

LEVEL OF ANALYSIS

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INDIVIDUAL LEVEL OF ANALYSIS

At the individual level of analysis, organizational behaviour involves the study of learning, perception, creativity, motivation, personality, turnover, task performance, cooperative behaviour, deviant behaviour, ethics, and cognition. At this level of analysis, organizational behaviour draws heavily upon psychology, engineering, and medicine.

The individual's behaviors and responses in any situation, whether they are acting in a group or in isolation, has an influence and impact on the organization. If these behaviors are positive it could lead to enhanced performance, effectiveness and productivity. On the other hand, if they are negative it could lead to conflict, damage and issues around misbehavior at work.

Recently the marketing environment in Ethiopia is showing some evolving trend as new players are joining the arena with creativeness being the essential competitive advantage for doing business. Among the players in this industry Zeleman production is the name that rings to every industry stakeholders. With new and imaginative touch, Zeleman is earning quite a name for itself. With regard to the individual level of organizational behavior, individual workers in Zeleman production are selected by their enthusiasm in new ways of marketing and advertising. Updating oneself to the international level of marketing and advertising is the thing that every worker in Zeleman production determined for. This, in turn, increases the company's competitive advantage and performance.

GROUP LEVEL OF ANALYSIS

At the group level of analysis, organizational behaviour involves the study of group dynamics, intra- and intergroup conflict and cohesion, leadership, power, norms, interpersonal communication, networks, and roles. At this level of analysis, organizational behaviour draws upon the sociological and socio-psychological sciences.

Groups and teams exist in all workplaces and are important for the performance and effectiveness of any organization. Individual employees in groups exert an influence over each other and group pressure can have a significant impact on the behavior and performance of individual employees.

Even though the groups provide some advantages and benefits to their members, they may have some banning and pressures on the group members. Since the individual must observe some principles and ideals due to the group membership, he/she must regulate his/her actions and behaviors and change them based on the group's desires and requirements. For example, the

limited production issue is the decreasing of norm and standard by a worker satisfying the group's requirement without any personal reason. This fact occurs as a result of group restriction and pressure.

ORGANIZATION LEVEL OF ANALYSIS

At the organization level of analysis, organizational behaviour involves the study of topics such as organizational culture, organizational structure, cultural diversity, inter-organizational cooperation and conflict, change, technology, and external environmental forces. At this level of analysis, organizational behaviour draws upon anthropology and political science.

The formal structure of an organization could define and influence the ways in which individuals and groups interact. Organizational processes are informed by leadership, management patterns and technology. This, in turn, has a direct impact on how individuals and teams perform activities to achieve organizational aims.

Extraversion:

The category of extraversion analyzes how people engage with the external world. Individuals who score higher in this category tend to be more extraverted versus introverted. For example, a more extroverted individual is talkative, assertive, outspoken, and enthusiastic while a more introverted individual is quiet, shy, reserved, withdrawn, and silent. This does not mean that introverted people are socially awkward or depressed; it means that they require less stimulation and are more independent of social situations. Within the big five, the extraversion dimension assesses someone's activity level (active, energetic), dominance, sociability (outgoing, talkative), expressiveness (outspoken, boastful), and positive emotionality.

Example:

- Jobs also displayed several signs of extraversion during his career. Most notable were the multiple product unveilings and press conferences where he was the center of attention. His presentation style was often stimulating, confident, exciting, energetic, and optimistic, which eventually became a key component of Apple's marketing efforts. The extraverted nature of Steve Jobs influenced the corporate perception and company products. Jobs had an ability to turn typical, boring presentations into theatrical events that people described as an extraordinary experience.
- Zuckerberg's personality has been established through numerous interviews, magazine articles, biographies, and an award-winning movie titled, "The Social Network." As

one of the few individuals to ever create a multibillion-dollar company that revolutionized the way people interact with one another, Zuckerberg clearly possesses leadership traits. He has demonstrated high levels of extraversion throughout his career by being outspoken about Facebook and his personal history.

Agreeableness:

Agreeableness relates to someone's general and emotional concern with social harmony. An individual who scores high on agreeableness is altruistic and shows signs of sympathy towards, and willingness to help others. Agreeable individuals are typically kind, appreciative, affectionate, generous, trusting, praising, and sensitive. In contrast, someone who scores low in this category is likely to be more egocentric, skeptical of others' intentions, and more competitive than cooperative. Disagreeable individuals are usually faultfinding, unfriendly, quarrelsome, cruel, and thankless.

- Mark Zuckerberg shown high levels of agreeableness through his active philanthropic involvement such as donating \$25 million to fight Ebola in 2014 and \$75 million to a cancer trauma center at San Francisco General Hospital in 2015 ("Mark Zuckerberg," 2015).
- Apple also demonstrates agreeableness by showing its capability of making people's lives easier and happier through technology. Commercials display the ease of accomplishing multiple tasks, bringing creative ideas to life, and connecting with others.

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Conscientiousness:

Conscientiousness refers to someone's ability for self-control and the success of planning, organizing, and executing tasks. An individual who scores high with conscientiousness displays signs of purpose, determination, and responsibility. Conscientious individuals are usually organized, thorough, efficient, responsible, dependable, and precise. Occasionally, highly conscientious individuals can overcompensate with their desire to achieve and thus develop fastidiousness, compulsive neatness, or workaholic behavior. On the other hand, individuals that score low on conscientiousness tend to be unorganized and less motivated. Low conscientious people are often careless, disorderly, frivolous, irresponsible, and forgetful.

Example:

- Another most prevalent trait of Steve Jobs is conscientiousness. Aside from his involvement with Apple, Jobs also founded NeXT, a computer platform company, acquired and served as CEO for Pixar, a computer graphics division of Lucasfilm, and contributed to the creation of the desktop laser printer market. These milestones illustrate his strong desire to achieve. This portion of his personality also led Jobs to cultivate corporate environments that inspired his staff to be great. Walter Isaacson (2012), former CEO of CNN and American biographer claims that, “[Jobs] infused Apple employees with an abiding passion to create ground breaking products and a belief that they could accomplish what seemed impossible.” When first developing the Macintosh operating system, Jobs approached head engineer Larry Kenyon and suggested he make the boot up time shorter. After several refusals and claims that the task was not possible, Jobs said, “If it would save a person’s life, could you find a way to shave 10 seconds off the boot time?” Within a few weeks, Kenyon reduced the boot time by nearly 30 seconds. Jobs’ mentality and approach demonstrated self-discipline, desire to achieve, and competence, all fundamental facets within conscientiousness.

Neuroticism:

Neuroticism measures someone’s tendency to experience negative emotions such as fear, sadness, embarrassment, anger, guilt, or depression. The higher an individual’s score in the neuroticism dimension, the more likely they are to experience the aforementioned emotions. In some cases, people with very high scores are likely to have psychiatric problems, irrational ideas, and cope poorly with stress. Neurotic individuals are typically tense, anxious, nervous, moody, worrisome, fearful, self-pitying, and temperamental. On the other hand, low scorers exhibit emotional stability and project calmness. Individuals who score low in the neuroticism dimension show stability, emotionlessness, and contentedness. Note that a certain degree of neuroticism is healthy and can be beneficial. For example, becoming worried and anxious about not completing a task can result in planning and eventually completion of the task.

- Additionally, Jobs was known for being incredibly demanding and assertive when leading his staff. It was at these times that Jobs displayed mild traits of neuroticism, specifically anger. When creating MobileMe, an email synchronization system, Jobs berated his workers and said, “You’ve tarnished Apple’s reputation...you should hate

each other for having let each other down!” (Lehrer, 2011). However, the neurotic behavior was rooted in the best intentions for the company and ultimately generated creativity amongst its employees (Lehrer, 2011). Although these personality traits are not as visible in the brand personality, they nonetheless influenced the way individuals perceive Apple

Openness to Experience:

Lastly, openness to experience relates to imagination, aesthetic sensitivity, curiosity, and independence of judgment (i.e. independent thinking). Individuals that score low on openness tend to be more conventional in behavior and prefer routines and things that are familiar. Common personality traits exhibited by less open people are commonplace, simplistic, and shallow thinking or approaches to the world. People who score high on openness often question ideas, explore various theories, and live richer lives due to their natural curiosity. Individuals who score high on openness to experience are imaginative, original, insightful, artistic, clever, inventive, wise, and sophisticated.

- Jobs’ most exhibited personality trait was openness to experience. Individuals that score high on openness to experience exhibit signs of intellectual curiosity, complex problem solving, imagination, artistic interests, and emotional richness. In several biographies (Steve Jobs: The Man Who Thought Different, Steve Jobs: Thinking Differently, and Steve Jobs), His openness to experience developed and established corporate culture within the companies he led, but also played a key role in creating products. His openness to experience ultimately contributed to the creation of successful products and ideas, and lives on in its brand personality.
- Zuckerberg also demonstrates high levels of openness to experience and conscientiousness by contributing to the creation of social networking, acquiring and developing multiple social media applications, and investing in several trending businesses such as virtual reality

Basis of departmentalization

Business Background of Heineken “Heineken was founded in 1864 in Amsterdam by Gerard Adriaan Heineken; the brewery company is dedicated to supplying the best quality beer with

no effort spared. From the outset, Heineken has been determined to fulfil this promise by continually refining all aspects of its business, including brewery techniques, quality control as well as packaging. In 1886, Heineken was the first company to successfully cultivate a unique pure strain of yeast, known as Heineken "A" yeast, which is used exclusively by Heineken and is the key to the brand's superior beer quality "(Heineken Official Website-Hong Kong 2010). "The Heineken story began 145 years ago in 1864 when Gerard Adrian Heineken acquired a small brewery in the heart of Amsterdam. Since 1886, the unique Heineken A-yeast has guaranteed the pure, premium taste of Heineken beer. After 13 years of prohibition, in 1933, Heineken set foot on American soil and in 1937 the first Heineken beer was brewed outside the Netherlands, in the Dutch East Indies.

Heineken uses global functional management – there are a global administration to monitor and cooperate different countries' business. It is very effective for Heineken to develop their global business. The management structure of Heineken contains three parts: Administration, Finance and Regional management -- it is clear to separate the duty of different departments and make quick policy implement.

Span of Control

Span of control can be defined as the number of subordinates that report directly to and effectively manage by a manager. It is an important consideration in how efficient Heineken will be. The appropriate span must be concerned in management because it affects coordination. Tall organization structure has narrow span of control, while flat organization structure has wide span of control.

Management of Heineken classified as narrow span of control. Each manager has fewer subordinates to supervise. The managers are able to administer and control the subordinates closely, thus they will have more time to train their underling. However, narrow spans have certain drawbacks such as vertical communication will be become more complex and hence the decision making will be slow down, higher costs due to high level of management hierarchy, and others.

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