Organizational Behavior and Organizational Change
Introduction and Managers

Roger N. Nagel
Senior Fellow & Wagner Professor
Lehigh University
Topics This Presentation

- We Are in a Global Village
  - Changes You Must Manage?
  - forces driving change

- Organizations Must Transform & Innovate To Deal With Management Challenges
  - Challenges

- Personal Innovation
  - Innovation blockers
  - Suggestion To Overcome Them

“Organizational behavior” Eleventh Edition
By Steve Robbins
Reference Book
Topics This Presentation

- Management functions
  - Planning
  - Organizing
  - Leading
  - Controlling
- Effective and Successful Managers
- Challenges and Opportunities for OB
  - Globalization
  - Managing Workforce Diversity
  - Improving Quality and Productivity
- Factors Dependent on Management
  - Leadership and Management Policies
  - Productivity
  - Effectiveness
  - Job satisfaction
  - Organizational citizenship behavior

“Organizational behavior”
Eleventh Edition
By Steve Robbins
Reference Book

CSE & Enterprise Systems Center
Lehigh University

EMBA Jinan
Roger N. Nagel © 2006
We Are in a Global Village

- Made possible in part because of
  - Global transportation and logistics
  - Computer based and aided everything
  - Networks, information, DB, WWW
  - Global sourcing and collaboration
  - Digitally enhanced Global markets
- We are experiencing a paradigm shift
What Are the Important Changes You Must Manage?
What are the forces driving change
What are the forces driving change

- Accelerating pace of technological change
- Easy availability of information
- Technology accessible to all countries
- Globally rising and converging standard of living, included developing countries, such as China

- Globalization of markets & economy
- Global wage and skill shifts
- World environmental responsibility
- Expanding customer / stakeholder expectations,
- Win-Win strategy with collaboration

Source: Prof. Shu Zhang, Tongji University, Shanghai, China
Time and Distance Are Shrinking
New Capabilities Are Emerging

This Effect
Changes
Value Expectations
In Stakeholders

Society  Partners  Industry

Employees  Customers  Suppliers

Media
Organizations Must Transform Themselves and Innovate To Deal With Management Challenges
The big danger is to wallow in yesterday's achievements

Source Prof. Shu Zhang Tongji University Shanghai China
Setting your strategy for the future

60’s: Production Scales
70’s: Production Cost
80’s: Product Quality
90’s: Rapid Response
21st Century: Innovation

Digitized Economy
Resource Economy

Source Prof. Shu Zhang Tongji University Shanghai China
Organizations Evolving

1920~1990

Work division

1975~200?

Term Work

Self-organizing

2000~2020

Source: Prof. Shu Zhang Tongji University Shanghai China
Digitization In Business Software

Partners, Suppliers, Distributors

Supply Chain Management

Enterprise Resource Planning (ERP)

Logistics & Warehousing

Distribution

Manufacturing

Business Intelligence

Enterprise Application Integration

Customer Relationship Management (CRM)

Marketing

Field Sales

Customer Service

Selling Chain Management

Customers, Resellers

Employees

HRMS / e-Procurement

Admin. Control

Finance/Accounting/Auditing

Management Control

Stakeholders

Source e-Business 2.0 Roadmap for Success
"Internet Business Solutions" Create Competitive Advantage

- Higher customer satisfaction
- Lower costs
- Competitive agility
- Accelerated time to market
- Higher employee efficiency

Ubiquitous Connectivity where the Business Runs on the Network
Virtual Product Development

Market Opportunity
Virtual Product Development & Manufacturing
Modifying
Optimization
Made in computer

Digital Model

Manufacturing Resources
Manufacturing processes
Product & Process Improvement
Product
Made in Factory

Source: Prof. Shu Zhang, Tongji University, Shanghai, China
Virtual Organization

Supply Chain

Product R & D

Marketing

Customer Relationship

Financing

Manufacturing

Source: Prof. Shu Zhang Tongji University Shanghai China
Elements of Successful Collaborations

- Common goal
- Process and workflow
- Trust
- Rules of engagement
- Mutual benefit
- Management support
- Team rewards
- Training
- Critical mass

CULTURE OF SHARING

Collaboration Requires Organizational Culture Compatibility
The shift from providing goods and services to solutions and experiences
You can wait and see what develops
Or you can be pro-active

Edge

To arrive at the edge of the world's knowledge, seek out the most complex and sophisticated minds, put them in a room together, and have them ask each other the questions they are asking themselves.
What are your goals for this course?
Organizations Must Transform Themselves and Innovate

Organizational Innovation later
Personal Innovation Now
List all the things you see in the image below.
Things I saw in the image
How many faces do you see?
How many faces do you see?

12 humans

2 animals
Innovation blockers

A. Excessive Need for Order.

Church, school, industry, and government would come unglued if somebody didn't have a sense of order. But it's possible to be too orderly. When everything happens according to plan, innovation is ordered out of existence. As the Hungarians say, to make an omelet you have to break a few eggs. In the best of all possible worlds, order is a tool, not a god.

B. Reluctance To Play.

Creativity requires playfulness, daydreaming, the toying with "what if?" and "as though." Innovative people play with things, words, ideas, people. People who are afraid to play, who think they'll look silly, who feel guilty about having fun, rarely come up with something new.

http://www.hs.ttu.edu/rhim5200/htm_files/0028.htm
Innovation blockers

C. **Resource Myopia.**
Organizations makes a big deal of seeing things "as they are." But when we see only things as they are, we miss seeing what they could be, which is the essence of innovation. A shoe can be a hammer, a weapon, or something to drink champagne out of.

D. **Reluctance To Risk.**
Organizations punishes failure, so we become afraid to stick out our necks. Yet the wisdom of the ages says: Nothing ventured, nothing gained.
More innovation blockers

E. Reluctance To Exert Influence.
As children, we're taught to be "seen and not heard." As adults, we don't want to appear "pushy." Most of us have a haunting feeling that the majority has to be right. But often the majority keeps on doing things one way when there's often a new and better one.

F. Over Certainty.
What if Christopher Columbus had been as certain as most people in his day that the world was flat? Research has shown that the more a person feels he "really" knows something, the less open he is to new approaches in that area. Some people refer to this as "the specialist's disease."

http://www.hs.ttu.edu/rhim5200/htm_files/0028.htm
Innovation Blockers
With Suggestion To Overcome Them

A. Excessive Need for Order
   - Break some rules
B. Reluctance To Play
   - Be playful
C. Resource Myopia
   - Try alternative ideas
D. Reluctance To Risk
   - Learn from failure
E. Reluctance To Exert Influence
   - Present minority view
F. Over Certainty
   - Consider other possibilities
I'm seen as being quite talented at budgeting, forecasting, and planning activities.

Once I make a decision, I stick with it.

At a restaurant, if my food isn't prepared the way I like it, I hesitate sending it back.

Given a choice between a sure accomplishment and a long shot, I almost always choose the sure thing.

I think that only college graduates should be hired as management trainees.

I become annoyed when I see people using "their connections" to get something of importance for themselves.

I don't read installments of stories or see parts of movies: it's very annoying to me to be left up in the air.

I play at sports and games with the same seriousness that I tackle tasks at work.

I seldom discuss work problems with my spouse.

When I want something done right, I generally do it myself.

I'm seen as being quite talented at budgeting, forecasting, and planning activities.
<table>
<thead>
<tr>
<th>Your Number</th>
<th>Enter 5 if you strongly agree, Enter 1 if you strongly disagree, Or enter 4, 3 or 2 for weaker agreement or disagreement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I become annoyed if people tell jokes or wisecrack during business meetings.</td>
</tr>
<tr>
<td></td>
<td>When I get lost, I rarely ask for help. I prefer to try to figure it out myself.</td>
</tr>
<tr>
<td></td>
<td>I envy people who have fun on the job</td>
</tr>
<tr>
<td></td>
<td>I try not to daydream when there's work to be done.</td>
</tr>
<tr>
<td></td>
<td>I'm realistic about goals. I don't believe in setting my sights too high.</td>
</tr>
<tr>
<td></td>
<td>It amazes me that there are people who can fail and not get upset.</td>
</tr>
<tr>
<td></td>
<td>I'm good at generalizing and frequently make broad conclusions with great conviction.</td>
</tr>
<tr>
<td></td>
<td>I avoid situations in which I'll be compared unfavorably with others.</td>
</tr>
<tr>
<td></td>
<td>I think it's unethical to pressure someone to do something he would rather not do.</td>
</tr>
<tr>
<td></td>
<td>Others have told me that I underestimate my abilities. They see me as more competent that I tend to recognize</td>
</tr>
</tbody>
</table>

http://www.hs.ttu.edu/rhim5200/htm_files/0028.htm
<table>
<thead>
<tr>
<th>IB</th>
<th>Your Number</th>
<th>Enter 5 if you strongly agree, Enter 1 if you strongly disagree, Or enter 4, 3 or 2 for weaker agreement or disagreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>F</td>
<td>• I think that only college graduates should be hired as management trainees.</td>
<td></td>
</tr>
<tr>
<td>E</td>
<td>• I become annoyed when I see people using &quot;their connections&quot; to get something of importance for themselves</td>
<td></td>
</tr>
<tr>
<td>A</td>
<td>• I don't read installments of stories or see parts of movies: it's very annoying to me to be left up in the air.</td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>• I play at sports and games with the same seriousness that I tackle tasks at work.</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>• I seldom discuss work problems with my spouse</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>• When I want something done right, I generally do it myself.</td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>• Given a choice between a sure accomplishment and a long shot, I almost always choose the sure thing</td>
<td></td>
</tr>
<tr>
<td>E</td>
<td>• At a restaurant, if my food isn't prepared the way I like it, I hesitate sending it back.</td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>• Once I make a decision, I stick with it</td>
<td></td>
</tr>
<tr>
<td>A</td>
<td>• I'm seen as being quite talented at budgeting, forecasting, and planning activities.</td>
<td></td>
</tr>
</tbody>
</table>

http://www.hs.ttu.edu/rhim5200/htm_files/0028.htm
<table>
<thead>
<tr>
<th>IB</th>
<th>Your Number</th>
<th>Enter 5 if you strongly agree, Enter 1 if you strongly disagree, Or enter 4, 3 or 2 for weaker agreement or disagreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>B</td>
<td></td>
<td>I become annoyed if people tell jokes or wisecrack during business meetings.</td>
</tr>
<tr>
<td>C</td>
<td></td>
<td>When I get lost, I rarely ask for help. I prefer to try to figure it out myself.</td>
</tr>
<tr>
<td>B</td>
<td></td>
<td>I envy people who have fun on the job</td>
</tr>
<tr>
<td>B</td>
<td></td>
<td>I try not to daydream when there's work to be done.</td>
</tr>
<tr>
<td>D</td>
<td></td>
<td>I'm realistic about goals. I don't believe in setting my sights too high.</td>
</tr>
<tr>
<td>D</td>
<td></td>
<td>It amazes me that there are people who can fail and not get upset.</td>
</tr>
<tr>
<td>F</td>
<td></td>
<td>I'm good at generalizing and frequently make broad conclusions with great conviction.</td>
</tr>
<tr>
<td>F</td>
<td></td>
<td>I avoid situations in which I'll be compared unfavorably with others.</td>
</tr>
<tr>
<td>E</td>
<td></td>
<td>I think it's unethical to pressure someone to do something he would rather not do.</td>
</tr>
<tr>
<td>C</td>
<td></td>
<td>Others have told me that I underestimate my abilities. They see me as more competent that I tend to recognize</td>
</tr>
</tbody>
</table>

http://www.hs.ttu.edu/rhim5200/htm_files/0028.htm
We will spend more time on organizational innovation in session 8
Topics This Presentation

- Management functions
  - Planning
  - Organizing
  - Leading
  - Controlling
- Effective and Successful Managers
- Challenges and Opportunities for OB
  - Globalization
  - Managing Workforce Diversity
  - Improving Quality and Productivity
- Factors Dependent on Management
  - Leadership and Management Policies
    - Productivity
    - Effectiveness
    - Job satisfaction
    - Organizational citizenship behavior

"Organizational behavior" Eleventh Edition
By Steve Robbins
Reference Book
What Managers Do

Managers

Individuals who achieve goals through other people

Managerial Activities

• Make decisions
• Allocate resources
• Direct activities of others to attain goals
Management Functions

Controlling

Organizing

Leading

Planning
Management Functions

Planning
- A process of choosing the path for the organization by
  - Defining goals
  - Establishing strategy
  - Developing plans to coordinate activities
Management Functions

Organizing

- Determining
  - What tasks are to be done,
  - Who is to do them,
  - How the tasks are to be grouped,
  - Who reports to whom, and
  - At what level decisions are to be made
Management Functions

Leading

- A function that includes
  - Motivating employees,
  - Directing others,
  - Selecting the most effective communication channels, and
  - Resolving conflicts
Management Functions

Controlling

- Monitoring activities to ensure they are being accomplished as planned and
- Correcting any significant deviations.
## Your Management Function Capability

<table>
<thead>
<tr>
<th>Management Function</th>
<th>Characteristics</th>
<th>Assign 100 points to yourself by your strengths</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning</td>
<td>Sets vision, goals, strategy</td>
<td></td>
</tr>
<tr>
<td>Organizing</td>
<td>Schedule, who, what, when</td>
<td></td>
</tr>
<tr>
<td>Leading</td>
<td>Charismatic, motivate, role model</td>
<td></td>
</tr>
<tr>
<td>Control</td>
<td>Monitor, direct and correct</td>
<td></td>
</tr>
</tbody>
</table>
### Mintzberg’s Managerial Roles

<table>
<thead>
<tr>
<th>Role</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Figurehead</strong></td>
<td>Symbolic head; required to perform a number of routine duties of a legal or social nature</td>
</tr>
<tr>
<td><strong>Leader</strong></td>
<td>Responsible for the motivation and direction of employees</td>
</tr>
<tr>
<td><strong>Liaison</strong></td>
<td>Maintains a network of outside contacts who provide favors and information</td>
</tr>
</tbody>
</table>

*Source: Adapted from The Nature of Managerial Work by H. Mintzberg.*
## Mintzberg’s Managerial Roles

<table>
<thead>
<tr>
<th>Informational</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor</td>
<td>Receives wide variety of information; serves as nerve center of internal and external information of the organization</td>
</tr>
<tr>
<td>Disseminator</td>
<td>Transmits information received from outsiders or from other employees to members of the organization</td>
</tr>
<tr>
<td>Spokesperson</td>
<td>Transmits information to outsiders on organization’s plans, policies, actions, and results; serves as expert on organization’s industry</td>
</tr>
</tbody>
</table>

*Source: Adapted from *The Nature of Managerial Work* by H. Mintzberg.*
### Mintzberg’s Managerial Roles

<table>
<thead>
<tr>
<th>Role</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entrepreneur</td>
<td>Searches organization and its environment for opportunities and initiates projects to bring about change</td>
</tr>
<tr>
<td>Disturbance handler</td>
<td>Responsible for corrective action when organization faces important, unexpected disturbances</td>
</tr>
<tr>
<td>Resource allocator</td>
<td>Makes or approves significant organizational decisions</td>
</tr>
<tr>
<td>Negotiator</td>
<td>Responsible for representing the organization at major negotiations</td>
</tr>
</tbody>
</table>

Source: Adapted from *The Nature of Managerial Work* by H. Mintzberg.
Management Skills

Technical skills
The ability to apply specialized knowledge or expertise.

Human skills
The ability to work with, understand, and motivate other people, both individually and in groups.

Conceptual Skills
The mental ability to analyze and diagnose complex situations.
Management Skills

Technical skills
The ability to apply specialized knowledge or expertise.

Allocate 100% to yourself below

[ ] %

Human skills
The ability to work with, understand, and motivate other people, both individually and in groups.

[ ] %

Conceptual Skills
The mental ability to analyze and diagnose complex situations.

[ ] %
Effective Versus Successful Managerial Activities (Luthans)

1. Traditional management
   • Decision making, planning, and controlling

2. Communication
   • Exchanging routine information and processing paperwork

3. Human resource management
   • Motivating, disciplining, managing conflict, staffing, and training

4. Networking
   • Socializing, politicking, and interacting with others
How do you spend your time by %

1. Traditional management  _____%
   • Decision making, planning, and controlling

2. Communication _____%
   • Exchanging routine information and processing paperwork

3. Human resource management _____%
   • Motivating, disciplining, managing conflict, staffing, and training

4. Networking _____%
   • Socializing, politicking, and interacting with others
## Effective Versus Successful (Luthans)

<table>
<thead>
<tr>
<th></th>
<th>Average</th>
<th>Success Fast promotion</th>
<th>Effective Good metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditional Management</td>
<td>32%</td>
<td>13%</td>
<td>19%</td>
</tr>
<tr>
<td>Communication</td>
<td>29%</td>
<td>28%</td>
<td>44%</td>
</tr>
<tr>
<td>Human Resource</td>
<td>20%</td>
<td>11%</td>
<td>26%</td>
</tr>
<tr>
<td>Networking</td>
<td>19%</td>
<td>48%</td>
<td>11%</td>
</tr>
</tbody>
</table>

See page 8
Allocation of Activities by Time


**EXHIBIT 1–2**

- **Average managers**
  - Traditional management: 32%
  - Communication: 20%
  - Human resource management: 29%
  - Networking: 19%

- **Successful managers**
  - Traditional management: 48%
  - Communication: 28%
  - Human resource management: 11%
  - Networking: 13%

- **Effective managers**
  - Traditional management: 26%
  - Communication: 44%
  - Human resource management: 11%
  - Networking: 19%
Your Management Function Capability

<table>
<thead>
<tr>
<th>Management Function</th>
<th>Characteristics</th>
<th>Assign 100 points to yourself by your strengths</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning</td>
<td>Sets vision, goals, strategy</td>
<td></td>
</tr>
<tr>
<td>Organizing</td>
<td>Schedule, who, what, when</td>
<td></td>
</tr>
<tr>
<td>Leading</td>
<td>Charismatic, motivate, role model</td>
<td></td>
</tr>
<tr>
<td>Control</td>
<td>Monitor, direct and correct</td>
<td></td>
</tr>
</tbody>
</table>

Management Skills

Technical skills
The ability to apply specialized knowledge or expertise.
Allocate 100% to yourself below

Human skills
The ability to work with, understand, and motivate other people, both individually and in groups.

Conceptual Skills
The mental ability to analyze and diagnose complex situations.

Allocate 100% to yourself below

How do you spend your time by %

1. Traditional management _____%
   • Decision making, planning, and controlling

2. Communication _____%
   • Exchanging routine information and processing paperwork

3. Human resource management _____%
   • Motivating, disciplining, managing conflict, staffing, and training

4. Networking _____%
   • Socializing, politicking, and interacting with others

Analyze your answers

53
What are your goals for this course? Should you be adding anything to this list?
Organizational behavior (OB)

- The impact that
  - individuals,
  - groups, and
  - structure

- have on behavior within organizations

Our focus

- How can understanding OB increase your effectiveness in reaching your goals?
Challenges and Opportunities for OB

- Responding to Globalization
  - USA Perspective
    - Increased foreign assignments
    - Working with people from different cultures
    - Coping with anti-capitalism backlash
    - Overseeing movement of jobs to countries with low-cost labor
Challenges and Opportunities for OB

- Responding to Globalization
  - China Perspective
    - Working with people from different cultures
    - Increased foreign assignments
    - Intellectual Property (IP) perceptions of others

What would you add?
Challenges and Opportunities for OB

Managing Workforce Diversity

- USA Perspective
  - Embracing diversity
  - Changing U.S. demographics
  - Implications for managers
    - Recognizing and responding to differences
Challenges and Opportunities for OB

Managing Workforce Diversity

- China Perspective
  - Embracing diversity
  - Wide range of Chinese demographics
  - Implications for managers
    - Recognizing and responding to differences

What would you add?
Challenges and Opportunities for OB

- Improving Quality and Productivity
  1. Quality management (QM)
  2. Process reengineering
  3. Improving Customer Service
     » Increased expectation of service quality
     » Customer-responsive cultures

All related with an overlapping focus
Improving Quality and Productivity

1. Quality management (QM)
   - The constant attainment of customer satisfaction through the continuous improvement of all organizational processes.
   - Requires employees to rethink what they do and become more involved in workplace decisions.
**Challenges and Opportunity for OB**

**What is quality management**

1. Intense focus on the customer
2. Concern for continuous improvement
3. Improvement in the quality of everything the organization does
4. Accurate measurement
5. Empowerment of employees

**Which should we check for China?**

<table>
<thead>
<tr>
<th>USA</th>
<th>China</th>
</tr>
</thead>
<tbody>
<tr>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>✔</td>
<td></td>
</tr>
</tbody>
</table>
2. Process reengineering

- Asks managers to reconsider how work would be done and their organization structured as if they were starting over.
- Instead of making incremental changes in processes, reengineering involves re-evaluating and re-thinking every process in terms of its contribution.
Improving Quality and Productivity

3. Improving Customer Service

- The constant attainment of customer satisfaction through the continuous improvement of all organizational processes.
  - Requires employees to rethink what they do and become more involved in workplace decisions.
## Challenges and Opportunity for OB

### Improving Quality and Productivity

<table>
<thead>
<tr>
<th>USA</th>
<th>China</th>
<th>For You</th>
</tr>
</thead>
<tbody>
<tr>
<td>✔️</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✔️</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✔️</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✔️</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✔️</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✔️</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✔️</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Improving People Skills
- Empowering People
- Stimulating Innovation and Change
- Working in Networked Organizations
- Balance Work/Life Conflicts
- Improving Ethical Behavior
- Coping with “Temporariness”

### Which should we check for China and you?

- [ ]
- [ ]
- [ ]
- [ ]
- [ ]
- [ ]
- [ ]
- [ ]
- [ ]
- [ ]
- [ ]
- [ ]
Some simple models for understanding organizational behavior
Basic OB Model, Stage I

Model

A simplified representation of some real-world phenomenon.

- Individual level
- Group level
- Organization systems level
Factors Dependent on Management Leadership and Management Policies

Productivity
A performance measure that includes effectiveness and efficiency.

Effectiveness
Achievement of goals.

Efficiency
The ratio of effective output to the input required to achieve it.
Factors Dependent on Management Leadership and Management Policies

Absenteeism
The failure to report to work.

Turnover
The voluntary and involuntary permanent withdrawal from an organization.
Factors Dependent on Management
Leadership and Management Policies

Job satisfaction

A general attitude toward one’s job, the difference between the amount of reward workers receive and the amount they believe they should receive.
Factors Dependent on Management Leadership and Management Policies

Organizational citizenship behavior (OCB)

Discretionary behavior that is not part of an employee’s formal job requirements, but that nevertheless promotes the effective functioning of the organization.

What about in China?

Very Important in USA
Three Levels of Influence

Management Leadership and Management Policies

- Individual-Level Actions
- Group-Level Actions
- Organization System-Level Actions
We have covered so far

- Management functions
  - Planning
  - Organizing
  - Leading
  - Controlling

- Effective and Successful Managers

- Challenges and Opportunities for OB
  - Globalization
  - Managing Workforce Diversity
  - Improving Quality and Productivity

- Factors Dependent on Management Leadership and Management Policies
  - Productivity
  - Effectiveness
  - Job satisfaction
  - Organizational citizenship behavior
Assignment

1. Identify three things you most valued from what we have covered today and explain why you value them.

2. Explain how you will use them in improving your organization or yourself.
   a. Provide a short plan for what you will do
   b. Identify benefits you hope to achieve
   c. Identify any obstacles you face in carrying out your plan
Roger N. Nagel
Wagner Professor and Senior Fellow
CSE Department &
The Enterprise Systems Center at Lehigh University
200 West Packer Avenue
Bethlehem, Pennsylvania, 18015
(610) 758-4086, (610) 868-0402 [fax]
Rnagel@lehigh.edu