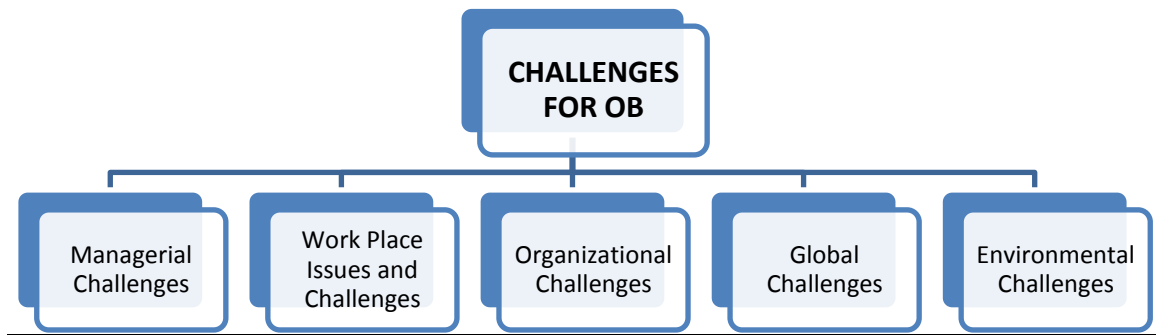


CHALLENGES FOR OB



1. MANAGERIAL CHALLENGES

From the point of view of managers various issues relating to OB are discussed as follows:

(i) **Work force Diversity:** One of the most common and important challenges currently facing organizations is dealing with people who are different. This challenge is termed as work force diversity. Organizations are becoming increasingly cosmopolitan. They are becoming more heterogeneous in terms of gender, race and ethnicity. Work force diversity, in fact, encompasses anything work force diversity which varies from the so called norms. One can find a Brahmin working encompasses everything that Along with a Muslim or a scheduled caste or a Sikh worker.

(ii) **Changing Demographics of workforce:** The major challenge from changing demographics of workforce relates to the following:

- **Dual Career Couples:** In this situation, both partners are actively pursuing professional careers and both have different career goals.
- **Growing number of youngsters:** Another form of diversity comes from youngsters entering the workforce who bring new ways of thinking about the world of work and preferred employment relationships.
- **Gender factor:** Challenges increase as men and women both are entering into each other's field of activity.

2. WORK PLACE ISSUES AND CHALLENGES

Work place issues and challenges also have behavioral implications. Major issues are as follows:

(i) **Employee Privacy:** Employers, nowadays, have started to intrude and encroach too much into the private lives of the employees. Managers need to be very sensitive to this issue since this trend creates resentment among employees.

(ii) Employee Rights: A concern related to employee privacy is employee rights. In this context, controversies involve issues associated with job ownership and individual rights while at work. Issues have also surfaced regarding uniform dress codes, right to marry within the organization etc. These issues tend to be controversial as more and more organizations limit or ban certain activities.

(iii) Changed Employee Expectations: Employee expectations are also changing with change in work force demographics. Traditional motivators like, job securities, attractive pay package, additional perquisites do not attract, retain or allure today's workforce. Nowadays, employees demand empowerment and expect quality of status with the management. Flexi-timings, opportunities to work from home, leading by example are the more recent trends.

3. ORGANIZATIONAL CHALLENGES

Managers have to face a large number of challenges at the organizational level also the major ones are as follows:

(i) Improving Quality and Productivity: Due to the advent of globalization, privatization and liberalization, organizations are exposed to competition. In such a scenario, managers have to think seriously about improving the quality and productivity. To achieve this target, managers are implementing programmes like Total Quality Management and Reengineering programmes.

(ii) Managing Technology and Innovations: In today's competitive environment a significant challenge confronting the managers is the set of issues involving the management of technology, innovations and changes. Success will come only to those organizations that maintain their flexibility continually improve their quality and out-beat their competitors with innovative products and services.

(iii) Coping with Temporariness: Managers today face a stage of permanent, temporariness. The actual jobs that the workers perform are in a state of instability they have to continuously update their knowledge and skills to perform new job requirements. The organizations are also in a state of flux as they have to continuously recognize their various divisions, sell off poor performing businesses, down size operations and replacing permanent employees with temporaries.

(iv) Ethical Behavior:

A very important organizational challenge relates to ethical behaviors and social responsibility. It is the duty of today's managers to create an ethically healthy climate for their employees, where they can do their work productively and with clean conscience.

4. GLOBAL CHALLENGES

Global challenges are another important set of challenges facing today's managers. The global issues relate to the followings:

(i) Managing Global Environment: Globalization brings a number of challenges to the organization as the world becomes a global market now. Managers have to be flexible and proactive if they are to face these challenges.

(ii) Managing Cultural Diversity: Today's managers have to learn to cope with people from different cultures. Due to globalization, managers have to manage workforces with different needs, aspirations and attitudes from different countries. Hence to work effectively with these people one has to understand their culture and learn to adapt management styles to these different cultures.

5. ENVIRONMENTAL CHALLENGES

The environment is dynamic and is continuously changing, thus, the organization must adapt itself through continuous interaction to the environment. The organization must understand its responsibility to the environment and should be willing to interact with the environment, only then it will be able to survive in the long run. Following are the specific environmental challenges, an organization should be aware of:

(i) Ecology: Ecology is concerned with the relationship of living things with their environment. Every organization must face the challenge to maintain and even create ecological standards.

(ii) Air, water and soil pollution: Every organization must take care of its external physical environment as these elements affect a lot the very functioning of the organization.

(iii) Personnel Policies: Personnel policies of the organization should not be discriminatory towards any particular caste, creed, religion, sex or nationality. There should be equal pay for equal work.

(iv) Research and Development: To keep pace with the global challenges, the organization must undertake technical and scientific research.

(v) International Policies: While doing a business on international scale, international policies pose a major challenge. The organization has to keep in mind the legislations and specific policies of various countries while dealing with them.

(vi) National Economic Policies: Due to the rising inflationary trends in the economy, there is always governmental pressure on the organizations to reduce prices and increase the wages. To balance between these two is a very challenging task.

Conclusion:

Organizational behavior can help the organizations in facing and coping up with these challenges because these cannot be eliminated. There is no perfect solution to organizational problems, but if handled with care and diligence, these challenges can be covered into profitable opportunities.