

Organizational Behavior Mcshane Von Glinow File PDF

Organizational Behavior McShane Von Glinow is a comprehensive and widely respected resource in the field of organizational behavior (OB). Authored by Steven L. McShane and Mary Ann Von Glinow, this textbook serves as an essential guide for students, educators, and professionals seeking to understand the complex dynamics within organizations. With its detailed insights, practical applications, and up-to-date research, it provides a solid foundation for analyzing individual, group, and organizational behavior in diverse settings.

Understanding Organizational Behavior

Organizational behavior is the study of how people interact within groups and organizations. It aims to apply this knowledge to improve organizational effectiveness, employee well-being, and overall productivity. McShane and Von Glinow's approach emphasizes the importance of understanding human behavior in organizational contexts to foster better communication, leadership, and decision-making.

Core Concepts Covered in McShane & Von Glinow's Organizational Behavior

The textbook explores a wide range of topics critical to understanding and managing behavior in organizations. These include:

- **Individual Behavior:** Motivation, emotions, personality, perception, and attitudes.
- **Group Dynamics:** Team development, communication, conflict management, and decision-making.
- **Organizational Structure and Culture:** How organizations are designed and the shared values that influence behavior.
- **Leadership and Power:** Theories of leadership, influence tactics, and power dynamics.
- **Change Management:** Resistance to change, change models, and strategies for effective change implementation.

These topics provide a holistic view of how individual and collective behaviors shape organizational outcomes.

Key Features of the McShane & Von Glinow Textbook

The textbook is renowned for its engaging and practical approach, which includes:

Case Studies and Real-World Examples

Real-life scenarios help illustrate theoretical concepts, making them more relatable and applicable. These case studies often highlight current organizational challenges and innovative solutions.

Research-Based Content

The book integrates the latest research findings to ensure that readers are equipped with evidence-based strategies and insights.

Interactive Elements

Features such as self-assessment tools, discussion questions, and exercises promote active learning and self-reflection.

Global Perspective

Given the increasing globalization of workplaces, the textbook emphasizes cross-cultural differences and international management practices.

Organizational Behavior Theories and Models in the Textbook

McShane and Von Glinow's work presents various theoretical frameworks that help explain organizational phenomena. Some key models include:

Motivation Theories

- Maslow's Hierarchy of Needs
- Herzberg's Two-Factor Theory
- Expectancy Theory
- Equity Theory

Leadership Styles and Theories

- Transformational vs. Transactional Leadership
- Situational Leadership
- Servant Leadership

Decision-Making Models

Including rational decision-making, bounded rationality, and intuitive decision processes.

Organizational Culture Frameworks

Like Edgar Schein's model of organizational culture, emphasizing artifacts, values, and underlying assumptions.

Application of Organizational Behavior Principles

Applying OB principles from McShane and Von Glinow's textbook can lead to tangible improvements in organizational performance. Some applications include:

- **Enhancing Employee Motivation and Engagement:** Implementing tailored motivational strategies based on individual needs and preferences.
- **Improving Communication:** Developing effective channels and reducing misunderstandings through clarity and feedback.
- **Conflict Resolution:** Using negotiation and mediation techniques to resolve disputes constructively.
- **Leadership Development:** Training leaders to adapt their styles to diverse team needs and organizational goals.
- **Managing Organizational Change:** Applying change models such as Lewin's Change Model or Kotter's Eight Steps to facilitate smooth transitions.

By integrating these principles, organizations can foster a positive work environment, improve performance, and adapt more effectively to external pressures.

The Importance of Organizational Behavior in Modern Workplaces

In today's dynamic and increasingly complex business environments, understanding organizational behavior is more critical than ever. McShane and Von Glinow emphasize that:

- Globalization demands cultural sensitivity and adaptation.
- Technological advancements influence communication and work processes.
- Diversity and inclusion are vital for innovation and employee satisfaction.
- Remote and hybrid work arrangements require new management and engagement strategies.

Organizations that leverage OB insights are better positioned to navigate these challenges and

capitalize on opportunities.

Why Choose McShane & Von Glinow's Organizational Behavior?

This textbook is preferred by many due to its comprehensive content and pedagogical effectiveness. Reasons include:

- Clarity and Accessibility: Concepts are explained clearly, making complex ideas understandable.
- Up-to-Date Content: Regular updates incorporate the latest research and trends.
- Practical Focus: Emphasis on applying theories to real-world situations.
- Rich Supplementary Resources: Online quizzes, instructor materials, and case studies enhance learning.

Conclusion

Understanding organizational behavior is essential for anyone aiming to succeed in today's fast-paced work environment. McShane and Von Glinow's Organizational Behavior provides a robust framework to analyze, interpret, and influence behavior at all levels within organizations. By integrating theoretical insights with practical applications, it equips students and professionals with the tools necessary to foster effective, ethical, and innovative workplaces.

Whether you are studying for academic purposes or seeking to improve organizational practices, this resource remains a cornerstone in the field of OB. Investing time in understanding its concepts can lead to improved leadership, enhanced teamwork, and organizational success in a competitive global economy.

Organizational Behavior McShane von Glinow is a comprehensive textbook that has established itself as a foundational resource in the field of organizational behavior (OB). Widely adopted in academic institutions and corporate training programs, this book offers an in-depth exploration of the core principles, theories, and practical applications that underpin effective organizational management. Its author team, including McShane and von Glinow, brings a blend of academic rigor and real-world relevance, making the content accessible and engaging for students, educators, and practitioners alike.

Overview of Organizational Behavior McShane von Glinow

The book aims to bridge the gap between theory and practice by presenting organizational behavior concepts through a balanced mix of research insights, case studies, and practical examples. It emphasizes understanding human behavior within organizations to improve individual and group

performance, foster positive work environments, and drive organizational success. Covering a wide array of topics—from motivation and leadership to culture and change—the book provides a holistic view of the complex dynamics within organizations.

Content Structure and Scope

The textbook is structured into multiple chapters, each focusing on specific facets of organizational behavior. The logical flow guides readers from foundational concepts to more advanced topics, ensuring a progressive learning experience.

Core Topics Covered

- Individual Behavior: Personality, perception, attitudes, and motivation
- Group Dynamics: Team development, communication, and decision-making
- Leadership and Power: Styles, theories, and influence tactics
- Organizational Culture and Climate
- Change Management and Organizational Development
- Conflict and Negotiation
- Diversity and Inclusion
- Ethics and Social Responsibility
- Global Organizational Behavior

The breadth of topics ensures that readers gain a well-rounded understanding of the factors that influence organizational effectiveness.

Strengths of Organizational Behavior McShane von Glinow

Comprehensive and Up-to-Date Content

- The textbook integrates the latest research findings and trends in organizational behavior.
- It covers contemporary issues such as diversity, ethics, and globalization, making it relevant for today's dynamic work environments.

Clear and Engaging Writing Style

- Concepts are explained in a straightforward manner, suitable for students new to the subject.
- The authors use real-world examples and case studies to illustrate theoretical points, enhancing understanding and retention.

Application-Oriented Approach

- Practical applications are emphasized throughout, helping readers see how OB principles translate into workplace strategies.
- End-of-chapter cases and discussion questions foster critical thinking and classroom engagement.

Rich Pedagogical Features

- Learning objectives, key terms, summaries, and review questions facilitate effective learning.
- Visual aids such as charts, tables, and figures clarify complex ideas.

Global Perspective

- The book examines organizational behavior in various cultural contexts, preparing readers for international or cross-cultural work scenarios.

Weaknesses and Limitations

While the book is highly regarded, it has some limitations worth noting:

- Density of Content: The extensive coverage might overwhelm beginners or those seeking a concise overview.
- Price Point: As a comprehensive academic resource, it can be expensive, which may limit accessibility for some students.
- Focus on Western Contexts: Although it includes global perspectives, the majority of examples and case studies are based on Western organizations, potentially limiting relevance for non-Western readers.

Features and Educational Tools

The book's features are designed to enhance learning and engagement:

- Case Studies: Real-world organizational scenarios allow readers to analyze and apply concepts practically.
- Discussion Questions: Promote classroom participation and critical thinking.

- Self-Assessment Quizzes: Help students evaluate their understanding of key topics.
- Application Exercises: Encourage the transfer of knowledge to practical settings.

These tools make the textbook not just a theoretical resource but a practical guide for aspiring managers and HR professionals.

Pedagogical Use and Suitability

Organizational Behavior McShane von Glinow is suitable for undergraduate and graduate courses in OB, HR management, or organizational leadership. Its structured approach makes it ideal for instructors seeking a textbook that balances theory with practice. The inclusion of contemporary issues also benefits courses focused on organizational development and global management.

In corporate training contexts, the book's case studies and application exercises serve as excellent discussion starters and workshop material. The emphasis on ethics and diversity aligns with modern organizational priorities, making it a relevant tool for fostering inclusive and responsible workplace cultures.

Comparison with Other Organizational Behavior Textbooks

Compared to other popular OB textbooks, McShane von Glinow stands out for its:

- Global Perspective: More emphasis on international case studies and cross-cultural issues.
- Application Focus: Greater integration of practical exercises and real-world examples.
- Updated Content: Incorporation of recent developments like remote work, diversity, and technological impacts on behavior.

However, some competitors might offer more streamlined content or focus more narrowly on certain aspects, like leadership or organizational change, depending on the course objectives.

Conclusion and Final Assessment

Organizational Behavior McShane von Glinow remains a highly valuable resource for anyone interested in understanding the intricacies of human behavior within organizations. Its thorough coverage, engaging presentation, and practical tools make it suitable for students, educators, and practitioners aiming to develop a nuanced understanding of OB principles and their application.

While it has some limitations such as its dense content and Western-centric examples, it compensates with its breadth, depth, and pedagogical features. For those seeking a comprehensive, up-to-date, and application-oriented textbook, McShane von Glinow offers a robust

foundation that can significantly enhance learning and organizational practice.

Pros:

- Extensive and current coverage of organizational behavior topics
- Clear, engaging writing style with real-world examples
- Practical application exercises and case studies
- Emphasis on ethics, diversity, and global perspectives

Cons:

- Can be dense for beginners
- Higher price point
- Primarily Western-focused examples

Overall, Organizational Behavior McShane von Glinow is a highly recommended textbook that effectively combines academic rigor with practical relevance, making it an essential resource for mastering the complexities of organizational behavior in today's diverse and evolving workplace environments.

Question What are the key concepts of organizational behavior discussed in McShane and Von Glinow's book? McShane and Von Glinow's book emphasizes understanding individual, group, and organizational dynamics, including motivation, communication, leadership, and culture to improve organizational effectiveness. How does McShane and Von Glinow approach the study of diversity in organizations? The authors explore diversity as a vital factor influencing organizational performance, highlighting strategies for managing diverse teams, fostering inclusion, and leveraging different perspectives to enhance innovation. What role does leadership play in organizational behavior according to McShane and Von Glinow? Leadership is portrayed as a critical element that shapes organizational culture, motivates employees, and drives change, with a focus on various leadership styles and their impact on organizational outcomes. How do McShane and Von Glinow address the importance of communication within organizations? Their work emphasizes effective communication as essential for coordination, reducing misunderstandings, and building a positive organizational climate, with insights into formal and informal communication channels. What are some contemporary issues in organizational behavior highlighted by McShane and Von Glinow? They discuss issues such as globalization, technological change, workplace diversity, and ethical behavior, emphasizing the need for adaptive strategies to manage these challenges effectively.

Related keywords: organizational behavior, mcshane, von glinow, leadership, management, workplace culture, motivation, team dynamics, communication, organizational change

mcshane organizational behavior

mcshane organizational behavior is a comprehensive field that explores how individuals and groups interact within organizations, aiming to improve organizational effectiveness and employee well-being. Rooted in psychology, sociology, and management theories, McShane's approach to organizational behavior provides valuable insights into understanding human behavior in the workplace. As organizations face rapidly changing environments, understanding McShane organizational behavior principles becomes essential for managers, HR professionals, and business leaders striving to foster productive, innovative, and healthy workplaces.

Understanding McShane Organizational Behavior

McShane organizational behavior is a specialized area of study that examines the attitudes, behaviors, and dynamics that influence organizational performance. It emphasizes the importance of human factors in organizational success, advocating for a balanced approach that considers individual motivations, team interactions, and organizational culture.

The Foundations of McShane Organizational Behavior

The core principles of McShane organizational behavior are built upon several foundational concepts:

- Human Needs and Motivation: Recognizing that employees are motivated by diverse needs, from basic physiological requirements to self-actualization.
- Individual Differences: Understanding that personality, perceptions, and attitudes significantly impact workplace behavior.
- Group Dynamics: Analyzing how teams form, develop, and function, affecting overall organizational performance.
- Organizational Culture and Climate: Exploring how shared values and norms influence employee behavior and organizational effectiveness.
- Leadership and Power: Studying how leadership styles and power dynamics shape organizational outcomes.

Key Concepts in McShane Organizational Behavior

To effectively manage and improve organizational performance, it is crucial to grasp the key concepts outlined in McShane's approach:

1. Motivation Theories

Understanding what drives employee behavior is central to organizational success. Some prominent theories include:

- Maslow's Hierarchy of Needs: Employees are motivated to fulfill basic needs before seeking higher-level self-actualization.
- Herzberg's Two-Factor Theory: Differentiates between hygiene factors (which prevent dissatisfaction) and motivators (which promote satisfaction).
- Expectancy Theory: Suggests that employees' motivation depends on expected outcomes and the value they place on those outcomes.
- Goal-Setting Theory: Emphasizes the importance of clear, challenging goals to enhance performance.

2. Perception and Attribution

Employees interpret their environment through perception, which influences their responses. Key points include:

- Perception is subjective and can lead to misinterpretations.
- Attribution theory explains how individuals assign causes to behaviors, affecting attitudes and reactions.

3. Personality and Individual Differences

Recognizing that personality traits influence behavior:

- The Big Five personality traits (openness, conscientiousness, extraversion, agreeableness, neuroticism) are widely used to predict workplace behavior.
- Understanding individual differences helps tailor management approaches.

4. Group Behavior and Team Dynamics

Teams are essential to organizational success. Key factors include:

- Group development stages (forming, storming, norming, performing, adjourning).
- Group cohesion and its impact on productivity.
- Decision-making processes within groups.

5. Organizational Culture

The shared values, beliefs, and norms shape behavior in organizations. A strong culture can:

- Enhance commitment and motivation.
- Influence how change is adopted.
- Affect overall organizational climate.

Applying McShane Organizational Behavior Principles in the Workplace

Applying the principles of McShane organizational behavior involves strategic actions that foster positive workplace environments and enhance performance.

Strategies for Effective Leadership

- Adapt leadership styles to team needs.
- Promote open communication.
- Recognize and reward achievements.
- Develop emotional intelligence.

Enhancing Motivation and Engagement

- Set clear, achievable goals.
- Provide meaningful work and opportunities for growth.
- Offer regular feedback and recognition.
- Foster a sense of purpose and belonging.

Improving Team Effectiveness

- Encourage diversity and inclusion.
- Promote team-building activities.
- Clarify roles and responsibilities.
- Facilitate conflict resolution.

Managing Organizational Culture

- Clearly articulate core values.
- Lead by example.
- Reinforce desired behaviors through policies and practices.
- Engage employees in cultural initiatives.

Challenges and Trends in McShane Organizational Behavior

As workplaces evolve, so do the challenges and trends related to organizational behavior:

1. Remote and Hybrid Work Models

- Managing virtual teams requires new communication and leadership strategies.
- Maintaining organizational culture and cohesion in remote settings.

2. Diversity, Equity, and Inclusion (DEI)

- Creating inclusive environments that respect individual differences.
- Addressing unconscious biases affecting decision-making.

3. Technological Advancements

- Leveraging technology to improve collaboration and productivity.
- Addressing employee resistance to change.

4. Employee Well-being and Mental Health

- Implementing support systems and flexible policies.
- Promoting work-life balance.

5. Organizational Change Management

- Navigating resistance to change.
- Communicating effectively during transitions.
- Building resilience within teams.

The Impact of McShane Organizational Behavior on Business

Success

Applying McShane's organizational behavior insights can lead to numerous benefits:

- Enhanced Employee Satisfaction: Understanding individual needs and motivations improves engagement.
- Increased Productivity: Well-managed teams and motivated employees deliver better results.
- Reduced Turnover: Positive organizational culture and recognition foster loyalty.
- Better Conflict Resolution: Knowledge of group dynamics facilitates effective handling of disputes.
- Fostering Innovation: Supportive environments encourage creativity and risk-taking.

Conclusion: Embracing McShane Organizational Behavior for Future Success

In today's complex and dynamic business environment, organizations that leverage McShane organizational behavior principles are better equipped to adapt and thrive. By understanding human behavior, fostering positive workplace cultures, and implementing strategic motivational practices, organizations can enhance performance, employee satisfaction, and overall effectiveness. As the workplace continues to evolve with technological advancements and shifting workforce expectations, the insights provided by McShane's approach remain vital for sustainable success.

Additional Resources and References

For those interested in deepening their understanding of McShane organizational behavior, consider exploring:

- "Organizational Behavior" by McShane and Von Glinow
- Academic journals such as the Journal of Organizational Behavior
- Online courses on organizational psychology and management
- Professional workshops and seminars on leadership and human resources

By continually applying and updating knowledge in organizational behavior, leaders and managers can create workplaces that are not only productive but also engaging and fulfilling for all employees.

McShane Organizational Behavior: An In-Depth Investigative Review

Organizational behavior (OB) is a vital discipline within management studies that explores how individuals and groups act within organizations. Among the many scholars and frameworks that

shape our understanding of this field, McShane Organizational Behavior stands out for its comprehensive approach to analyzing human behavior in organizational contexts. This article aims to provide an in-depth investigative review of McShane's contributions, methodologies, and the practical implications of his work within organizational studies.

Introduction to McShane's Organizational Behavior Framework

William McShane, along with Steven G. Picker and others, has significantly contributed to the evolution of organizational behavior theory, particularly through his writings in textbooks and scholarly articles. His approach emphasizes the integration of psychological, social, and organizational factors to understand behavior at work, emphasizing both theoretical foundations and practical applications.

The Genesis of McShane's Approach

McShane's perspective on organizational behavior is rooted in a multidisciplinary foundation, incorporating insights from psychology, sociology, and management. His work underscores that understanding behavior in organizations requires a holistic view—considering individual motivations, group dynamics, organizational culture, and external environmental influences.

Core Principles of McShane Organizational Behavior

- Holism: Viewing organizations as complex systems with interconnected parts.
- Behavioral Diversity: Recognizing that individuals and groups behave differently based on various factors.
- Application-Oriented: Emphasizing practical strategies to improve organizational effectiveness.

Theoretical Foundations of McShane's Organizational Behavior

Human Behavior in Organizations

McShane's model of organizational behavior is predominantly based on the interplay between individual and group dynamics, rooted in established theories like motivation, perception, and decision-making.

- Motivation Theories: McShane integrates classical theories such as Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and contemporary insights like Self-Determination Theory to analyze what drives employees.
- Perception and Attitudes: Emphasizes how perceptions shape attitudes and subsequent

behavior, affecting workplace relationships and productivity.

- Decision-Making Processes: Analyzes how cognitive biases and heuristics influence managerial and employee decisions.

Organizational Culture and Climate

McShane underscores the importance of organizational culture—shared values, beliefs, and norms—as a critical determinant of behavior. He advocates for understanding culture as a dynamic, evolving aspect that influences motivation, communication, and change management.

Leadership and Power Dynamics

His work examines different leadership styles (transformational, transactional, servant leadership) and their impact on organizational climate. Power and politics are also explored as inevitable elements influencing decision-making and employee engagement.

Methodologies Employed in McShane's Organizational Behavior Research

McShane's research approach combines qualitative and quantitative methods to provide a robust understanding of organizational phenomena.

Quantitative Techniques

- Surveys and questionnaires to measure employee attitudes, motivation, and job satisfaction.
- Statistical analysis to identify correlations and causal relationships among variables.

Qualitative Techniques

- Case studies of organizations to explore cultural and behavioral issues.
- Interviews and focus groups to gain nuanced insights into employee perceptions and experiences.

Integration of Data

McShane advocates for mixed-methods research, which combines quantitative data's breadth with qualitative insights' depth, enabling a comprehensive analysis of complex organizational behavior issues.

Practical Applications and Organizational Strategies Derived from McShane's Work

Enhancing Employee Motivation

McShane's insights into motivation lead to practical strategies such as:

- Designing jobs with meaningful tasks to satisfy psychological needs.
- Implementing recognition programs aligned with individual motivators.
- Fostering a supportive organizational culture that encourages growth and development.

Improving Communication and Team Dynamics

His work emphasizes:

- Establishing clear channels of communication.
- Promoting diversity and inclusion to leverage different perspectives.
- Developing team-building interventions based on understanding group behavior.

Change Management and Organizational Development

McShane's framework supports:

- Conducting cultural assessments to identify resistance points.
- Engaging employees in change processes to foster ownership.
- Applying transformational leadership to guide organizational change effectively.

Critical Analysis of McShane Organizational Behavior Contributions

Strengths of McShane's Approach

- Holistic Perspective: Recognizes the complex, interconnected nature of organizational systems.
- Practical Focus: Offers actionable insights for managers and practitioners.
- Integration of Multiple Disciplines: Enriches understanding by drawing from psychology, sociology, and management.

Limitations and Challenges

- Context Specificity: Some strategies may not readily translate across different organizational

cultures or industries.

- Evolving Nature of Work: Rapid technological change and remote work pose new challenges that require ongoing adaptation of McShane's frameworks.
- Empirical Validation: While comprehensive, some models lack longitudinal studies to confirm long-term effectiveness.

Future Directions

Researchers and practitioners are encouraged to:

- Explore digital and virtual organizational behaviors.
- Incorporate diversity, equity, and inclusion (DEI) frameworks more deeply.
- Develop dynamic models that adapt to changing organizational landscapes.

Case Studies Demonstrating McShane's Organizational Behavior Principles

Case Study 1: Implementing a Motivational Program in a Tech Firm

A mid-sized tech company used McShane's motivation theories to revamp its employee engagement strategy. By aligning recognition systems with individual needs and fostering a culture of innovation, the firm saw a 20% increase in productivity and a significant decrease in turnover.

Case Study 2: Cultural Transformation in a Healthcare Organization

Applying McShane's insights into organizational culture and change management, a hospital initiated a cultural shift towards patient-centered care. Through leadership development and staff involvement, the organization improved patient satisfaction scores and staff morale.

Conclusion: The Significance of McShane Organizational Behavior in Contemporary Management

McShane Organizational Behavior offers a rich, integrative perspective that bridges theory and practice. Its emphasis on understanding human behavior within the complex system of organizations makes it a valuable resource for scholars and practitioners alike. As organizations face rapid change, globalization, and technological disruption, McShane's holistic and application-oriented approach remains highly relevant.

Future research and organizational practice will benefit from ongoing adaptation and expansion of McShane's frameworks—particularly in areas such as virtual work, diversity, and digital transformation. By continuing to investigate and refine these principles, the discipline can better support organizations in fostering effective, resilient, and human-centric workplaces.

In summary, McShane's approach to organizational behavior provides a comprehensive, practical, and adaptable framework that continues to influence management thought and practice. Its emphasis on understanding the multifaceted nature of human behavior within organizational systems makes it indispensable for anyone seeking to improve organizational effectiveness and employee well-being.

Question What is McShane's approach to understanding organizational behavior?
Answer McShane's approach emphasizes the integration of individual, group, and organizational factors to analyze and improve workplace dynamics, focusing on communication, motivation, leadership, and culture. How does McShane define organizational culture? McShane defines organizational culture as the shared values, beliefs, and norms that influence how members interact and work within an organization, shaping its overall environment. What are the key components of organizational behavior according to McShane? The key components include individual behavior, group dynamics, organizational structure, and processes, all of which interact to influence organizational effectiveness. How does McShane suggest organizations can improve employee motivation? McShane recommends applying theories such as expectancy theory and reinforcement to create motivating environments, along with recognizing individual needs and fostering a positive organizational culture. What role does leadership play in McShane's organizational behavior model? Leadership is central in McShane's model, as effective leaders influence motivation, communication, and organizational climate, driving positive change and performance. How does McShane address the impact of diversity on organizational behavior? McShane highlights that diversity brings varied perspectives which can enhance creativity and decision-making, but also requires inclusive practices to manage potential conflicts and promote cohesion. What are some practical applications of McShane's organizational behavior theories? Practical applications include improving teamwork, designing effective incentive systems, enhancing communication strategies, and developing leadership training programs to foster a healthy organizational environment.

Related keywords: McShane organizational behavior, organizational behavior theories, workplace motivation, leadership styles, communication in organizations, team dynamics, organizational culture, employee engagement, motivation theories, organizational development

Read the full article online: [MCSHANE ORGANIZATIONAL BEHAVIOR](#)