

## UNIT-1

- ★ Introduction to organizational Behaviour:-  
Organizational behaviour is a field of study that investigates how the individuals, groups, organizations, firms and structures are affected by the behaviour within organization for the purpose of improving knowledge, productivity and efficiency.
- ✓ O.B. is the study of individuals and groups in terms of their behaviour which is manageable to achieve the organizational goals.

### Need of OB

- 1- For learning the behaviour.
- 2- To understand the organizational values.
- 3- To make the productive team.
- 4- For effective learning and training - human resource development.
- 5- OB is useful in understanding the cross cultural behaviour.

Model of OB :- As we know that the individual is the smallest unit of any organization so the OB model depends upon the ego model.

Group is the combination of many individual gathered for a common cause. The group is also known as the department which is designated as the smallest working unit. The group depends upon certain norms and communication. Many groups when put together are known as the organization.

The ultimate goal of any organization is to seek the opportunities for profit maximization.

### Dependent variables of OB :-

#### 1- Productivity :-

The profitability of a firm always depends on the employees behaviour.

2- Absenteeism :- Absenteeism is the failure to report to work. If any organisation employees fail to report to their job, then it becomes very difficult for any organisation to operate smoothly.

3- Turnover :- Turnover is the voluntary and involuntary permanent withdrawal from the organisation.

4- Job Satisfaction :- Job satisfaction is the difference between the amount of rewards workers receive and the amount they believe they should receive.

5- Organisational Citizenship :- Organisational citizenship is discretionary behaviour that is not part of an employee's formal job requirements but that nevertheless promotes the effective functioning of the organisation.

\* Managing the organisation diversities tot within the framework of organisational behaviour.

- 1). Cross cultural workforce.
- 2). Challenging global conditions.
- 3). Impact of technology over human behaviour.
- 4). Migration of work force due to employment.
- 5). Combination of cost - skill.
- 6). Domestic business v/s global business.

\* Modern Models of OB :-

- 1- Autocratic Model.
- 2- Custodial Model
- 3- Supportive Model
- 4- Collegial Model
- 5- SOBC.

## System Model.

This model is based on trust, self-motivation and the performance results will be more than expected because employees will be committed to do their task as expected, and as well as organisational goals.

- 1- Depends on trust, community, understanding
- 2- Managerial orientation is caring, compassion.
- 3- Employee orientation is psychological ownership.
- 4- Employee psychological result is self-motivation.
- 5- Employee needs met is wide range.
- 6- Performance result is passion, commitment, organisation goal.

## \* Responding to Globalisation :-

- 1- Increased foreign assignments :-  
Differing needs and aspirations in workforce.
- 2- Working with people from different cultures.  
Domestic motivational techniques and managerial styles may not work.

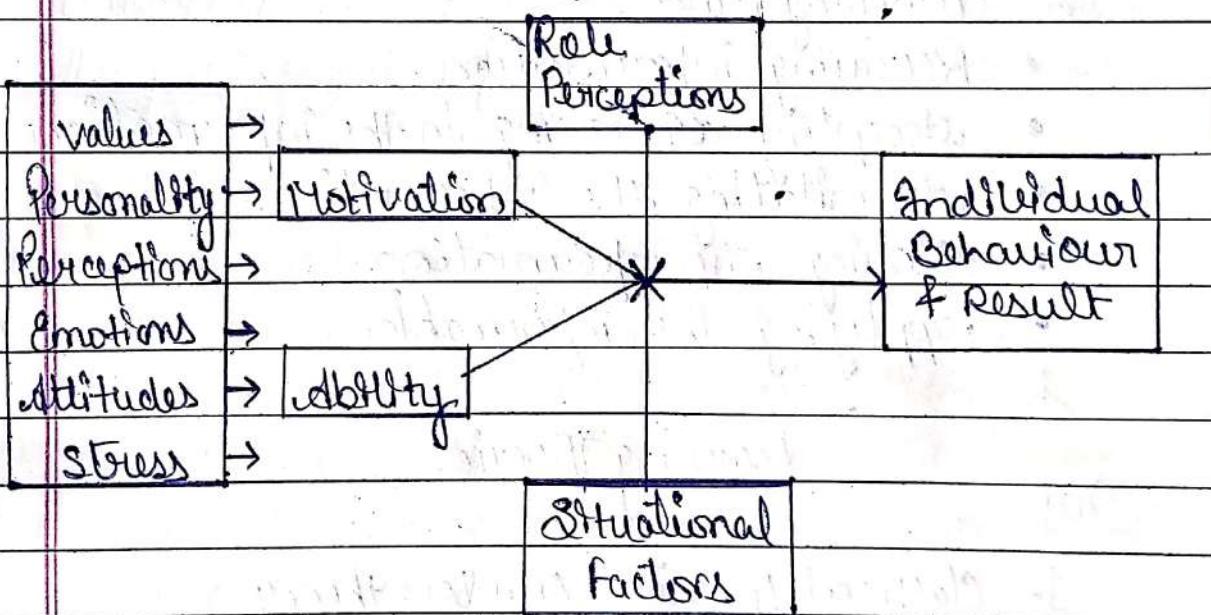
## UNIT-2

\* Individual behaviour :- Individual behaviour is a combination of responses to external and internal stimuli.

\* Determinants of Individual Behaviour -

- 1- Environment
- 2- Outcomes
- 3- Inputs
- 4- Personality.

\* MARS Model of Individual Behaviour.



\* Learning :- Learning means all processes that lead to adaptive changes in individual behaviour as a result of experience under a particular set of environmental conditions.

## Principles of Learning :-

- 1- Recency.
- 2- appropriateness.
- 3- Motivation
- 4- Primary Primacy
- 5- Two-way communication
- 6- Feedback.
- 7- Active-learning.
- 8- Multi-sense learning.
- 9- Exercise.

### \* Learning Process -

- Receiving Information.
- Accepting or taking in the information.
- Assimilating the information.
- Storing the information.
- Applying the information.

V. G. M.P

## Learning Theories

- 1- Classical learning (Pavlov theory).
- 2- Operant & Instrument learning (Skinner).
- 3- Social learning (Observation - modeling).
- 4- Insightful learning (Intellectual learning).

### \* Personality :-

Personality is the sum total of ways in which an individual reacts and interacts with others.

- Robbins

Personality is the output of psychological process an individual shows against the environment conditions. — Rob.

Personality is the set of patterns which describes one's behaviour in a particular situation.

### Theories of Personality:

V. Imp.

Freud's theory of personality :- According to Freud, the personality of an individual is the composition of Id, ego and super ego.

1- Id :- It is the unorganised, inborn part of personality whose purpose is to immediately reduce tensions relating to hunger, sex, aggression and other primitive impulses.

2- Ego :- It is an energy in order to maintain the safety of individual and to help the person to be a member of society.

3- Super ego :- It is the rights and wrongs of society that consist of the Conscience and the ego ideal.

\* Different stages of Personality :-

- 1)- Oriental Stage? - Oral stage is the very first period occurring during the first year of life.
- 2)- Anal Stage? - It comes between the first year to third year of age.
- 3)- Phallic Stage? - This stage shows the interest and focus towards the genitals.
- 4)- Latency period? - This stage remains till the puberty.
- 5)- Genital Stage? - After Puberty, people move into the genital stage, a period of mature sexuality.

~~Ques~~ \* Motivation? - Motivation is the process in which people are steering towards the accomplishment of organisational goals.

Nature of motivation? -

- ✓ Based on Motives
- ✓ affected by motivating
- ✓ Goal directed behaviour
- ✓ Related to satisfaction
- ✓ Person is motivated in totality.
- ✓ complex process.

\* Ten fundamental human needs :-

Protection                      Identity

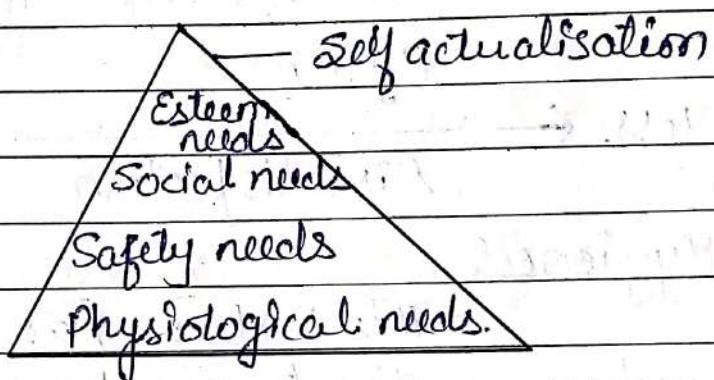
Idleness                      Freedom

Creation                      Transcendence

Understanding              Subsistence

Participation                Affection.

\* The Hierarchical Model :-



\* Theory X and Theory Y :-

Theory X.

- 1- Dislike working.
- 2- Avoid responsibility and need to be directed.
- 3- Have to be controlled, forced and threatened on deliver what's needed.
- 4- Need to be supervised at every step, with control put in place.
- 5- Need to be enticed to produce.

Theory Y.

- 1- Employees find work as play if organisational conditions are appropriate.

- 2- Employees can be motivated by higher order needs such as ego, autonomy, and self-actualisation.
- 3- Employees seek responsibility.

### A. Two factor Theory.

Motivators

less. ← → More  
Satisfaction

Hygiene  
less. ← → More  
Dissatisfaction

Hygiene :-

This factor has the effect to reduce motivate workers. The hygiene factors affects the conditions of the workplace. If the hygiene in the area is not adequate then workers might not want to work.

Factors of hygiene -

- Pay
- Company policy
- Working conditions
- Fringe benefits
- Interpersonal relations.

Motivation :- A sense of achievement means employees will know that because of

their hardwork the business is going forward. Recognition of workers contribution meaning the owner will give credit to the workers making them feel good about themselves.

Motivational factors includes -

- achievement
- Recognition
- Interesting work
- Increase responsibility
- Growth.

### \* Victor Vroom's Expectancy Theory :-

The theory assumes that behaviour results from conscious choices among alternatives whose purpose is to maximize pleasure and minimize pain.

The key elements to this theory are referred to as following -

- 1- Valence (V)
- 2- Instrumentality (I)
- 3- Expectancy (E).

### \* Managerial Implication of expectancy theory.

According to Expectancy theory -

$$\text{Motivation} = \text{Value Valence} \times \text{Instrumentality} \\ \times \text{Expectancy.}$$

## UNIT-3

### \* Leadership :-

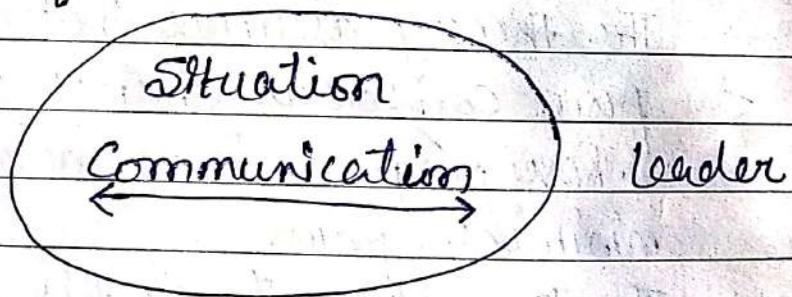
Leadership is the "process of Social Influence in which one person can enlist the aid and support of others in the accomplishment of a common task".

— H. Chemers.

"Leadership is ultimately about creating a way for people to contribute to making something extraordinary happen".

— Alan Keith.

### \* Four factors of leadership :-



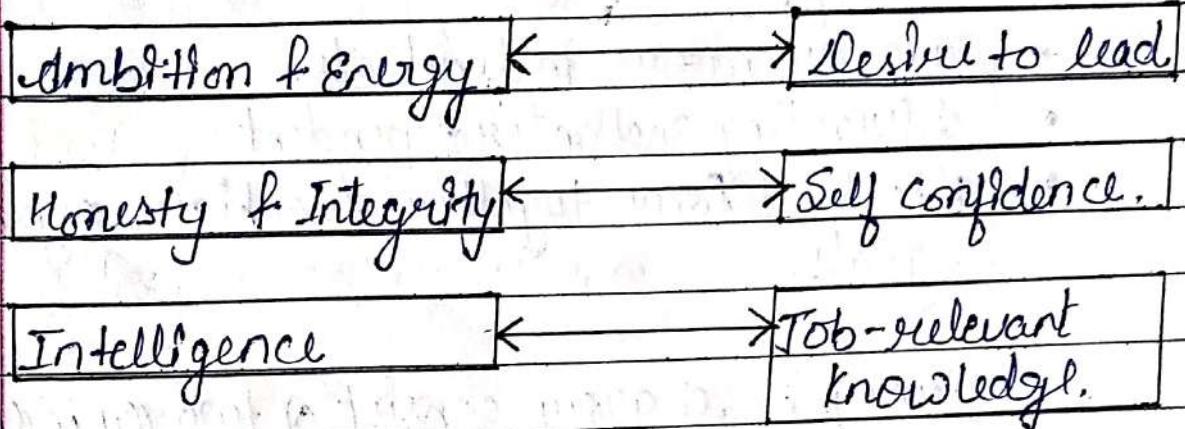
### \* Styles of leadership :-

- 1- Authoritarian or autocratic
- 2- Participative or democratic
- 3- Delegative or free Reign

### \* Theories of leadership :-

- 1- Trait
- 2- Behavioral
- 3- Contingency
- 4- Situational

## 1- Trait theory -



Advantages of Trait theory :-

- 1- It is naturally pleasing theory.
- 2- It serves as a yardstick against which the leadership traits of an individual can be assessed.

## 2- Behavioral Theory :-

- These theory of leadership are based upon the belief that great leaders are made, not born.
- According to this theory, people can learn to become leaders through teaching and observation.
- The behavioral approach says that anyone who adopts the appropriate behaviour can be a good leader.

## UNIT - 4

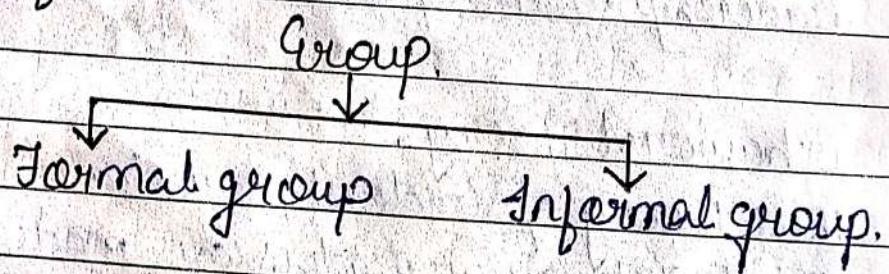
### Group behaviour / Group Dynamics.

Group:-

- Two or more individuals.
- Interacting and Interdependent
- Who has come together to achieve organisational goals.

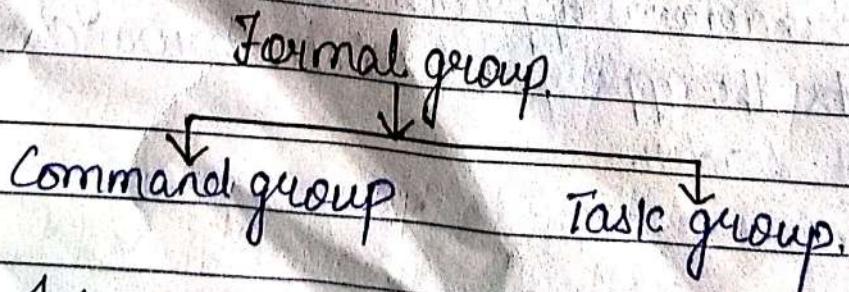
Group:- A group consist of two or more persons who interact with each other, consciously for the achievement of certain common objectives.

### Classification:-



#### \* Formal group:-

- Defined by organisation structure.
- Designation Designated with work assignments.



#### \* Informal group:-

- Interest group.

1- Those working together to attain a specific

objective with which each is concerned.

- 2- Relatively temporary.
- 3- Organised around a common activity or interest of its members.

- Friendship group:-

- 1- Those brought together because they share one or more common characteristics.
- 2- Relatively Permanent.
- 3- Draws benefits from social relationships among its members.

- \* Group Properties:-

Roles

Norms

Status

Size

Cohesiveness

#### Roles:-

#### Role Identity:-

- Certain attitude and behaviour consistent with a role.
- Have the ability to shift roles as per the need of the situations.

#### Role Perception:-

An individual's view of how he or she is supposed to act in a given situations.

## Role Expectation :-

How others believe a person should act in a given situations.

## Role Conflict :-

A situation in which an individual is confronted by divergent role expectations.

## \* Status :-

A society defined position or rank given to groups or group members by others.  
What determines status?

Status derived from one of three sources -

- 1)- The power a person wields over others.
- 2)- A person's ability to contribute to group's goals.
- 3)- Individual's personal characteristics.

## \* Cohesiveness :-

Degree to which group members are attached to each other and are motivated to stay in the group.

## Increasing group characteristics :-

- 1- Make the group smaller.
- 2- Encourage agreement with group goals.
- 3- Increase time members spend together.
- 4- Increase group status and admission difficulty.

- 5- Stimulate competition with other groups.
- 6- Give rewards to the group and individuals.
- 7- Physically isolate the group.

\* Relationship between group, cohesiveness, performance norms and productivity :-

→ Cohesiveness.

Performance norms	High		Low
	High	Productivity	Moderate
High	High Productivity	Moderate Productivity	Moderate to Low Productivity
Low	Low Productivity		

### A. Group Decision Making :-

#### Strengths

- More complete information
- Increased diversity of views
- High quality of decision (more accuracy).
- Increased acceptance of situations

#### Weakness

- More time consuming (slower)
- Increased pressure to confirm.
- Domination by one or a few members.
- Ambiguous responsibility.

### Decision making :-

" Decision making is a process by which we choose the best possible course of action

from among the available".

## Process of decision making -

- 1- Identification of problem.
- 2- Collection of information
- 3- Analysis of information
- 4- Development of alternatives
- 5- choosing of best alternatives
- 6- Implementation of alternative.

### A. Group decision making techniques :-

The Process :-

- The group leader states the problem clearly.
- Members then "free-wheel" as many alternatives as they can in a group length of time.
- No criticism is allowed and all the alternatives are recorded for later discussion and analysis.

#### 1- Nominal group techniques -

- is group decision making method in which individual members meet face to face to pool their judgment in a systematic but independent fashion.
- It permits the group to meet formally but does not restrict independent thinking.

## 2- Electronic meeting -

- A meeting in which members interact on computers allowing for anonymous for comments and aggregation of votes.
- The major advantages of electronic meetings are anonymity, honesty and speed.

## 3- Brain Storming -

It is a widely used group decision making technique where 6 to 12 peoples interacts with each other on a given topic to come out with possible and feasible alternatives.

## 4- Delphi technique -

It is developed by the RAND organisation in 1959 to avoid the short coming of brain storming. It is a process of asking views of experts on any structured problem.

## Group Vs Team.

Criteria	Group	Team
1- Interest	Shared interest	mutually agreed.
2- Contribution	Individual	
3- Skills	Complementary	Random
4- Identity	Shared	clearly defined
5- Culture	Diverse	shared
6- Examples	Cricketers	Cricket team.

## \* Managing the team :-

Selection - Analysing team roles forming the team. Establishing team goals. Matching team to task.

## Bonding :-

Establishing team trust.

## Development :-

- Balancing skills within the team.
- Ways to formulate goals.
- Maximising team performance.
- Improving team efficiency.

## Optimising performance :-

- Maximising performance.
- Team Dynamics.
- Four stages of team development.
- Managing tactics.
- Resolving conflicts.

## Assessment :-

- Project or goal check.

## Group Dynamics :-

Group Dynamics refers to the study of human behaviours in a group.

## \* Theories of Group formation

- Balance theory-

Propounded by "Theodore New-comb"  
persons are attached with one another  
on the basis of similar attitudes.

### Balance Theory

Individual X  $\longleftrightarrow$  Individual Y.

$\downarrow Z \leftarrow$

Common attitudes & values

Religion.

Politics.

Lifestyle

Marriage

Work

Authority

### Exchange theory?

- Propounded by "Thibaut and Kerly".

This theory is based on reward cost.

- The interacting interaction b/w people is reward.

## A. Stage of group formation

Stage 1 :- forming

Member get to know each other and set ground rules.

Stage 2 :- Storming

Member come to control by group leaders and hostility.

Stage 3 :- Norming

Member work together developing close relationships & feeling of cohesiveness.

Stage 4 :- Performing

Stage 5 :- Adjourning

Group may disband either after meeting that goals.

## B. Principles of Group dynamics.

- 1- The member of the group must have a strong sense of belonging to the group. The barrier b/w leader & to be led must be broken down.

- 2- The more attraction a group is to its member the greater influence it exercise on its members.
- 3- The successful efforts to change individuals. Sub parts of the group would result in making them confirm. to the norms of the group.
- 4- The pressures for change when strong can be established in the group by creating a shared perception by the member for the need for the changes.

Definition of conflict :-

Conflict is an inevitable and unavoidable part of our everyday professional and personal lives.

#### \* Causes of conflict

- Misunderstanding
- Personality clashes
- Competition for resources
- Authority issues
- Lack of cooperation
- Difference methods or style.
- Low performance
- Value or goal differences.

## \* Level and Type of Conflict.

### Level of Conflict

Organisation → Within & b/w group organisation  
group → Within & b/w group  
Individual → Within & b/w Individual.

### Types of conflict

## \* Functional and Dysfunctional Conflicts.

### Functional conflict →

Works towards the goal of an organisational or group.

### Dysfunctional conflicts →

Blocks an organisation or groups from reaching its goals.

## \* Conflict Management

Conflict management is defined as, "the opportunity to improve situations and strengthen relationships (BCS 2004).

- productive conflict mgmt
- collaborative conflict mgmt.

## \* Group Conflict

### ✓ Intragroup Conflict

- Conflict among members of a group.
- early stages of group development

### ✓ Intergroup Conflict

### \* Conflict continuum :- (Compassion)

- 1- I win, you lose (competitive situation).
- 2- I lose or give in (accommodation).
- 3- We both get something (compromise or negotiation and settlement)
- 4- We both win (collaboration).

### \* Points for managing conflict :-

- 1- Avoid the feeling and perception.
- 2- Communicate the desire for work and solution.
- 3- Show the destruction free behaviour.
- 4- Share the feelings, reactions and problems of other member.
- 5- Give respect and trust.
- 6- Investigation of issues.

### \* Process of Conflict Investigation :-

- 1- Present the conflict
- 2- Collection of Information as per the conflict presented.

### ✓ Management of change :-

Change is a universal process where a system is caused to shift from one position to another one.

### \* Meaning of change :-

The term change in the organisation context refers to any alteration that occurs in the work environment.

A plane change means those changes which are affected in a plane manner after assessing the need for change.

### \* Pressure for change :-

- 1- labour market and environment.
- 2- Technical Technological development.
- 3- Economic conditions:- Economic is the extreme one of society.
- 4- Work place diversity
- 5- Competition.

### \* Resistance to change :- Every change requires an adjustment and when this adjustment does not happen then it is known as resistance.

### \* Types of resistance :-

- 1- Logical resistance :- It arises from the time and effort needed to adjust the change.

- 2- Psychological resistance :- It arises due to personal attitude and feelings about the change.
- 3- Sociological resistance :- It arises due to better political conditions, group interest and another social reasons.
- 4- Individual resistance :-
  - a) Habit
  - b) Security
  - c) Economic factor
  - d) Fear of unknown
  - e) Communication process
  - f) Due to Non-Involvement
- 5- Organisational resistance :-
  - a) Structural inertia.
  - b) Limited change.
  - c) Power relationship :- Any redistribution of authority.
6. Process of change :- According to, Kurt Lewin, according to him the change requires three phases.
  - 1- Unfreezing :- It is the process of preparation of change through discontinuation of old practice.

2- Changing :- The planE change will be initiated. In this stage the planE change will be initiated and carried out change could relate to any aspect of organisation where the productivity is going to be hampered.

3- Refreezing :- This phase ensures that the change has introduced and installed as per satisfactory level and the set change is visible under the observation.

\* Management of change :- Management of change is always a part of deep concern because it requires the balance b/w dynamic forces. If the forces go unbalanced than negative result can be observe in the form of Industrial unrest, Lockouts and loss of production. To avoid the problems during change we have to follow certain strategies-

1- Supportive strategies :- This strategies is design to support the organisation for adapting the changes. It further can be divided into three parts:-

a)- Emphirical strategies:-

The seniors are suppose to act as change agents and the juniors will follow the senior's step.

### b)- Normative strategy :-

The employees are asked to follow the prescribable Norms in order to accommodate the change.

### c)- Power Strategies :-

The authority will be exercised to forced the people for accepting the changes. The people will be unable for having more power which is necessary for the acceptance of change.

\* Some techniques to manage the change.

#### 1- Education and Communication :-

This is a long process techniques where enough time and patience required but results are very effective.

#### 2- Participation :-

Participation is the democratic way for managing the change which increases the commitment and complain.

#### 3- Facilitation and Support :-

It reduces the inability of people and increase the understand.

#### 4- Negotiations and agreement :-

Individuals and groups may result the change due to its advantages but after some reasonable negotiation some agreement can be achieve.

5- Concise :-

To achieve the speedy implementation of change the concern for an but it is good for the same temporary change

6- Mispublication and diplomacy :-

Very selective information will be share.

7- Leadership change :-

## UNIT-6

° Pradeep

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- ★ Locus of Control :- The extent to which a person believes they have power over their successes and/or failures in life.

Internal locus

of control

External

locus of control

- Believes his or her success are due to factors within their own control.
- Behaviour is guided by his/her personal decisions and efforts.
- Believes his or her success are due to factors outside of their own control.
- Behaviour is guided by fate, luck and other external circumstances.

- ★ Personality types :-

- Type A, B, C personalities.
- Each personality type is represented by a group of behavioral characteristics.

Type A personality :-

- Anger
- Impatience
- Hostility
- Aggression
- Need for control
- Hurried
- Unaware of environment and others need.

### Type B Personality:-

- Patience
- Much less time urgency
- Relaxation without guilt.
- "Laid back".

### Type C Personality :-

- Overgras, more than one "Type C" personality has been described.
- Most common Type C reference.
- Introverted, keeps to him or herself.
- If wronged, may not stand up for him or herself.
- Confounding
- Concer prone.

### \* Big five personality traits :-

1- Extraversion - Extraversion focuses on the comfort level of an individual in interaction with others.

Extraversion  
assertive  
outgoing  
Talkative  
Open

Introversion  
Timid  
Quiet  
Reserved.

2- Agreeableness - Agreeableness refers to an individual's behaviour towards others while interacting with them.

High agreeableness	low agreeableness.
Good natured	cold.
Co-operative	Antagonistic
Trusting	Distant.

3- Conscientiousness - It refers to the extent to which an individual show consist and reliable behaviour.

High conscientiousness	low conscientiousness.
High responsible	Unreliable
Dependable	Disorganized.
Organised	Inconsistent
Persistent	Easy-going.

4- Emotional Stability:- It refers to the ability of an individual to control his/her emotions at the time of crises.

Positive emotions	Negative emotions.
Calm	Nervous.
Self confident	Depressed
Secure	Insecure.

5- Openness-to-experience & It measures the individual's ability to be open to any kind of experience that helps him/him to do the job effectively,

High openness-to-experience

More approachable  
Creative

Imagination  
Curiosity

low openness-to-experience

Uncomfortable  
Practical

Traditional  
Down-to-earth  
Conservative

Group X

Myers-Briggs Type Indicator (MBTI);-

The MBTI is -

- A self-report instrument.
- Non-judgmental.
- An indicator of preferences
- Well researched.
- Rich in theory.
- Professionally interpreted
- Used internationally.
- A way to sort, not to measure.

Preference scales.

Extraversion ----- Introversion  
Sensing Intuition

Thinking  
Judging

Felling  
Perception.

A. Counselling:- Counselling is therapeutic process of providing help and support to the people by the face to face interaction and towards the resolving of difficulties. Counselling helps the people to see the things from a different point of view and encourage them to draft their action plan.

Elements of Counselling:-

- 1- Subject
- 2- Counsellor
- 3- Issue
- 4- Medium
- 5- Development of solution and alternative.

A. Types of counselling:-

- |             |            |
|-------------|------------|
| 1- Guidance | 4- Change  |
| 2- Advising | 5- Sharing |
| 3- Therapy  | 6- Helping |

### 3- Fiedler's Contingency Model :-

#### (a) Leader-member relations :-

Degree to which a leader is accepted and supported by the group members.

#### (b) Task structure :-

Extent to which the task is structured and defined, with clear goals and procedures.

#### (c) Position Power :-

The ability of a leader to control subordinates through reward and punishment.

### 4- Blanchard's Situational Theory :-

- Telling
- Selling
- Participating
- Delegating.

#### Managerial grid :-

Managerial grid is the leadership theory depends upon the two contingencies.

- 1- People concern
- 2- Production concern.

People concern :- This is a degree to which a leader considers the need of team members.

Concern of production :- This is a degree to which a leader emphasises over the objectives and goals.

	High concern for people	Country club	Team leader	
High concern for production		Middle of the road.		
Low concern for production	Impoverished	Production Perish		

low High  
concern for production

- Country club leadership - High people | Low production
- Production Perish - High production | Low people.
- Impoverished - Low production | Low people.
- Middle of the road leadership - Medium production | Medium people.
- Team leadership - High production | High people.

A. Likert's School of Leadership :-

Acc) to Likert, the efficiency of an organisation or its departments is influenced by their system of management.

Exploitive Authoritative System

Benevolent Authoritative System

Consultative System

Participative (group) System.