

Informative essay on organizational behavior

[Business](#), [Organization](#)



There were quite many organizational environmental changes that faced Robin Hood from the time he started his organization named The Merry Men Band (MMB). At first, the organization was very strong and simple, with Robin Hood ruling supreme, making all-important decisions. This led Robin Hood to adopt an organization behavior theory of transformational leadership. This theory assumes that a person as a leader with a vision or a mission and passion is capable of achieving great things and that through his inspiration, people will follow him (Stacey, 1992).

Robin Hood in this case had a vision of revolting against Sheriff and in order to accomplish this; he sought for allies whom they form MMB organization, injected enthusiasm as well as energy into them and ensured that they were focused. In addition, through adopting transformational leadership theory of organizational behavior, Robin Hood was able to maintain a conducive working environment in the organization, delegating all tasks to his lieutenants. The first year of the organization also saw a very great success in adoption of the organization's culture.

Organizational culture is a theory of organizational behavior which assumes that every organization have its experiences, values as well as beliefs. Robin Hood spent the first year organizing the group into a disciplined band as referred to in the essay. He formulated the culture of the organization that it will live outside the law. John was the one responsible for keeping discipline among the men while finance were taken care of by Scarlock. The organization's environment was that of hard work, everybody focused to seeing the success of the organization.

However, as time went by, the band size increased which raised a lot of concern to Robin Hood. The organizational environment changed drastically. Discipline was now being compromised, vigilance declined and a lot of laxity could be observed. Robin Hood failed to observe the organizational behavior theory of managing organizational change. This theory seeks to provide strategies that can be used to accommodate the changes that occur within the organization. Robin Hood was satisfied with the increasing number of new recruits that joined the Merry Men Band, but he could not manage them.

As it is put in the essay, " I don't know half the men I run into these days". This uncontrolled increase in size also led to scarcity of food and the financial reserves of the band began to be drained. To overcome all these, Robin should use theory of managing organizational change effectively. He should also apply transactional leadership theory, which seeks, or attempts to inspire motivation to the workers through satisfying their self interests. This type of leadership also focuses on desirable rewards for those workers who does their job well and establishes good relationship to improve the working environment.

Robin Hood through adopting this theory will be able to encourage the men and improve discipline since the men will be willing to be rewarded. Incentives can also be used to achieve results. To improve discipline also, this theory could help Robin Hood in determining the kind of correction methods or punishments. These punishments are used to influence behavior change from deviation from the accepted norms and standards. He also could develop active management whereby he actively monitors all the work

done and ensures that all the work is completed so as to meet the standards accepted.

Question 2 (a) Organizational culture refers to attitudes, beliefs, norms and values of the organization. It is the organization's personality, all the practices of the organization. It is the culture of Merry Men Band strength lay in numbers. This was the belief of its leader Robin Hood, which led to increase in size of Merry Men Band , causing difficulties in enforcing discipline as well as adequate . Robin Hood should however, apply organizational behavior theories such as managing organizational change so as to solve these problems.

Motivational theory should also be highly applied so that the man do not lose hope and give in the challenges for instance of lack of enough food.

Motivation can be practiced through issuing of rewards or incentives to those who show outstanding efforts or through reinforcements. According to Robin Hood, Merry Men should use the values of outright confiscation of as fixed transit-tax in order to achieve theirgoals. He also wondered about the early norms that Merry Men had clinged to, hence trying to resist his decision for use of fixed tax.

In order to solve this Robin Hood should use organizational behavior theory of managing conflict and negotiations whereby he can be able to reach an agreement with the Merry Men. (b)The consultant believes that the organizational culture of Merry Men can be changed and further decline saved. However it is very hard to change the organization and culture since this are the practices that have been adopted by the organization and

embedded in the people. Changing of the culture may result to disorganization hence failure to achieve the goal. ©It is quite hard to change an organizations' culture.

However efforts should be made to change the culture especially if it does not favour the success of the organization. Organizational culture comprises of values and norms. Organizational values are the beliefs as well as ideas that concern on the goals as strategies that the organization should follow so as to achieve its goals (House, 2004). Organizational norms on the other hand are the expectations that portray the kind of behavior that should be followed by the workers in relating with one another to achieve the goals (Torbert, 2004).

If the value of the organization on the ways that the organization uses does not lead to success then they should be changed for the better. According to Friar Tuck the culture of nobbing passenger by merry men is bound onto them and hence they cannot change. Q3 A) There are several characteristics about power. Robin Hood and the Merry Men compared to Prince John and Sheriff to have different power positions. (1) The theory of strategic contingencies The theory suggests that power always depends on the problem solving skill, uniqueness of the skill and centrality.

Both of these groups have different skills in their problem. Prince John and the Sheriff are planning to use the skill of passing outlaws and confiscating properties of the enemies, Robin Hood and Merry Men. They are doing this as a result of anger and revenge for killing of their men by Robin Hood. Robin Hood and the Merry Men on the other hand are approaching their problem of

seeing to it that Prince John is overthrown and King Richard restored by collaborating together and working tirelessly and fiercely towards success.

(2) Social Exchange Theory This theory suggests that you only get more if you give(Argyris, 1976).

Robin Hood and the Merry Men are hoping to reach their goals only through giving themselves out to help the poor. This is evidenced by Robin Hood when he killed one of the Sheriff's men for abusing a poor peasant. This however not the power position that Prince John and the Sheriff fall to. They are instead using coercion and getting people to do things against their interests B) Path-goal theory of leadership Robin Hood should borrow from this theory of leadership in order to rid the Nottingham country of the Sherry and the England of Prince John. He should set very strong and focused goals and with his men, work hard to accomplish them.

A lot of strategies should be laid down which should facilitate the achievement of the goals. C) The Vroom -Jago Leadership Model From the model, Robin Hood will be able to determine the type of leadership styles that they should use to tackle the most pressing problems he will face. Robin Hood should adapt the consultative leadership style whereby he will be the one making decisions but still his men have contributions. This will enable Robin Hood to stand a chance of getting important views from his men and implementing only those that can lead to success.

Robin Hood should also adapt delegation style of leadership whereby he will be able to give responsibilities to his men in order to improve the efficiency. He should consider factors like the importance of the decision, whether the

other men share the same organizational goals as well as whether there could be likely conflicts among the men Q4 Poor management of the organization is a likely reason that led to the collapse of this firm. The organizational environment was very satisfactory, with the workers getting good remuneration at first.

However, the managers of the organization did not consider the organizational behavior theory of organizational culture, which are the set values, and norms of the organization. This has led to very disappointing results. Additionally, the theory of managing organizational change must have been overlooked. when the organization begun there had been a lot of changes within it, including increased salaries, facilities and new office buildings. All these could have led to laxity among the workers, contributing to frequent absenteeism and turnover.

Motivational theory of organizational behavior has also been side lined something that has contributed to poor production. The workers in this aspect are not given healthy food. This is evidenced by the fact that there have been increased complaints about the food in the cafeteria, psychosomatic disorders as well as hypertension. All these have led to decrease in motivation among the workers resulting to poor production. The organizational theory of behavior, which is managing mis behavior, is not applied in the organization. This theory attempts to predict many ways through which misbehavior in an organization can be controlled or overcome.

This organization through failure to practice this theory has been faced with a lot of problems that occur among the workers such as rising in errors as well as absenteeism. Conclusion For success of any organization to be realized, organizational behavior theory is very important and should be strictly applied. Workers should be motivated through awarding of rewards and incentives while behavior among them be controlled. The organization's working environment should be conducive with the organizational culture fully looked into.