tasks.
- Managers work with many communication media.
- Managers work largely through interpersonal relationships.

---

---

---

---

---

---

---

### Managerial Agendas and Networks

- Agenda setting
  - Development of action priorities for their jobs.
  - Include goals and plans that span long and short time frames.
- Networking
  - Process of building and maintaining positive relationships with people whose help may be needed to implement one's work agendas.

---

---

---

---

---

---

---

## Essential Managerial Skills

- Skill—the ability to translate knowledge into action that results in desired performance.
- Technical skill—the ability to apply a special proficiency or expertise to perform particular tasks.
- Human skill—the ability to work well in cooperation with others.
- Conceptual skill—the ability to think critically and analytically to solve complex problems.

---

---

---

---

---

---

---

## Competencies for Managerial Success

- Communication
- Teamwork
- Self-management
- Leadership
- Critical thinking
- Professionalism

---

---

---

---

---

---

---