

Macro Perspective of Organizational Behavior



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Macro Perspective of Organizational Behavior

- Communication Technology and Interpersonal Processes
- Decision Making
- Organizational Theory and Design
- Organizational Culture



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Communication Technology and Interpersonal Processes

- Historical Background of the Role of Communication
- Communication Technology
- Nonverbal Communication
- Interpersonal Communication
- Downward Communication
- Upward Communication
- Interactive Communication in Organizations



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Decision Making

- The Nature of Decision Making
- Behavioral Decision Making
- Behavioral Oriented Decision-Making Techniques
- Creativity and group Decision Making



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Organizational Theory and Design



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Organizational Structure

It is the formal arrangement of jobs within an organization.

OR

How job tasks are formally divided, grouped and coordinated?

“Stephen P. Robbins”



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Organizational Design

Developing or changing an organization's structure.

A process that involves decision about “six” key elements.



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MANAGEMENT 8TH EDITION BY STEPHEN P. ROBBINS & MARY COULTER, ORGANIZATIONAL BEHAVIOR

12TH EDITION BY STEPHEN P. ROBBINS & MURPHY A. JUDGE
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“SIX” KEY ELEMENTS

WORK SPECIALIZATION

DEPARTMENTALIZATION

CHAIN OF COMMAND

SPAN OF CONTROL

CENTRALIZATION &
DECENTRALIZATION

FORMALIZATION



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WORK SPECIALIZATION

The degree to which tasks in an organization are divided into separate jobs; also known as “division of labor”.



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DEPARTMENTALIZATION

The basis by which jobs are group together:

- Product Departmentalization
- Functional Departmentalization
- Geographical Departmentalization
- Process Departmentalization
- Customer Departmentalization



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CHAIN OF COMMAND

The continuous line of authority that extends from upper organizational levels to the lowest level and clarifies who reports to whom.

- Authority
- Responsibility
- Unity of Command



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SPAN OF CONTROL

The number of employees a manager can efficiently and effectively manage.

- Organization levels
- Members at each level



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CENTRALIZATION & DECENTRALIZATION

- The degree to which decision making is concentrated at a single point in the organization.
- The degree to which lower level employees provide input or actually make decision.



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Centralization & Decentralization

MORE CENTRALIZATION

- Environment is stable.
- Lower level managers are not as capable or experienced at making decision as upper level managers.
- Lower level managers do not want to have a say in decision.
- Decision are significant.
- Company is large.

MORE DECENTRALIZATION

- Environment is complex.
- Lower level managers are capable or experienced at making decision.
- Lower level managers want a voice in decision.
- Decision are relatively minor.
- Company is geographically dispersed.



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Formalization

- The degree to which jobs within the organization are standardized.



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Common Organizational Structure

- The simple structure
- The bureaucracy
- The matrix structure



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THE SIMPLE STRUCTURE

An organizational design with, low departmentalization, wide span of control, centralized authority and little formalization.



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The Bureaucracy

A structure with highly routine operating tasks achieved through specialization, very formulized rules and regulations, tasks that are grouped into functional departments, centralized authority, narrow span of control and decision making that follows the chain of command.



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The Matrix Structure

A structure that creates dual lines of authority and combines functional and product departmentalization.



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COMPARISON

SIMPLE STRUCTURE

- Low departmentalization
- Wide span of control
- Little formalization
- Centralized authority

BUREAUCRACY

- High departmentalization
- Narrow span of control
- High formalization
- Centralized authority



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MODERN DESIGN OPTION

- The team structure
- The virtual organization
- The boundryless organization



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THE TEAM STRUCTURE

The use of teams as the central device to coordinate work activities.

- Breakdown departmental barriers
- Decentralized decision making to level of work team



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The Virtual Organization

A small core of full time employees and that temporarily hires outside specialist to work on opportunities that arise.



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The Boundaryless Organization

An organization whose design is not defined by, or limited to, the horizontal, vertical or external boundaries imposed by a predefined structure.



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COMPARISON

MECHANISTIC MODEL

- High specialization
- Rigid departmentalization
- Clear chain of command
- Narrow span of control
- Centralization
- High formalization

ORGANIC MODEL

- Cross functional teams
- Cross hierarchical teams
- Free flow of information
- Wide span of control
- Decentralization
- Low formalization



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Organizational culture

A system of shared meaning held by members that distinguishes the organization from other organization.



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Organizational Culture

There are “seven” degrees for measuring

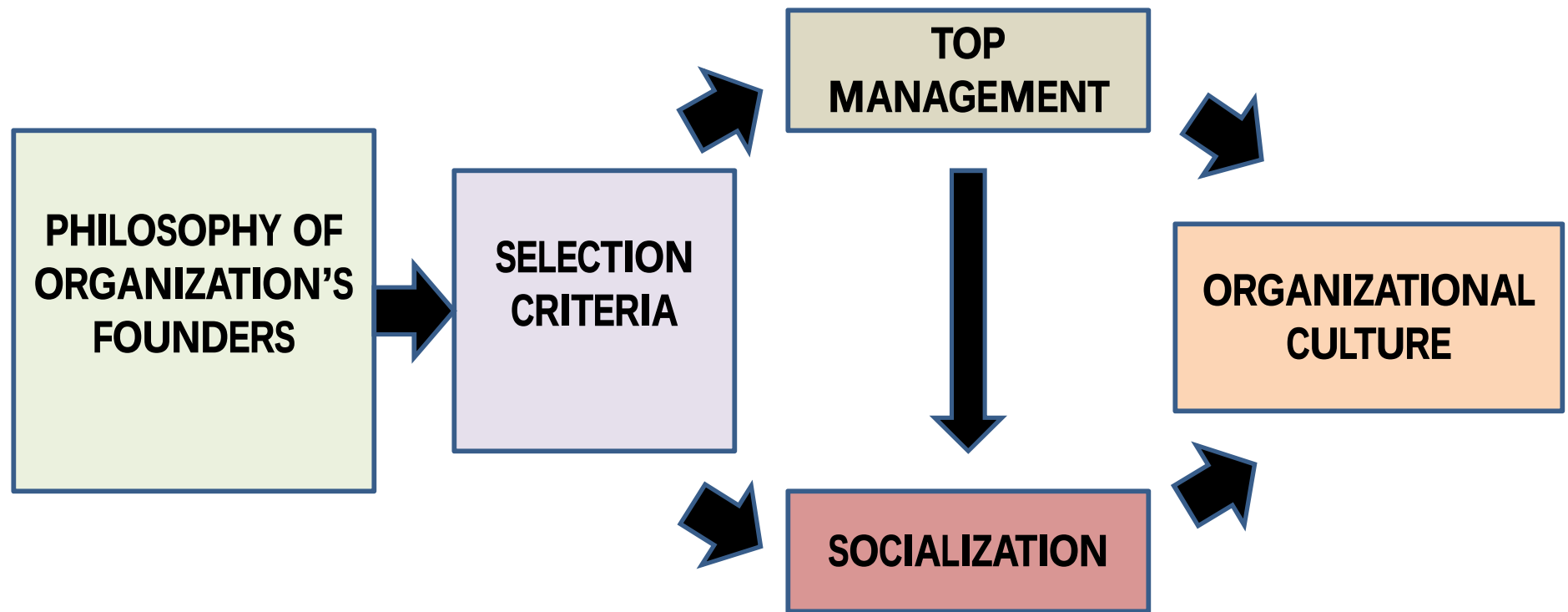
- Innovation And Risk Taking
- Attention To Detail
- Outcome Orientation
- People Orientation
- Team Orientation
- Aggressiveness
- Stability



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How Organizational Culture Form



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How Employees Learn Culture

- Stories
- Rituals
- Material symbols
- Language



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Ethical organizational culture

- Be a visible role model
- Communicate ethical expectation
- Provide ethical training
- Visibly reward ethical acts and punish unethical ones
- Provide protective mechanisms



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Horizons for Organizational Behaviour

- International Organizational Behavior
- Organizational Change and Development



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International Organizational Behavior

- The Impact of Culture on International Organizational Behavior
- Communication in an International Environment
- Motivation Across Cultures
- Managerial Leadership Across Culture



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Organizational Change and Development

- The Changes facing Organizations
- Organizational Development Approaches and Techniques
- The Future of Organizational Behavior



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