Essentials of Organizational Behavior v5 1st edition Bauer Solutions Manual

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Varda Railway Bridge, Adana Turkey

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Organizational Behavior and You
Chapter 1

Optional Chapter Case: Chapter 1—Serious About People, Crazy About Chocolate: The Case of Tony's Chocolonely

1. **How do you think Tony's Chocolonely's origin story influences its employees?**
   Tony's Chocolonely's origin story puts the emphasis on trying to fix the injustices in the cocoa industry—this likely gives employees a greater sense of purpose and motivation. This shared commitment to the company's mission creates an engaging and positive work environment.

2. **Do you believe that Tony's Chocolonely should be addressing ethical issues within the chocolate industry? Why or why not?**
   Tony's Chocolonely should be addressing these issues—it makes the company stand out and this sets a standard for the industry.

3. **How effective do you think the appointment of "mission guardians" is in preserving Tony's Chocolonely's mission and values? What are the potential drawbacks of this approach?**
   The appointment of "mission guardians" can be an effective way of preserving the company's mission and values as it grows—they probably provide a certain amount of accountability to prevent the company from deviating from their values. A potential drawback is that this could slow down decisions and limit flexibility if there are conflicts.

4. **What do you think Tony's Chocolonely means when they say they are serious about people, crazy about chocolate?**
   This phrase speaks to the company's dedication to practicing ethically and creating high-quality chocolate, appealing to customers who care about social responsibility.

5. **Reflect on the broader implications of Tony's Chocolonely's success for other companies. What lessons can they learn from its business model and ethical practices?**
   Students' answers may vary. Lessons can include how it shows that companies who take a stand can strengthen brand loyalty and also attract new customers who have the same values; and a business that builds a clear mission can inspire employees and create an energetic and dynamic company culture.

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Discussion Questions

1.1. Understanding Organizational Behavior

1. **Which type of organizations have you had the most experience with? How did that affect your understanding of the issues in this chapter?**
   Students will most likely have had experience with organizations in education (school and classroom environment) working with their peers, as well as in entry-level employment positions working for a manager. These experiences shape how students understand the importance of communication, leadership and team dynamics which constitute organizational behavior.

2. **Which skills do you think are the most important ones for being an effective employee?**
   Student answers will vary here. Some will say that putting their head down and working hard while paying attention to detail is the most important part of being an effective employee. Others may argue that having good communication skills with their employer, coworkers, and customers is more valuable.

3. **What are the three key levels of analysis for OB?**
   These are individual, group, and organization. Topics such as personality, individual motivation, stress, and emotions are individual level topics. Team dynamics, communication, and leadership are examples of group-level variables. Organizational culture and structure are regarded as organization-level variables.

4. **What is the problem with the idea that OB is common sense?**
   Organizational Behavior is not just common sense but, instead refers to the systematic study and application of knowledge about how individuals and groups act within the organizations where they work. Organizational behavior may appear easy to understand and may seem to make sense, but research on decision making shows the reverse. In fact, this assumption can easily lead to faulty conclusions resulting from poor memories, noticing certain things and ignoring others, and the framing approach used by individuals.

5. **How do you plan on using the OB Toolboxes in this book? Creating a plan now can help to make you more effective throughout the term.**
   The OB Toolbox features throughout this book will give students suggestions as to how to apply the material covered to their daily professional and personal lives.

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1.2. Trends Influencing Organizational Behavior

1. **How do you think changes in technology are shaping organizations? List and discuss three ways in which technology is changing interpersonal dynamics.**
   Students' answers will vary. They may point out that technology improves communication and remote collaboration but can reduce personal interaction. Others might mention automation and digital tools reshaping teamwork and job roles.

2. **How has the rising role of artificial intelligence changed your own life at work, school, or home?**
   Students' answers will vary. Some may describe using AI for studying, scheduling, or writing assistance, while others may highlight how it automates tasks at work or supports daily routines at home.

3. **How do you think the rising diversity of the workplace influences organizations?**
   Students may note that diversity promotes creativity, innovation, and broader perspectives, while others may mention the need for strong communication and inclusion to manage differences effectively.

4. **When you think of ethical leadership, what comes to mind? Why do some organizations tolerate unethical leaders?**
   Students' answers will vary. Some may say ethical leadership involves fairness, honesty, and integrity. Others may point out that organizations sometimes tolerate unethical leaders because they deliver short-term results despite long-term risks.

5. **What role do you think businesses should play in environmental sustainability and making a positive impact on society?**
   Students' answers will vary. Many may believe businesses should minimize their environmental impact and support social causes, while others may emphasize balancing profitability with social responsibility.

Chapter Activities and Exercises

Ethical Dilemma: Lack of Employee Engagement

Studies suggest that fostering engagement, a concept related to passion, in employees has a significant impact on the corporate bottom line. Gallup, for instance, has been on the forefront of measuring the impact of what is called employee engagement. Employee engagement is a concept that is generally viewed as managing discretionary effort; that is, when employees have choices, they will

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act in a way that furthers their organization's interests. An engaged employee is a person who is fully involved in and enthusiastic about their work.

Engaged employees are those who are performing at the top of their abilities and happy about it. According to statistics that Gallup has gathered, 87% of employees worldwide are not engaged at work. In 2023, 33% of U.S. workers were engaged while 16% were actively disengaged. This is unfortunate on both a personal level for those employees and in terms of profitability as companies with highly engaged workforces outperform their peers. In their global study of engagement, Gallup analyzed findings from nearly 82,000 business units across 49 industries and 73 countries and found that overall, engagement was related to higher profitability, productivity, sales, safety, and customer metrics as well as fewer quality defects, lower turnover, and lower absenteeism.

What Do *You* Think?

1. **What strategies can organizations implement to improve employee engagement based on the findings presented?**
   Some strategies can include opportunities for professional development, building strong leadership, allowing employees more control over their work, recognition and appreciation, and clear communication of goals and expectations.

2. **Discuss the potential ethical implications of organizations prioritizing profitability over employee engagement. How can companies balance the need for financial success with the well-being and satisfaction of their employees?**
   Prioritizing profitability at the expense of employee engagement can lead to lower job satisfaction, burnout, and decreased well-being. To balance financial success with well-being of their employees, companies can promote work-life balance, maintain open communication to build trust, and focus on long-term, rather than short-term goals.

3. **Explore the role of leadership in promoting employee engagement. How can leaders inspire and motivate their teams to perform at their best while also addressing individual needs and concerns?**
   Leaders play a very important role in fostering engagement, and they can set an example by actively listening to employee concerns and addressing their needs; promoting a positive and inclusive culture; providing a vision and purpose; and offering employees the tools they need to succeed.

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Individual Exercise: Create an Action Plan for Developing Your OB Skills

1. Hopefully you have already completed reading this chapter. If not, wait until you've done so to complete this individual exercise.

2. In addition, please be sure you have reviewed the table of contents for this organizational behavior textbook.

3. **What themes do you see? How do you think these topics affect your interactions with others? How might your learning style affect how you'll approach this course? Have you ever considered journaling as a technique for self-improvement and reflection?**
   Students' answers will vary.

4. **Now, write down five action steps that you plan to take as you work through this book. Refer to these steps throughout the term and modify them as needed.**
   Students' answers will vary—an example of actions steps:
   1) Set multiple small goals throughout the semester to create individual motivation in even the smallest tasks.
   2) Work on managing stress level, find things that will help during stressful situations.
   3) Practice leadership by initiating conversations with colleagues/ peers and organize group activities.
   4) Ask questions that will help develop OB skills.
   5) Take the general concepts and apply them to specific instances in daily activities.

Group Exercise: Best Job—Worst Job

1. **Think about the best and worst jobs you have ever had. If you have never had a job, think of a school project instead. What made the job or project great or horrible?**
   There are many factors that can make a job good or bad. These factors can vary by individual. For example, one person might find a job enjoyable because it is easy, while another finds the easy job boring and lacking stimulation. Additional factors might include other people, the environment, the task itself, associated deadlines, work hours, role ambiguity, role conflict, pay, or opportunities available.

2. Next, gather into a small group of students and share your experience with them.

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3. Listen to what others are saying and see if any themes emerge. For example, what are the most common features of the best jobs? What are the most common features of the worst jobs?

Relevant TED Talks for Bringing Course Concepts to Life

A. Listen, learn . . . then lead by Stanley McChrystal
https://www.ted.com/talks/stanley_mcchrystal
Synopsis: After spending many years in the military, Stanley speaks of learning many lessons in leadership. He explains how someone can build a sense of purpose within a variety of people through listening and learning.

B. Title: How to run a company with (almost) no rules by Ricardo Semler
https://www.ted.com/talks/ricardo_semler_radical_wisdom_for_a_company_a_school_a_life
Synopsis: "Semler practices a radical form of corporate democracy, rethinking everything from board meetings to how workers report their vacation days (they don't have to). It's a vision that rewards the wisdom of workers, promotes work-life balance—and leads to some deep insight on what work, and life, is really all about."

Additional Readings

I. Almeida (2024). *Responsible AI in the age of generative models: Governance, ethics, and risk management.* Now Next Later AI.

Laszlo Bock (2015). *Work rules! Insights from Google that will transform your life.* New York: Twelve Publishing.

Stephen R. Covey (2004). *The 7 habits of highly effective people.* Free Press.

Don A. Dillman, Jolene D. Smyth, and Leah Melani Christian (2008). *Internet, mail, and mixed-mode surveys: The tailored design method.* Hoboken, NJ: John Wiley and Sons.

Peter Ferdinand Drucker (2006). *Innovation and entrepreneurship.* Collins Business.

Thomas L. Friedman (2008). *Hot, flat, and crowded.* NY: Farrar, Straus and Giroux.

Marshall Goldsmith (2007). *What got you here won't get you there.* NY: Hyperion.

Patrik Ian Meyer (2023). *The 4 pillars of critical thinking: 103 techniques & hacks to improve your work and personal life*. Mind Mentor.

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Shane Parrish (2023). *Clear thinking: Turning ordinary moments into extraordinary results.* Portfolio.

Daniel Pink (2018). *When: The scientific secrets of perfect timing. Riverhead* Books.

Jeffrey Pfeffer and Robert I. Sutton (2006). *Hard facts, dangerous half-truths and total nonsense: Profiting from evidence-based management.* Boston, MA: Harvard Business School Press.

Julie Zhuo (2019). *The making of a manager: What to do when everyone is looking to you.* Portfolio.

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