OB

➢ **ORGANIZATION BEHAVIOUR**

1. Organisational Behaviour simply is a process of studying and understanding the behaviour of individuals in the organisation.
2. It is a part of management process which aims at improving the performance of organisations through understanding and controlling human behaviour.
3. It is through the organisational behaviour that organisations are able to understand the behaviour of the people working with them.
4. Once they get to know about their peoples, organisations can easily influence and motivating them towards achievement of goals.
5. It helps to improve the relations between the people working in the organisation and increase their efficiency.
6. Organization behaviour is all about how human beings are behaving and interacting with each other in an organization to complete their work.
7. Study of organizational behaviour is necessary as it improves job satisfaction, boosts productivity and performances, fosters better leadership, increases motivation and facilitates better collaborations within teams and cross-teams.
8. There are two main factors which are studied under organisation behaviour term: Individual's nature and the organisation's nature.

➢ Challenges in organization behavior

1. Communication issues
2. Resistance to change
3. Workforce diversity
4. Empowerment of employee

➢ Opportunities in organization behavior

1. Promoting innovations
2. Empowering people

➢ CONCEPT OF Individual difference

- No two persons are alike. All the individuals differ from each other in many a respects. Children born of the same parents and even the-twins are not alike. This differential psychology is linked with the study of individual differences.
- This change is seen in physical forms like in height, weight, colour, complexion strength etc., difference in intelligence, achievement, interest, attitude, aptitude, learning habits, motor abilities, skill.
- Each man has an intellectual capacity through which he gains experience and learning. Every person has the emotions of love, anger, fear and feelings of pleasure and pain. Every man has the need of independence, success and need for acceptance.

- **CAUSES OF INDIVIDUAL DIFFERENCES**-

1. Heredity: Some heretical traits bring a change from one individual to other. An individual's height, size, shape and color of hair, shape of face, nose, hands and legs so to say the entire structure of the body is determined by his heretical qualities. Intellectual differences are also to a great extent influenced by hereditary factor.

2. Environment: Environment brings individual differences in behaviour, activities, attitude, and style of life characteristics. Personality etc. Environment does not refer only physical surroundings but also it refers the different types of people, society, their culture, customs, traditions, social heritage, ideas and ideals.

3. Race and Nationality: Race and Nationality is one cause of individual difference. Indians are very peace loving, Chinese are cruel; Americans are very frank due to race and nationality. 'Germans have no sense of humour'; 'Yellow races are cruel and revengeful'; 'Americans are hearty and frank'; Indians are timid and peace-loving' and the like observations enter into our common talk.

4. Gender: Due to gender variation one individual differs from other. Men are strong in mental power. On the other hand, women on the average show small superiority over men in memory, language and aesthetic sense. Women excel the men in shouldering social responsibilities and have a better control over their emotions.

5. Age: Age is another factor which is responsible in bringing individual differences. Learning ability and adjustment capacity naturally grow with age. When one grows in age can acquire better control over our emotions and better social responsibilities. When a child grows then this maturity and development goes side by side.

6. Education: Education is one major factor which brings individual differences. There is a wide gap in the behaviors of educated and uneducated persons. All traits of human beings like social, emotional and intellectual are controlled and modifies through proper education. This education brings a change in our attitude, behaviour, appreciations, Personality. It is seen that uneducated persons are guided by their instinct and emotions whereas the educated persons are guided by their reasoning power.

7. Economic condition and education: Individual differences are caused by economic condition of the parents and the education of the children. It is not possible for the children of two economic classes to have a similarity and equality.

➢ PERCEPTION

- Different individuals have different thinking styles, beliefs, feelings and objectives etc. and almost every individual behaves accordingly. Just because of these factors different people take different meaning for the same things.

- For some, a particular thing is right where as for some it is totally wrong. It is all because how you take things, what is your point of view, how you look at things. This is perception.
- According to Joseph Reitz; "Perception includes all those processes by which an individual receives information about his environment—seeing, hearing, feeling, tasting and smelling."
- According to S. P. Robbins, perception can be defined as "the process by which individuals organize and interpret their sensory impressions in order to give meaning to their environments."
- Perception includes the 5 senses; touch, sight, taste smell and sound. It also includes what is known as perception, a set of senses involving the ability to detect changes in body positions and movements.

➢ PERSONALITY

- Man is not born a person. At birth he is an infant possessing the potentiality of becoming a person. After birth he associates with other human beings and comes under the influence of their culture. As a result of a variety of experiences and social influences he becomes a person and comes to possess a personality.
- The nature of personality and to show the role of culture and social experience in the formation of personality along with the problem of personality disorganisation. Since socialization plays the most important part in the development of personality
- On the basis of these definitions it may be said there are two main approaches to the study of personality:
- (1) The psychological, and
- (2) The sociological.
- The psychological approach considers personally as a certain style peculiar to the individual. This style is determined by the characteristic organisation of mental trends, complexes, emotions and sentiments.
- The sociological approach considers personality in terms of the status of the individual in the group, in terms of his own conception of his role in the group of which he is a member. What others think of us plays a large part in the formation of our personality.

➢ Personality also say that-
- Personality is an indivisible unit.
- Personality is neither good nor bad.
- Personality is not a mysterious phenomenon.
- Every personality is unique.
- Personality is acquired.

Personality	Perception
Personality is the way someone behaves or reacts to situations.	Perception is the process of taking in your surroundings.
It's an external reaction.	It's an internal reaction.
Personality is formed by biological, psychological, and social factors this affects what personality is and it is behavior, how we act.	Perception can be formed by experiences throughout your time. life experiences, learned ways of thinking, interactions with people, negative/positive influences, form our perception of our environment.

➢ LEARNING

- The individual is constantly interacting with and influenced by the environment. This experience makes him to change or modify his behaviour in order to deal effectively with it.
- Therefore, learning is a change in behaviour, influenced by previous behaviour. As stated above the skills, knowledge, habits, attitudes, interests and other personality characteristics are all the result of learning.
- Learning is defined as "any relatively permanent change in behaviour that occurs as a result of practice and experience". This definition has three important elements.
    1. Learning is a change in behaviour—better or worse.
    2. It is a change that takes place through practice or experience, but changes due to growth or maturation are not learning.
    3. This change in behaviour must be relatively permanent, and it must last a fairly long time.

➢ STRESS

- Stress has become an ever-increasing focal point in the world of business.
- Downsizing at a company creates stress among the remaining workers when workloads, and time at work increase.
- employees often struggle to find a balance between job responsibilities and family responsibilities.
- Stress is defined as a state of mental and emotional pressure or strain, caused by challenging or unfavourable circumstances. It is an outside force that rules an individual's feelings and behaviour.

    ❖ CLASSIFICATION OF STRESS
    1. Eustress: It refers to positive stress, wherein the situation offers an opportunity to the individual to gain something. It is seen as a motivator that encourages people to meet challenges and, without which an individual lacks the spark needed to raise their level of performance.
    2. Distress: It is described as negative stress, in which an individual experiences insecurity or inadequacy because of helplessness,

disappointment. Distress can cause cardiovascular diseases, alcoholism, marital breakdown, drug abuse, and much more.

➢ **ATTITUDE**

- In simple words, an "attitude" is an individual's way of looking or an individual's point of view at something.
- To be more specific, an "attitude" may be defined as the mental state of an individual, which prepares him to react or make him behave in a particular predetermined way.
- It is actually an acquired feeling. Attitude is the mixture of beliefs and feelings that people have about situations, specific ideas or other people.

Values	Attitudes
Values help to guide our behaviour.	Attitudes are the response that is a result of our values.
Values decide what we think as for right, wrong, good, or unjust.	Attitudes are our likes and dislike of things, people, and objects.
Values are more or less permanent in nature.	Attitudes are changeable with favourable experiences.
They represent a single belief that, guides actions and judgment across objects and situations.	They represent several beliefs focused on a specific object or situation.
They derived from social and cultural mores.	These are personal experiences.

ATTITUDE VS VALUES

➢ **CONFLICT MANAGEMENT TECHNIQUE**

- We get into a conflict when the person opposite to us has a different mind-set. It is very common in a workplace to get into differences of opinion. Sometimes there is a conflict between two or more employees, sometimes employees have a conflict with their managers and so on.
- five strategies from conflict management theory for managing stressful situations. Which one is the best in a given situation depends on variety of factors-
  1. **Collaborating**-This technique follows the rule "I win; you win". Collaborating means working together by integrating ideas set out by multiple people. The objective here is to find a creative solution acceptable to everyone
  2. **Compromising**-This technique follows the rule "You bend; I bend". Compromising means adjusting with each other's opinions and ideas, and thinking of a solution where some points of both the parties can be entertained.
  3. **Accommodating**-This technique follows the rule "I lose; you win". Accommodating means giving up of ideas and thoughts so that the other party wins and the conflict ends.

4. **Competing**-This technique follows the rule "I win; you lose". Competing means when there is a dispute a person or a group is not willing to collaborate or adjust but it simply wants the opposite party to lose.
5. **Avoiding**-This technique follows the rule "No winners, no losers". Avoiding means, the ideas suggested by both the parties are rejected and a third person is involved who takes a decision without favouring any of the parties.

➢ POWER

- Power is the ability to influence the behaviour of others. Individuals, groups, organizations, and countries all possess varying amounts of power. For instance, parents influence their children's behaviour by enforcing rules concerning housework and bedtime. Professors influence behaviour by setting exams. Employers set various rules of the workplace.

➢ LEADERSHIP

- Leadership is a the ability of an individual or a group to guide, influence, and inspire others toward the achievement of common goals. It involves a combination of skills, traits, behaviors, and a deep understanding of the context in which leadership is exercised.

  Influence and Guidance:

  Vision and Goal Setting:

  Inspiration and Motivation:

  Decision-Making and Problem-Solving:

  Adaptability and Flexibility:

  Communication Skills:

➢ Organizational change and development

- **Organizational change** Is about an organization achieving a desire future state from its current state with minimum disruption on negative impact to the organization.
- **Organizational development** is about how an organization achieves its purpose through its design, function, structure and processes.

➢ Nature of organizational change

- Organizational change is an ongoing process rather than a one time event.
- It is complex due to the interplay of various factors such as organizational structure cultural technology and human dynamics.
- It is multidimensional and effective various dimension of an organization simultaneously.
- The nature of organization change is shaped by unique contacts of each organization.
- Justin I'm looking at it aligned with organization vision goal and the long term objective.

➢ Causes of organizational change

- **Govt policies-** the government policies changed due to which organization has to bring change.
- **Competition-** To sustain in a market any organization has to be competitive in nature as there is cut threat Competition. If one company is going for innovation other has to also go for it.
- **Technology-** Today is the world of new innovation day by new technologies are emerging.
- **Merger and acquisition-** when organization undergo mergers, acquisition or partnership, changes are after required to integrate operation, and align cultures.
- **Growth or decline-**significant growth or decline within an organization can necessitate changes to accommodate the increased scale or to restructure and optimize operation during periods of decline.

> **TYPES OF ORGANIZATIONAL CHANGE**

- **Transformational-** Changes that completely reshape business strategies and processes and redefined a business are called transformational changes**.**
- **Transitional-** In a transitional change companies replace an existing procedures with a new one for increase efficiency and performance.
- **Developmental-** This type of change involves the enhancement and correction of existing system without aiming for any radical changes.
- **Proactive-** Proactive changes are pre plant changes that the company undergo to avoid a potential future threat or capitalize on a potential feature opportunity.
- **Reactive-** Reactive changes are unplanned transformation undertaken in process two unexpected external factor when some threat opportunities has already occurred.
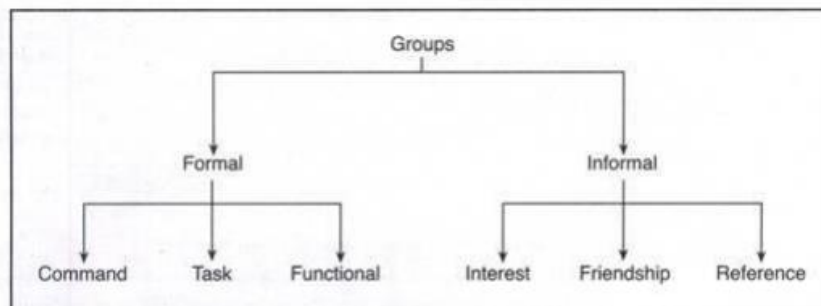
> **GROUP**
1. Every organization is a group unto itself. A group refers to two or more people who share a common meaning and evaluation of themselves and come together to achieve common goals.
2. In other words, a group is a collection of people who interact with one another; accept rights and obligations as members and who share a common identity.
3. A group is a collection of individuals who interact with each other such that one person's actions have an impact on the others.
4. In other words, a group is defined as two or more individuals, interacting and interdependent, who have come together to achieve particular objectives.

➢ GROUP FORMATION STAGES
1. A team cannot be expected to perform well right from the time it is formed. Forming a team is just like maintaining a relationship.
2. It takes time, patience, requires support, efforts and members often go through recognizable stages as they change from being a collection of strangers to a united group with common goals.
3. Bruce Tuckman presented a model of five stages Forming, Storming, Norming, and Performing in order to develop as a group.

➢ **TYPES OF GROUPS**
1. One way to classify the groups is by way of formality – formal and informal. While formal groups are established by an organization to achieve its goals, informal groups merge spontaneously. Formal groups may take the form of command groups, task groups, and functional groups.

➢ **GROUP DYNAMICS**

- It was founded by Kurt Lewin 2 study group decision group productivity group interaction group cohensiveness and group communication.
- Group dynamics contains two term: group and dynamics.
- Group is basically a collectivity of 2 or more persons. dynamic comes from Greek word meaning force.

- A group dynamics are relevant in both formal and informal group of all types.
- Group Dynamics concern how groups form, their structure and process and how they function.

➢ 4 CHARACTERTICS OF GROUP DYNAMICS

➢ FORMING
1. High degree of guidance needed from manager
2. Individual roles are clear
3. Process usually are not well establish

➢ STORMING
1. Understanding how teams decisions are made
2. Purpose are clear but relationship are blurry

➢ NORMING
1. relationships are well understood in the team
2. commitment to team goals
3. begins to work to optimize team process

➢ PERFORMING
1. Teams is committed to performing well
2. Focuses on being strategic
3. Teams runs well with little oversight

1. Group dynamics describes how a group should be organised and operated. This includes pattern of leadership and cooperation.
2. Group dynamics consists of a set of techniques such as role playing, brainstorming, group therapy, sensitivity training etc.
3. Group dynamics deals with internal nature of groups, their formation, structure and process, and the way they affect individual members, other groups and the organisation as a whole.
4. Group dynamics refers to changes which take place within groups and is concerned with the interaction and forces obtained between group members in a social setting.