

Organization Behavior and Principles of Management

One Mark question

1. Define organizational behaviour.

Organizational Behavior (OB) is the study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself.

2. Define perception?

Perception is an intellectual process of transforming sensory stimuli to meaningful information. It is the process of interpreting something that we see or hear in our mind and use it later to judge and give a verdict on a situation, person, group etc.

3. What are values?

Organizational values are the guiding principles that provide an organization with purpose and direction. They help companies manage their interactions with both customers and employees.

4. What is Personality?

Personality is the combination of characteristics or qualities that forms a person's unique identity. It signifies the role which a person plays in public. Every individual has a unique, personal and major determinant of his behavior that defines his/her personality.

5. Define Motivation?

Motivation can be described as the internal force that impacts the direction, intensity, and endurance of a person's voluntary choice of behavior. It consists of –

- **Direction** – focused by goals.
- **Intensity** – bulk of effort allocated.
- **Persistence** – amount of time taken for the effort to be exerted.

6. What is the nature of Organizational Behavior?

OB is directly concerned with understanding, predicting, and controlling of human behavior in organization. Following are the natures of OB:

- Integral part of management
- Field of Study
- Inter-disciplinary approach

- Analysis of behavior.
- Goal oriented

7. What are the disciplines contributing in the field of Organizational Behavior?

The major contributing disciplines to the field of [organizational behavior](#) are:

- Psychology
- Sociology
- Social Psychology
- Anthropology
- Political Science
- Economics
- Medicine

8. What is Reinforcement? Explain with Example?

Reinforcement is the attempt to develop or strengthen desirable behavior. There are two types of reinforcement in organizational behavior: positive and negative. Both positive and negative reinforcement are procedures that strengthen or increase behavior. Positive reinforcement strengthens and increases behavior by the presentation of desirable consequences. Negative reinforcement strengthens and increases behavior by the threat of and the use of an undesirable consequence or the termination or withdrawal of an undesirable consequence.

9. Define Pavlov Experiment along with the Example?

The experiment was simple: Pavlov showed a dog a piece of bread before feeding it to him. After some time, the Dog started salivating even before it had seen the food. As salivation was a natural reaction, Pavlov concluded it as an unconditional reflex; hence the dog required no training (Schultz, 2015). However, he wanted to see if it would be possible to train an animal to salivate on command. During the experiment, Pavlov rang a bell (which played the role of a stimulus, hence could be any other object) right before feeding the Dog; it caused an unconditional reflex of salivating. After training, as the result of this experiment, the Dog learned to salivate the moment it heard the bell ringing. Pavlov called this discovery a conditional reflex, as it required some training (Shultz, 2015). So, unconditional reflexes are those that one is born with, like swallowing, blinking, breathing, hearing, salivating, heartbeat etc. These are natural reactions of an organism that don't need to be learned or trained; they happen regardless of what a person is doing. On the other hand, conditional reflexes are those that must be taught, like riding a bike, swallowing when hearing a specific sound or salivating when associating an object or sound with food.

10. Write down the Definition of Management?

Management is the *process of planning, organizing, leading, and controlling an organization's human, financial, material, and other resources to increase its effectiveness.*

11. What are the three levels of management?

The term **Levels of Management** refers to the line of division that exists between various managerial positions in an organization. As the size of the company and workforce increases, the number of levels in management increases along with it, and vice versa. The different Levels of Management can determine the chain of command within an organization, as well as the amount of authority and typically decision-making influence accrued by all managerial positions.

- Administrative, Managerial, or Top Level of Management
- Executive or Middle Level of Management
- Supervisory, Operative, or Lower Level of Management

12. Write down the definition of MBO?

Management by Objectives (MBO) is a strategic approach to enhance the performance of an organization. It is a process where the goals of the organization are defined and conveyed by the management to the members of the [organization](#) with the intention to achieve each objective.

13. Define the process of decision making?

Decision making refers to making choices among alternative courses of action—which may also include inaction. While it can be argued that management is decision making, half of the decisions made by managers within organizations ultimately fail. Therefore, increasing effectiveness in decision making is an important part of maximizing your effectiveness at work. This chapter will help you understand how to make decisions alone or in a group while avoiding common decision-making pitfalls.

14. Define attitude?

Attitudes can be defined as learned tendencies to respond to an object or class of objects in a consistently favourable or unfavourable manner.

- Attitude is a positive, negative or mixed assessment of an object, expressed with a certain degree of strength. It is an expression of a positive or negative assessment of a person, place, thing or event. These are fundamental factors that determine our perceptions and actions in relation to all aspects of our social environment.
- Attitudes involve a complex organization of beliefs, feelings, and dispositions to judge certain actions. One person's attitude forms a permanent pattern, and changing one's attitude may require difficult adjustments from many others.

15. What is learning?

Learning can be defined as the permanent change in behavior due to direct and indirect experience. It means change in behavior, attitude due to education and training, practice and experience. It is completed by acquisition of knowledge and skills, which are relatively permanent.

(5/6/7.5/10) mark question

1. Explain in detail OB Models?

OR

Explain the modals of OB? And elaborate the challenges and opportunities for organizational Behavior?

Organizational behavior reflects the behavior of the people and management all together, it is considered as field study not just a discipline. A discipline is an accepted science that is based upon theoretical foundation, whereas OB is an inter-disciplinary approach where knowledge from different disciplines like psychology, sociology, anthropology, etc. are included. It is used to solve organizational problems, especially those related to human beings.

There are four different types of models in OB. We will throw some light on each of these four models.

Autocratic Model

- The root level of this model is power with a managerial orientation of authority. The employees in this model are oriented towards obedience and discipline. They are dependent on their boss. The employee requirement that is met is subsistence. The performance result is less.
- The major drawbacks of this model are people are easily frustrated, insecurity, dependency on the superiors, minimum performance because of minimum wage.

Custodial Model

- The root level of this model is economic resources with a managerial orientation of money. The employees in this model are oriented towards security and benefits provided to them. They are dependent on the organization. The employee requirement that is met is security.
- This model is adapted by firms having high resources as the name suggest. It is dependent on economic resources. This approach directs to depend on firm rather than on manager or boss. They give passive cooperation as they are satisfied but not strongly encouraged.

Supportive Model

- The root level of this model is leadership with a managerial orientation of support. The employees in this model are oriented towards their job performance and participation. The employee requirement that is met is status and recognition. The performance result is awakened drives.
- This model is dependent on leadership strive. It gives a climate to help employees grow and accomplish the job in the interest of the organization.

Management job is to assist the employee's job performance. Employees feel a sense of participation.

Collegial Model

- The root level of this model is partnership with a managerial orientation of teamwork. The employees in this model are oriented towards responsible behavior and self-discipline. The employee requirement that is met is self-actualization. The performance result is moderate zeal.
- This is an extension of supportive model. The team work approach is adapted for this model. Self-discipline is maintained. Workers feel an obligation to uphold quality standard for the better image of the company. A sense of "accept" and "respect" is seen.

2. Why there is need to understand human behavior?

- It is very essential to understand human behavior in today's world as the existence of the organization depends on op the employees/individuals. Without understanding human behavior it is very difficult to work in an organization. All organizations are composed of individuals, with different personalities, attitudes, values, perceptions, motives, aspirations and abilities. In contrast, modern theories of human behavior are based upon the differences among people and how those differences can affect the organization. Individual differences are many for example some employees are motivated to work and some are not.
- The term 'behavior' means. Behavior can be defined as a response/s which is observed directly/indirectly. Direct observation is possible by studying the responses of people to a work environment. Indirect observations are decision making processes and attitudes, in terms of results or how people describe them verbally.
- Human behavior is very much unpredictable. In behavior, we cannot assume one set pattern of behavior. Lavitt classified behavior as (i) Caused behavior, (ii) Motivated behavior, (iii) Goal-oriented behavior.
- Understanding past behavior is important for developing effective human skills, and it also provides a framework for predicting behavior. It also gives an idea to managers as to how behavior is similar in certain circumstances and changing in changing environmental conditions.
- Managers have to understand that there are going to be individual differences among the employees, as no individual is similar to others. Each individual is unique by themselves. Then one has to understand that each individual has to be taken care of as a whole person by taking care of. his needs as well as training and making him up to date in terms of work. Ultimately human beings have to be treated with respect only then you can expect effective performance. With the following descriptions, you will be able to understand the concept better.
- Dan's analyses the nature of people in terms of four assumptions.

1. Individual Differences

- Behaviour is the result of interaction between individual characteristics and the characteristics of the environment in which the behavior occurs.
- Each person has a unique combination of characteristics. Some of these characteristics are present from birth; others develop over time. These can be called as inherited and learned characteristics. Although there are some inherited characteristics, these are very few, and not so significant. Learned characteristics are very important. Individual differences can be because of environment, personal and psychological factors. It is also due to physical and social factors.
- All aspects of the physical world that can be seen, heard, felt, smelled or touched are part of the physical environment of behavior. The social environment of an individual includes relationships with family, friends, co-workers, supervisors and subordinates and membership in groups such as unions. The behavior of others (as distinct from the individual's relationship with them) is also part of an individual's social environment. Any 'norms, rules, laws or reward systems that originate with other individuals or groups help to form an individual's social environment.

2. A Whole Person

When an employee works in an organization, the organization takes care of that person by making him effective, as a worker and as a person.

3. Caused Behaviour (Motivation)

People's behavior is need-based. By fulfilling these needs he is motivated positively and there occurs effective performance. So the management in the organization has to take care of these needs to have an effective performance. The management can show them how certain actions will increase their need fulfillment and if not; how it decreases their need fulfillment.

4. Value of the Person (Human Dignity)

- People have to be treated with respect and as individuals and they can not be treated like machines as to how scientific management use to treat them. By recognizing them and treating them with uniqueness the value of the person gets increased. By this, we can understand how the concept of treating human beings from machines to human capital has evolved.
- If one accepts the fact that human skill development is necessary then managers and leaders must have the necessary understanding to influence the behavior of other people. It was felt that the managers acquire three levels of expertise. Firstly they have to understand the past and current behavior so that they can predict behavior and then they learn to direct change and control behavior.

3. Explain Maslow motivation theory?

Maslow's Hierarchy of Needs Theory

This theory was produced in order to answer the question "What motivates an individual". Every second need comes to force when the first need is satisfied completely. Maslow explained the hierarchy of needs by grouping them into two: deficiency needs and growth needs.



Physiological Needs

Every individual needs to take care of the basic requirements required to sustain. These requirements include food to eat, clothing to wear and shelter to live in. These necessities are relatively independent of each other but are finite.

Safety Needs

Everybody wants to stay in a protected environment with minimal danger so that they can have a peaceful life. Safety needs basically includes protection from physiological danger like accident and having economic security like bank accounts, health insurance

In an enterprise, it includes job security, salary increment, etc. The managerial practice to satisfy this involves offering pension scheme, provident fund, gratuity etc.

Social Needs

We have all heard that man is a social animal, we want to be there with those people where we are loved and we are accepted as we are; nobody wants to be judged. This is a common requirement every human desires.

This theory helps managers to think about encouraging their employees by identifying employee needs. In short, it presents motivation as constantly changing force, expressing itself to the constant need for fulfilment of new and higher levels of needs.

Esteem

Esteem means the typical human desire to be accepted and valued by others. People often involve in a profession or hobby to gain recognition, earn fame and respect. According to Maslow, the needs of humans have strict guidelines - the hierarchies rather than being sharply separated, are interrelated. This means that esteem and the consequent levels are not strictly separated but are closely related.

Self-Actualization

Self-actualization means realizing one's full potential. Maslow describes this as a desire to complete everything that one can, to become the most that one can be.

4. Explain personality determinants and traits?

The word personality is derived from a Greek word "*persona*" which means "to speak through." Personality is the combination of characteristics or qualities that forms a person's unique identity. It signifies the role which a person plays in public. Every individual has a unique, personal and major determinant of his behavior that defines his/her personality.

Personality trait is basically influenced by two major features –

- **Inherited Characteristics**

The features an individual acquires from their parents or forefathers, in other words the gifted features an individual possesses by birth is considered as inherited characteristics. It consists of the following features –

- Color of a person's eye
- Religion/Race of a person
- Shape of the nose
- Shape of earlobes

- **Learned Characteristics**

Nobody learns everything by birth. First, our school is our home, then our society, followed by educational institutes. The characteristics an individual acquires by observing, practicing, and learning from others and the surroundings is known as learned characteristics.

Learned characteristics includes the following features –

- **Perception** – Result of different senses like feeling, hearing etc.
- **Values** – Influences perception of a situation, decision making process.
- **Personality** – Patterns of thinking, feeling, understanding and behaving.
- **Attitude** – Positive or negative attitude like expressing one's thought.

Traits of Personality

Personality traits are the enduring features that define an individual's behavior.

A personality trait is a unique feature in an individual. Psychologists resolved that there are five major personality traits and every individual can be categorized into at least one of them. These five personality traits are –

- Extrovert
- Neurotic
- Open
- Agreeable
- Conscientious

Major Personality Attributes

Following are the five major personality attributes that influence OB –

Locus of Control

Locus of control is the center of control of an individual's code of conduct. People can be grouped into two categories i.e., internals and externals respectively.

People who consider themselves as the masters of their own fates are known as internals, while, those who affirm that their lives are controlled by outside forces known as externals.

Before making any decision, internals actively search for information, they are achievement driven, and want to command their environment. Thus, internals do well on jobs that craves complex information processing, taking initiative and independent action.

Externals, on the other hand, are more compliant, more willing to follow instructions, so, they do well in structured, routine jobs.

Machiavellianism

Machiavellianism is being practical, emotionally distant, and believing that ends justify means.

Machiavellians are always wanting to win and are great persuaders. Here are the significant features of a high-mach individuals –

- High-Machs prefer precise interactions rather than beating about the bush.
- High-Machs tend to improvise; they do not necessarily abide by rules and regulations all the time.
- High-Machs get distracted by emotional details that are irrelevant to the outcome of a project.

Self-esteem

It is the extent up to which people either like or dislike themselves. Self-Esteem is directly related to the expectations of success and on-the-job satisfaction.

Individuals with high self-esteem think that they have what it takes to succeed. So, they take more challenges while selecting a job.

On the other hand, individuals with low self-esteem are more susceptible to external distractions. So, they are more likely to seek the approval of others and to adapt the beliefs and behaviors of those they respect.

Self-monitoring

Self-monitoring is the capability of regulating one's behavior according to social situations. Individuals with high self-monitoring skill easily adjust their behavior according to external, situational factors. Their impulsive talents allow them to present public personae which are completely different from their private personalities.

However, people with low self-monitoring skills cannot cover themselves. Regardless of any situation, they are always themselves. They have an attitude of, "what you see is what you get."

Risk taking

Generally, managers are reluctant on taking risks. However, individual risk-taking inclination affects the bulk of information required by the managers and how long it takes them to make decisions.

Thus, it is very important to recognize these differences and align risk-taking propensity with precise job demands that can make sense.

5. What is Herzberg theory of motivation in detail?

- Frederick Herzberg's two-factor theory says that a workplace consists of both negative and positive factors. Some factors lead to job satisfaction of employees and others lead to their dissatisfaction. He went to different organisations, ran multiple surveys and experiments, and finally drew the theory.
- Herzberg Theory focused on three major factors i.e., employee's attitude, motivation and overall job satisfaction.
- **Herzberg's motivation theory highlights the ways to yield positive satisfaction in employees.** Herzberg motivation factors are inherent to work and encourage employees to give a supreme performance. Therefore, these factors are also called satisfiers.
- Herzberg's two-factor theory of motivation are associated with the psychological needs of employees and they find these extremely rewarding. These factors include:
 - I. **Promotion:** Employees should not feel stuck in one job role and responsibilities over the year. The constant growth and promotional opportunities motivate them to perform well.
 - II. **Rewards and Recognition:** Employees need to be awarded and recognized by their senior managers for their exceptional contribution to work.
 - III. **Futuristic:** They always need something to look forward to. Employees should not feel myopic and always have a higher ambition to achieve.
 - IV. **Meaningfulness at work:** The work itself should be meaningful and contribute to the growth of the organisation. The senior management should be full of energy that it becomes contagious to people reporting them.
 - V. **Responsibility:** Employees should hold full responsibility for their work. Whether it's the fault at work or exceptional contribution, they should be held responsible.

Examples of Herzberg's Two Factor Theory of Motivation

- Herzberg's 2 factor theory has been widely applied within organisations in studies to ensure staff satisfaction. One of the greatest examples is Ruthankoon and Ogunlana (2003), who tested Herzberg's theory and extrapolated that different Herzberg motivation factors are functional in different disciplines in the Thai construction industry.
- Tesco relies a lot on the elements of Frederick Herzberg two factor theory to ensure hygienic as well as motivational satisfaction for its employees. The company paid attention to factors causing dissatisfaction and satisfaction.

6. Importance of leadership and its traits in detail?

- Leadership is very important in a firm as it leads to higher performance by the team members, it improves motivation and morale within the members, and helps to respond to change.
- Leadership facilitates organizational success by creating responsibility and accountability among the members of the organization. In short, it increases value in an organization.

- A leader is someone whom people follow or someone who guides or directs others. A manager is someone who is responsible for directing and controlling the work and staff in an organization, or of a department within it.
- The main difference between the two is that a leader works by example, while a manager dictates expectations. If a manager goes against the rules, that will tarnish his position as a manager. If a leader goes against the example he or she is trying to set, that will be seen as a setback. Following are a few subtle differences between the two –
 - A leader is an innovator and creator whereas a manager is a commander.
 - A leader can't be a manager but the opposite is possible, a manager is more than a leader.
 - A leader does what is right, while the manager makes things right.
 - A leader deals with change whereas a manager plans for a change.
 - A leader gives direction to do something whereas the manager plans for everything that is to be done.
 - A leader encourages people whereas the manager controls people.
 - A leader handles communication, credibility, and empowerment whereas a manager deals with organizing and staffing.

7. Explain Likert's system of management?

- The Likert's Management System was developed by Rensis Likert in the 1960s. Rensis Likert with his associates observed the different patterns and styles of management in various fields. He observed the styles for around three decades and came up with the Likert's Management System. After years of observation and research, he outlined four styles of management which described the relationships, involvement and roles of managers and subordinates in an industrial setting. The observation of Likert was carried out at Michigan University, USA.
- The Four styles that were given by Likert were called Likert's Leadership Styles. Likert developed these leadership styles with thorough research of various organizations. He also took the help of questionnaires which were distributed to managers from over 200 different types of organizations.

Likert's Four Styles of Leadership

The Likert's Management system consisted of four styles and they are Exploitative Authoritative, Benevolent Authoritative, Consultative and Participative. The four styles were developed with a lot of research and observation. These systems indicate the stages of evolution of patterns of management in different organizations. The system consists of different variables such as motivation, Influence, Leadership, communication, Interaction and decision making. Here we will discuss in detail the Likert's Leadership Styles.

Exploitative Authoritative System

- It is the first system in Likert's Leadership Styles. Under this style Likert states that the ultimate power lies in the hands of the top subordinates. The Top management makes the policies and rules and the employees in the lower level are bound to follow the instructions given to them by their superiors. Here, it is observed that the workers at the lower level do not feel free to discuss their work with their superiors. The communication and teamwork in this system are very little.

- The leaders in the system of Exploitative authoritative have a lower level of concern for their employees. They use threats or methods that involve fear to achieve their work. The method of threat works well and the employees work efficiently upon entering the organization. The leaders are ignorant of the psychological feelings of the employees and the communication between them is almost nil.
- In this type of system, the upper management burdens employees with a heavy workload and they are to finish the work without fail. The monetary benefits and work satisfaction in this type of system is very less.

Benevolent Authoritative System

- Under this system of Likert's, it is observed that the authority lies in the hands of the managers and not in the hands of the lower-level workers. The superiors have a small amount of confidence and trust in the employees. The superiors have less control over the employees. They do not use methods of threats. However, the employees are rewarded and punished as per their performance in the organization.
- In this system of management, the employees are involved in some of the decision making processes. But the ultimate power lies in the hands of the superiors. Here also the communication is very little and the employees do not feel free to share their work experience with the superiors.

Consultative System

- This is the third style of leadership given by Likert. In this system, Likert has stated that responsibility and authority are spread widely throughout the organization. The subordinates in the different levels of the organizations are given different responsibilities. The employees and subordinates work as a team on certain decisions. There is fair communication between the employees and the superiors. However, the power to form policies and rules lies in the hands of the top management.
- Under this system, the employees are rewarded for better performance and at the same time, they are also punished for bad performances. The employees are free to communicate with their superiors and subordinates. They can share their work-related issues with the superiors freely. The system promotes a healthy work environment for the employees and motivates them to work efficiently.

Participative System

- This is the last style of leadership given by Likert. Under this style, Likert states that the power and responsibility to achieve the goals of the organization is distributed among all the employees and subordinates in the organization. According to this system, each employee has a certain role to play in the success of the organization. The superiors have the utmost confidence and trust in their employees.
- The employees are made to participate in the decision-making process of the organization. The system states that there is a continuous flow of information in both an upward and downward direction. The employees are provided with a healthy work environment and they are motivated continuously by their superiors.

8. Explain the concept of Transactional Analysis? along with its type and life positioning?

- Transactional analysis is a psychological theory that focuses on how people interact with others, including the therapist, to demonstrate their ego states and the types of games and scripts they engage within social settings.² *Games* are patterns of social behavior that operate on an acknowledged social level and an unacknowledged psychological level and leave the participants of the interaction with inauthentic feelings. *Scripts* represent life patterns that people develop unconsciously based on decisions they made in early childhood.¹
- *Ego states* are systems of feelings that motivate sets of behavioral patterns. TA classifies interpersonal communication as falling into one of three ego states.¹ The system of here-and-now emotional analysis, or neopsyche, is termed the **Adult**; the system of introjected psychic material, or exteroopsyche, is called the **Parent**; and the system of instinctual drives and basic needs is the **Child**.³

The core principle of TA is splitting the ego into three separate ego states. The three ego states correspond to people's internal models of Parent, Child, and Adult.

Parent Ego State

- The Parent ego state is related to parental figures in a person's life. It deals with behaviors, thoughts, and feeling patterns of introjected parental figures, people for whom a person has unconsciously created an internal representation. Introjection is caused by early childhood experiences in which the child sees the parent as powerful or threatening. Rather than being an experience of the self, like the Child and Adult ego states, the Parent ego state relates to the past experiences of parental figures. The Parent usually follows one of two paradigms when it manifests in transactions: it can be the Critical Parent, controlling, demanding, setting limits, and creating rules, or it can be the Nurturing Parent, supportive, caring, and protective.¹

Child Ego State

- The Child ego state relates to experiences of the self from the past and retains the patterns of thinking, feeling, and behaving of childhood. This concept is represented in other psychological concepts as the "inner child." There are several different child ego states:¹
- **Adapted Child:** This Child ego state responds to Parent demands either compliantly or rebelliously, rather than to its own needs.
- **Free or Natural Child:** Unlike the adapted child, this ego state responds to its own needs and is spontaneous.
- **Rebellious Child:** This category of the adapted Child rebels against the Parent's demands.
- **Compliant Child:** This category of the adapted Child reacts positively to the Parent's demands.
- **Somatic Child or early Child ego state:** This ego state reflects a time in childhood when body issues were prominent. When disturbed, it can cause somatic disorders.

Adult Ego State

- The Adult ego state is the predominant state that deals with and responds to the here-and-now, current reality. The Adult can be assertive, rational, and practical, and is rarely aggressive. It engages in reality testing, or ensuring that the world is the way it thinks it is. An analysis that reveals a steady speech rate, good diction, and relaxed expression can indicate the presence of the Adult.¹

9. Write down the difference between Formal and Informal Organization also mention its advantages and disadvantages?

Types of Groups

There are two types of groups an individual forms. They are formal groups and informal groups. Let us know about these two groups.

Formal Groups

These are the type of work groups created by the organization and have designated work assignments and rooted tasks. The behavior of such groups is directed toward achieving organizational goals.

These can be further classified into two sub-groups –

- **Command group** – It is a group consisting of individuals who report directly to the manager.
- **Interest group** – It is a group formed by individuals working together to achieve a specific objective. **Example** – A group of workers working on a project and reporting to the same manager is considered as a command group. A group of friends chilling out together is considered as interest group or say members of a club.

Informal Groups

These groups are formed with friendships and common interests. These can be further classified into two sub-groups –

- **Task group** – Those working together to finish a job or task is known as task group.
- **Friendship group** – Those brought together because of their shared interests or common characteristics is known as friendship group.

10. Discuss the framework of OB along with the example?

11. How can we manage employee from different backgrounds and cultures?

12. Discuss the different models of OB?

13. Explain the concept of personality? Discuss in detail the major factors which will help in shaping the personality?

14. Explain the concept of learning along with the theories of learning?

15. Discuss the nature of Perception along with its process?

16. Explain the Administrative theory of management?

17. Write down the functions and role of management verses Administration?
18. Explain the Statement," Management is Science and Arts both?
19. Define the concept of Planning along with its types, process and scope?
20. What do you mean by Span of control?
21. Explain the types of Organization?
22. Discuss the concept and nature of organization behavior?
23. Explain different models of organization behavior?
24. What are the determinants of a human personality?
25. What is the need to understand human behavior?
26. Define theories of attitude formation.
27. Discuss various personality traits of individuals.
28. What are the different challenges faced by organization behavior?

Notes

Organisational Behavior:

- is a field of study with a common body of knowledge
- studies three determinants of behaviour in Organisations – those of individuals, groups and structures
- applies the knowledge gained about individuals, groups and the effect of structure on behaviour in order to make Organisations work more effectively.

Organizational Behavior Definition

A field of study that investigates the impact of individuals, groups and structures on behaviour within organisations for the purpose of applying such knowledge towards improving an Organisation's effectiveness. Stephen P Robbins

Organizational behavior can be defined as the understanding; prediction and management of the human behavior affect the performance of the organizations. Luthans

The study and application of knowledge how people act or behave within organization. It is a human tool for human benefit. It applies broadly to the behavior of people in all types of organizations such as business, government, school and service organizations. Davis and Newstrom

Organizational Behavior Theories

3 important stream of classical **organizational behavior theories** Management are discussed below:

1. **Bureaucracy Theory**
2. **Scientific Management Theory**
3. **Process Management Theory**

Bureaucracy Theory

Max Weber (1864-1920) a German sociologist introduced the theory of Bureaucracy. His major contribution to the theory is the concept of authority, structure and its inter-se relationship.

Weber in his model of bureaucracy stated that there are **three types of authority** in any organization.

- **Legal authority** indicating that a person holds authority based on legal position or rank within the hierarchy.
- **Traditional authority**: employees obey a person because he comes from a traditionally recognized power holding family or a person belonging to a royal family.
- **Charismatic authority**: which indicates special power or an appeal that a leader possesses.

Scientific Management Theory

Scientific management approach was developed by **F.W. Taylor** at the beginning of the 20th century.

- This theory supported the **use of certain steps in scientifically studying** each element of a job, selecting and training the best workers for the job.
- It provided a **scientific rationale for job specialization** and mass production. His assumption was that employees are motivated largely

by money.

- Taylor recommended **co-operation among workers as against chaotic individualism.**

Process Management Theory

Process Management Theory is also known as **Administrative theory**. Fayol looked at the problems from the top management point of view.

He has used the term 'administration' instead of management emphasising that there is unity of science of administration. He has emphasised that principles of management are

Organizational Behavior Concepts

The fundamental **concepts of organizational behavior** are;

- Individual Differences.
 - Perception
 - A whole Person
 - Motivated Behavior
 - The desire for Involvement
 - The value of the Person
 - Human Dignity
 - Organizations are Social System
 - Mutuality of Interest
 - Holistic Concept
-

Characteristics of Organizational Behavior (OB)

Characteristics of Organizational Behavior are:

1. **Separate Field of Study and not a Discipline Only**

OB is based on multi-interdisciplinary orientation and is, thus, it is not based on a specific theoretical background.

2. An Interdisciplinary Approach

Organizational behavior is an applied behavioral science built on contributions from a number of behavioral disciplines, mainly psychology and social psychology, sociology, and anthropology.

3. Applied Science

OB can be called both science as well as art because it involve both applied research and its application in organizational analysis.

4. Normative Science

OB describes how the findings of applied research can be applied to socially accepted organizational goals whereas the positive science discusses the only cause-effect relationship

5. Humanistic and Optimistic Approach

OB deals with the people and their interaction with organisations.

6. Total System Approach

System approach is one that integrates all the variables, affecting organizational functioning.

Need of Organizational Behavior

The Organizational Behavior Importance can be discussed as follows:

1. Explain individual and group behavior
2. Predict certain behavioural response to change
3. Control Behavior

Explain individual and group behavior

We are pursuing the explanation objective when we want to know why individuals or groups behave the way they do.

For example, if the turnover rate in an Organisation is very high, we want to know the reason, so that action can be taken to correct the situation in the future.

Predict certain behavioural response to change

Prediction seeks to determine what outcomes will result from a given action. Having a sound knowledge of OB will help the manager to predict certain behavioural responses to change.

In this way, the manager can anticipate which approaches will generate the least degree of employee resistance and use that information in making decisions.

Control Behavior

The knowledge of OB can be used by managers to control behaviour. Managers frequently see the control objective as the most valuable contribution that OB makes toward their effectiveness on the job.

Go To Section: | [Organizational Behavior Theories](#) | [Organizational Behavior Concepts](#) | [What is Organizational Behavior?](#) | [Organizational Behavior Importance](#) |

Objectives of Organizational Behavior

Organizational behavior has four important roles and Objectives of Organizational Behavior are discussed below:

1. **Human resources approach**
2. **Contingency approach**
3. **System approach**
4. **Productivity approach**

4 Approaches to Organizational Behavior studies

Human Resources Approach

Organizational behaviour is mainly interested in the **development of its human resources**.

The employees' growth and development in an organization are basic requirements for its **continuous growth and survival**. Traditionally, managers were important for deciding on task performances and carrying them out successfully under their directions.

Contingency Approach

Behavioural science is being used for solving problems which may arise at any time. Behavioural knowledge is being applied to solve these problems. **Employees are therefore trained to face any sort of problems.** They should have the capacity to meet the challenges of the environment. Different situations require different functions and behavioural approaches. It is known as the contingency approach because it believes that there is no such thing as the best way to handle the problem.

The contingency approach is an **interdisciplinary and systemoriented approach of management**. There is no perfect style of management.

System Approach

The system approach includes several subsystems which exist in an organization, and therefore affect each other. Managers have to look beyond immediate situations to foresee future situations.

The purpose is to **improve organizational behaviour for effective management**. A system is developed where people work in a congenial atmosphere.

Productivity Approach

The **ultimate objective** of organizational behaviour is to **increase productivity**. With the given inputs, if production is improved, it is a symbol of productivity improvement.

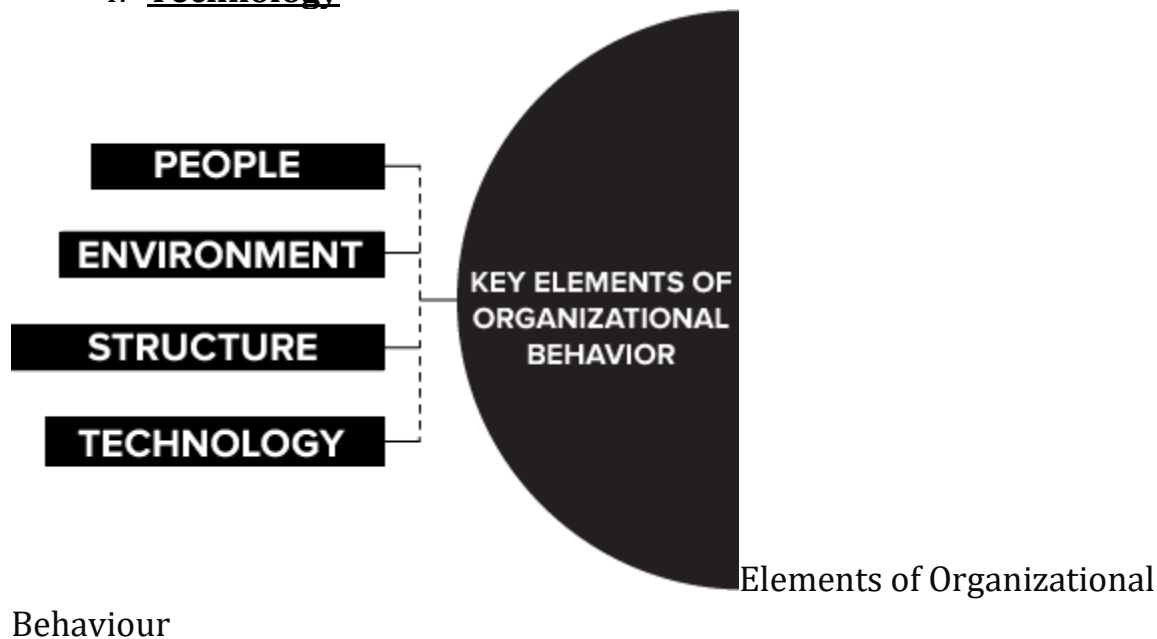
The human behaviour is developed for performing jobs in an effective manner. If people's knowledge and skills are developed, their abilities to perform tasks also increase. Organizational behaviour influences people's knowledge, skill, attitude, ability and performance potential.

Key Elements of Organizational Behavior

4 elements of organizational behavior are:

1. **People**

2. Environment
3. Structure
4. Technology



People

People are the main component of any organization that has to be managed. **Every individual has a personal goal to be achieved.** Organizations must identify the need spectrum of individuals and take suitable steps for its fulfillment to enable them to perform effectively so that they complete their allotted task in time.

Environment

When we talk about managing people in the organization, what we have to study and manage is the **influence of culture and its impact on the individual.** Study of the environment is very wide and encompasses economic, cultural, social, government rules and regulations, legal aspects, political climate, demographics and its impact.

Structure

There are two types of organizations, formal and informal.

- **Informal organizations** do not have a specified structure.
- **Formal organizations** are build based upon the objective set for it. Organizational structure in such organization is hierarchical in nature, with people at each level having their own objectives.objectives.

Technology

Managing technology is an important job of any management. It is an important element of any unit. Selection of technology, procurement, installation, operation and maintenance is important and no compromise should be made in procuring latest or advanced technology.

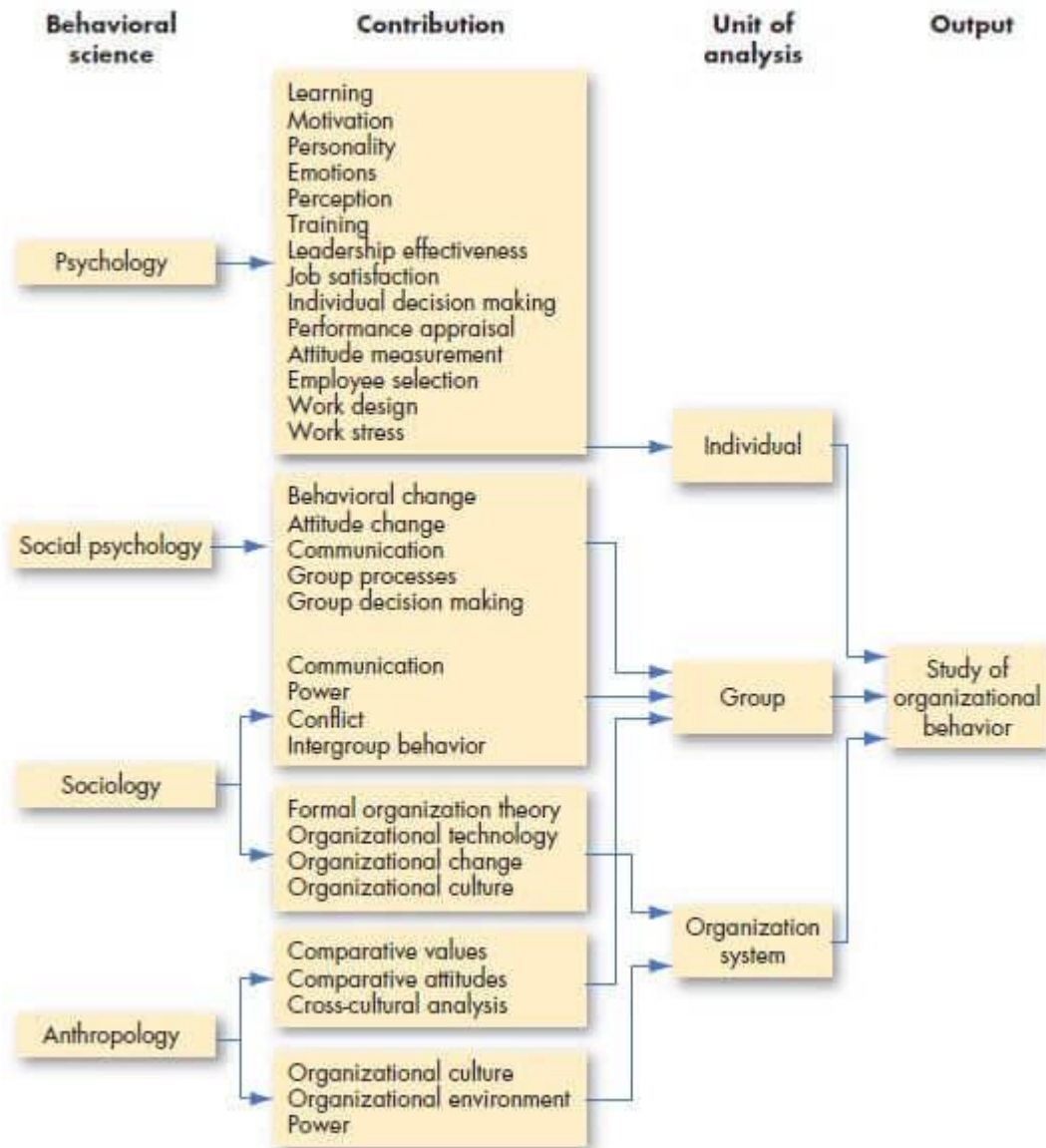
Read:

Contributing Disciplines to the Organizational Behavior field

Organizational behavior is an applied behavioral science built on contributions from a number of behavioral disciplines, mainly psychology and social psychology, sociology, and anthropology.

The major disciplines are:

- **Psychology**
- **Sociology**
- **Social Psychology**
- **Anthropology**
- **Political Sciences**
- **Economics**



Contributing

Disciplines to the Organizational Behavior field

Organizational Behavior Importance

Importance of Organizational Behavior are:

- **OB provides a road map to our lives in organizations**

Every one of us has an inherent need to know about the world in which we live. This is particularly true in organizations, as they have a

profound effect on our actions and behaviours.

- **OB uses scientific research to help us understand and predict organizational life**

This is not to say that this knowledge is absolute. The decisions and actions that people in organizations make are determined by a complex combination of factors. Besides, the field of OB is not a pure science.

- **OB helps us influence organizational events**

Though it is good to understand and predict organizational events, most of us want to influence the environment in which we live.

- **OB helps an individual understand himself/herself and others better**

This helps improve interpersonal relations considerably. Of particular significance are topics like attitude, perception, leadership, communication, and conflict, an understanding of which will change the very style of talking and functioning of an individual.

- **OB is useful for maintaining cordial industrial relations**

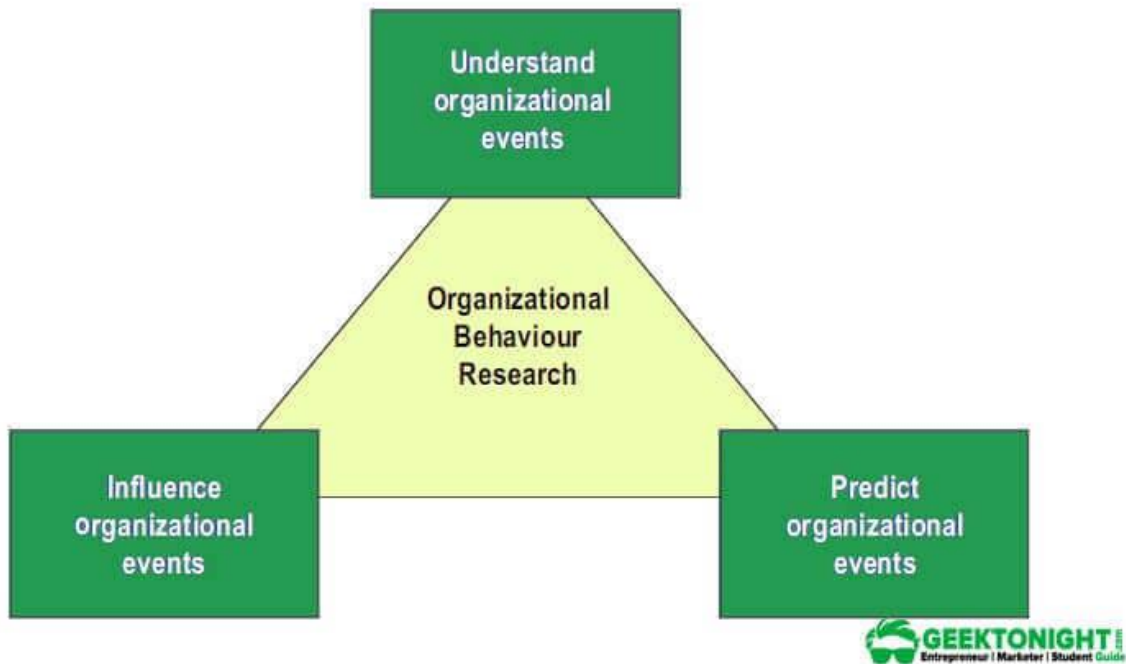
If an employee is slow in his or her work, or if his or her productivity is steadily declining, it is not always because of denial of promotion or a poor work environment. The relations between management and employees are often strained for reasons which are personnel issues, not technical.

- **It is a discipline which enables a manager to motivate his or her subordinates** towards higher productivity and better results.

Read:

Why study Organizational Behavior?

1. Understand organizational events
2. Predict organizational events
3. Influencing organizational events



Why study organizational behaviour

Understand organizational events

The main reason for studying organizational behaviour is that most of us work in organizations, so we need to understand, predict, and influence the behaviours of others in organizational settings.

But all of us need organizational behaviour knowledge to address people issues when we try to apply marketing, computer science, and other ideas.

Predict organizational events

Satisfying the need to understand and predict

Every one of us has an inherent need to know about the world in which we live. This is particularly true in organizations because of their profound effect on our lives.

Influencing organizational events

It's nice to understand and predict organizational events, but most of us want to influence the environment in which we live. OB knowledge will help you to influence organizational events.

Challenges for Organizational Behavior

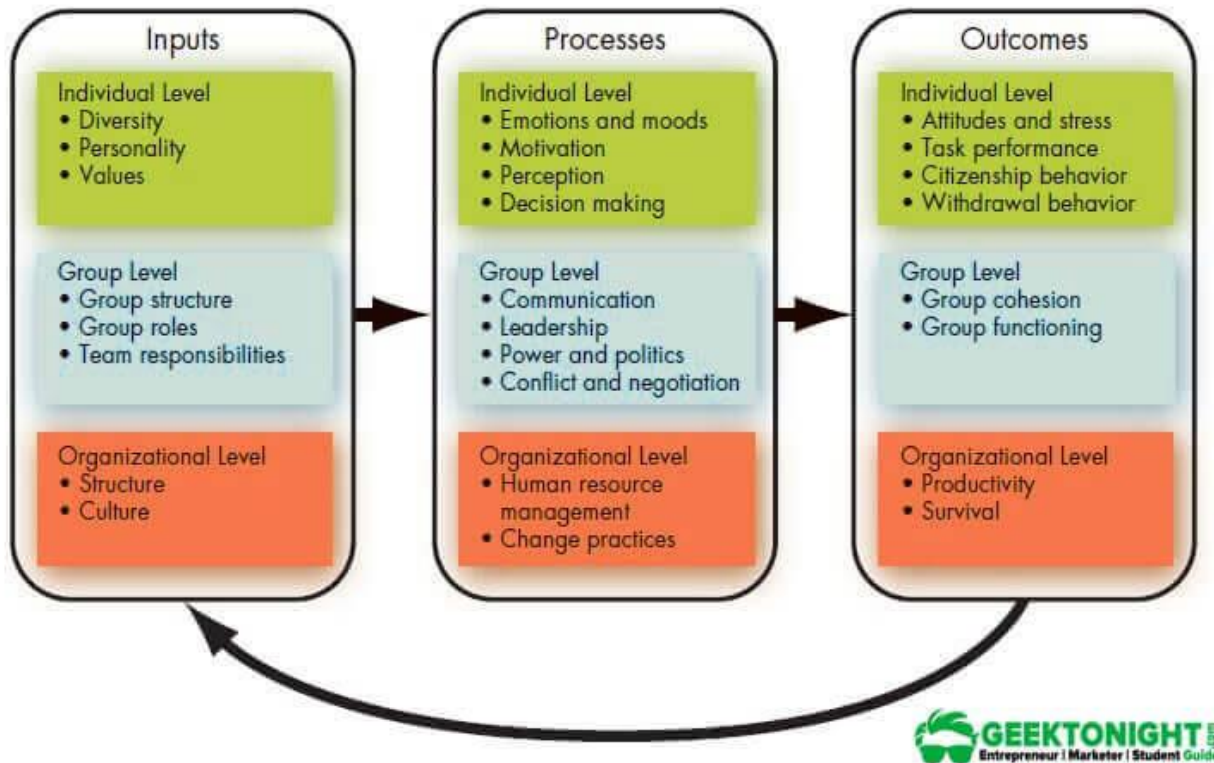
- The Changing Social and Cultural Environment
- The Evolving Global Environment
- Advancing Information Technology
- Shifting Workforce Diversity and Employment Relationships
- Responding to Economic Pressures
- Improving People Skills
- Helping Employees Balance Work–Life Conflicts

Read

Models of Organisational Behaviour

OB Model proposes three types of variables (inputs, processes, and outcomes) at three levels of analysis (individual, group, and organizational).

The model proceeds from left to right, with inputs leading to processes and processes leading to outcomes. Notice that the model also shows that outcomes can influence inputs in the future.



Models of Organisational Behaviour

Three types of variables of OD Model:

1. Inputs
2. Processes
3. Outcomes

Inputs

Inputs are the variables like personality, group structure, and organizational culture that lead to processes. These variables set the stage for what will occur in an organization later.

Processes

Processes are actions that individuals, groups, and organizations engage in as a result of inputs and that lead to certain outcomes.

Outcomes

Outcomes are the key variables that you want to explain or predict, and that are affected by some other variables.

Organizational Behavior Management

Organizational behavior management (OBM) is a form of applied behavior analysis (ABA) which applies psychological principles of organizational behavior and the experimental analysis of behavior to organizations to improve individual and group performance and worker safety.

The areas of application may include systems analysis, management, training, and performance improvement. OBM resembles human resource management but places more emphasis on ABA and systems-level focus. ([Wikipedia](#))