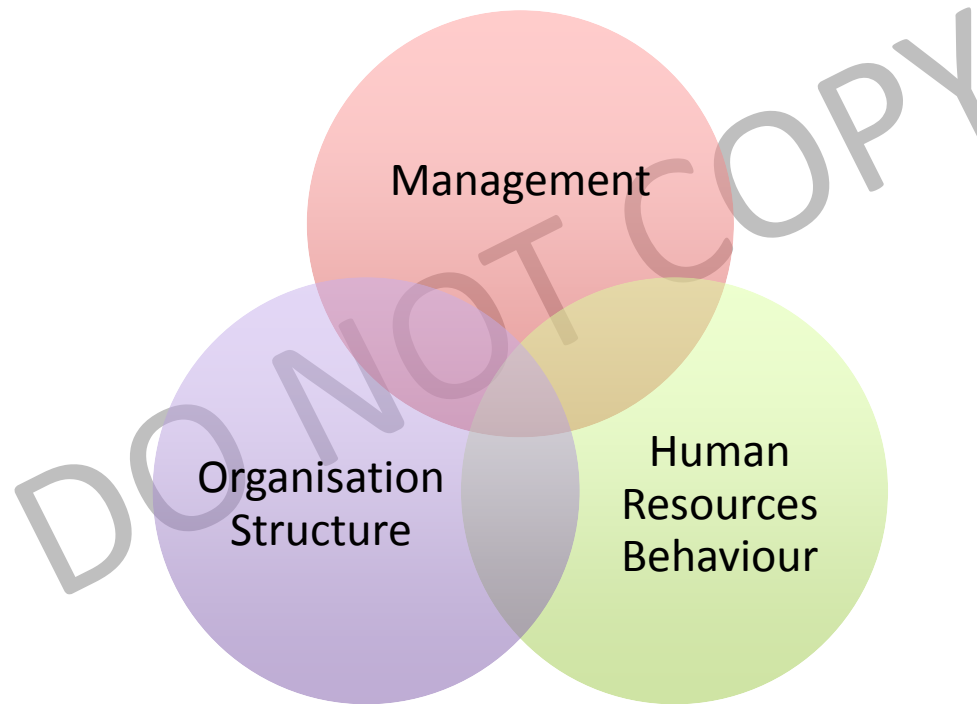


INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

A. Business Success

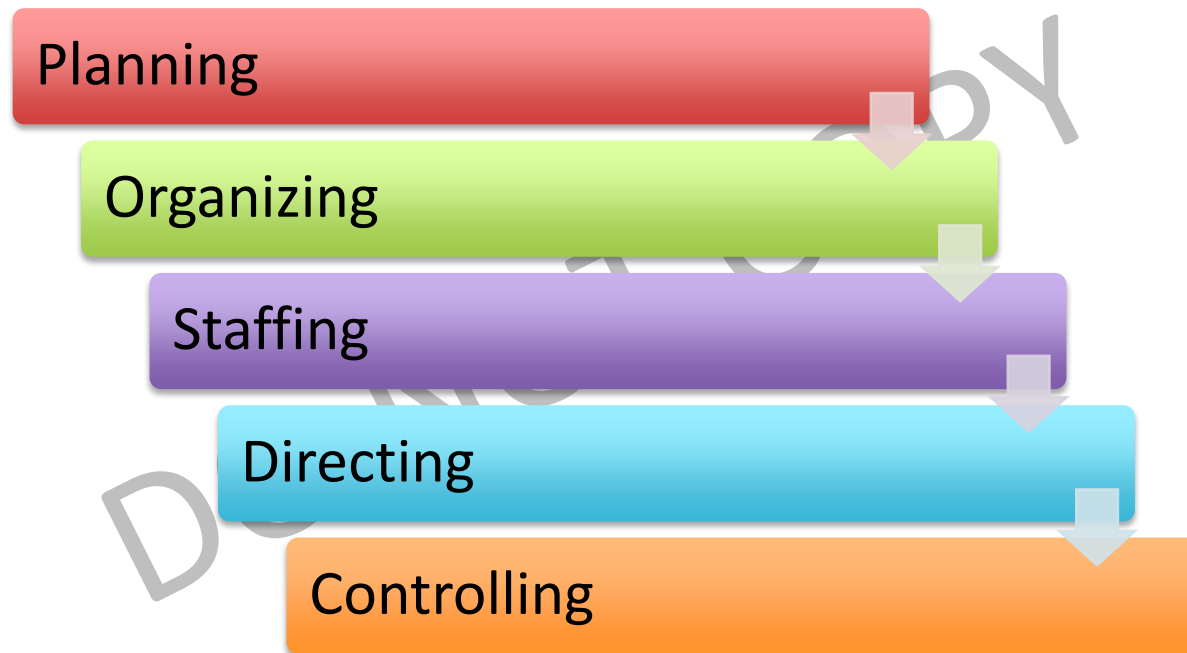
➤ Determinants of Business success



INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

B. Management

➤ Functions of Managers



INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

Functions of Management

1. Planning: Choosing course of action to achieve organizational objectives. It includes short-term and long-term plans.

2. Organising: Involves grouping of jobs into framework for coordination and direction. Helps to eliminate gaps and overlap. Jobs and activities must be grouped to devise an overall structure.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

Functions of Management

3. Staffing: Involves building an effective organizational team. It includes procurement, development, compensation, integration and maintenance of people for achieving goals.

4. Directing: Involves execution of the plan. It includes motivating, commanding, leading and activating the people.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

Functions of Management

5. Controlling: It involves checking, verifying and comparing the actual performance with the plans and correcting the deviations to ensure conformity.

Control of all resources – humans, material, finance and machines is required for efficient operations.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

Managerial Skills

1. Technical skills: To work with machines, tools and techniques for HR, financial, marketing and production management.
2. Human skills: Work with people at all levels and ability to form effective teams.
3. Conceptual skills: Ability to draw a macro and comprehensive view of the company and find solutions for various situations and challenges.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

Managerial Roles

1. Interpersonal Roles:

- **Figurehead:** Head of the organization, SBU or department ensuring overall smooth functioning.
- **Leader:** Head of the organization, SBU or department coordinating work of others and leading subordinates.
- **Liaison:** Head of organization or unit involved in motivation, communication and encouraging the team.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

Managerial Roles

2. Informational Roles:

- **Monitor:** Manager scans his environment, subordinates, peers and superiors to collect verbal information.
- **Disseminator:** Manager disseminates collected information to subordinates who do not have direct access to it.
- **Spokesman:** Manager gives information to superiors who further inform insiders and outsiders who control the organization.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

Managerial Roles

3. Decisional Roles:

- Entrepreneur: Manager adapts to the changing environmental factors and tries to improve his unit. He seeks new ideas and projects
- Disturbance handler: Manager must pay attention to every small disturbance in the unit and solve the problems skillfully.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

Managerial Roles

3. Decisional Roles:

- **Resource Allocator:** Manager should give time to the subordinates and listen to their opinions, experiences and problems. He should adopt open-door policy.
- **Negotiator:** Manager negotiates with people at all levels within and outside the organization. He should use information and resources to gain advantage in negotiations.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

C. Study of Human Behaviour

Study of Human Brain and Mind:

- People behave similarly or dissimilarly depending upon human brain and human mind.
- The brain governs intellectual and emotional abilities.
- The mind is a manifestation of thought, perception, emotion, determination and imagination.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

Similarities and Dissimilarities

People may be similar or dissimilar with each other in the following aspects:

- Physical features like height, weight, body structure, facial dimensions, etc.
- Psychological factors like attitudes, values, opinions, perception, etc.
- Social factors like activeness, shyness, interactive, etc.
- Human resources like skills, knowledge, abilities, beliefs, values, etc.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

Similarities and Dissimilarities

Dissimilarities in Individuals:

Though many people have similarities they may still behave differently in different situations, organizations and societal set-ups.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

Similarities Factors of Individual Differences

1. Hereditary factors: It includes
 - Anatomical and Physiological factors like age, height, weight, skin colour, etc.
 - Psychological factors like perception, learning, leadership, motivation, attitudes, values, emotions, etc.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

Similarities Factors of Individual Differences

2. Environmental factors: It includes

- Physical factors such as climate, demographics, etc.
- Socio-cultural factors such as family, neighbourhood, institutions, work place, social groups, etc.
- Economic factors

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

Similarities Factors of Individual Differences

3. Situational factors:

It includes types of organization, supervision, training received, type of incentives, social and cultural environment of workplace, method and conditions of work, physical work environment.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

Reasons of Individual Differences

The reasons which influence the differences in behavior include:

1. Human abilities: It includes:

- Physical abilities: to carry out physical activities and tasks using strength, energy and coordination
- Intellectual abilities: capacity to think, analyse, interpret and make decisions

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

Reasons of Individual Differences

2. Biographical characteristics: It includes:

- Age: It influences judgement, skills, emotional balance, wisdom, flexibility and adaptability.
- Gender: Men in general are more aggressive than women.
- Ethnic groups: This is based on variations in culture and include Tribalistic, Ego-centric, Socio-centric and Existential.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

Ethnic Groups

It categorises different types of individuals and their preferred behavioural and managerial patterns. They include

- Tribalistic: They prefer directive, strong leadership from their boss.
- Ego-centric: They prefer to work alone in their own entrepreneurial style.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

Ethnic Groups

- Socio-centric: They seek social relationship from their job.
- Existential: They strive for satisfying the growth and self-fulfillment need from their jobs.

Managers should understand these differences in behaviour and assign appropriate jobs to individuals accordingly.

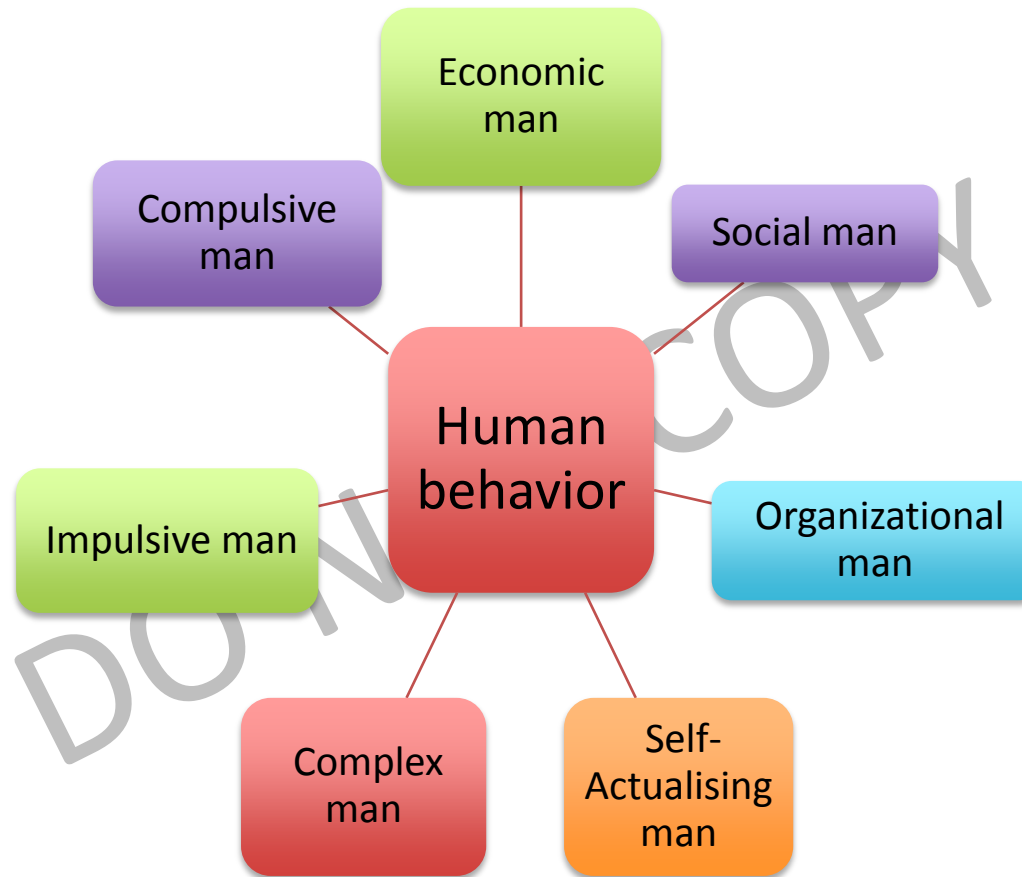
INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

D. Models of Man

- Managers understand individual differences to make a balance between individual behaviour and job demands.
- To understand the differences certain assumptions are made about men.
- Various models of man have been developed based on these assumptions as a guide to human behaviour.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

D. Models of Man



INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

D. Models of Man

1. Economic Man

Assumptions:

- Man is motivated by economic incentives like salary and fringe benefits.
- His feelings need to be controlled and moulded towards rationality.
- Organization can predict and manipulate human behaviour and work done by controlling the economic incentives.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

D. Models of Man

2. Social Man

Assumptions:

- Man values social relationships more than economic incentives.
- He can be motivated by satisfying his social needs.
- Organizations can assign jobs which provide an opportunity to satisfy his social needs.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

D. Models of Man

3. Organizational Man

Assumptions:

- Man prefers to work with others to satisfy his belonging needs.
- He can sacrifice his needs for the sake of the group or organization.
- Group and collaborative activities contribute to his creativity.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

D. Models of Man

4. Self-Actualising Man

Assumptions:

- Man is satisfied most when he achieves and creates something special.
- Self-actualisation provides ultimate satisfaction and the already satisfied needs like monetary and social needs are no longer motivators.
- External incentives do not affect them.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

D. Models of Man

5. Complex Man

Assumptions:

- Man is motivated by a set of complex variables and factors.
- There is variation in need pattern, behaviour, direction and control.
- Man behaves differently in similar situations due to absence of cause-effect relationship.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

D. Models of Man

6. Impulsive Man

Assumptions:

- Man acts and reacts spontaneously.
- Impulsive forces make man act suddenly without any rational reasoning.
- It is difficult to predict their behaviour.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

D. Models of Man

7. Compulsive Man

Assumptions:

- Man does not act or react quickly.
- He considers the influence of various factors, situations and personalities to collect information and analyses the output.
- He evaluates the consequences of output and behaves in a desirable way.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

E. Group Similarities and Dissimilarities

Social, Cultural and Religious factors affect group behaviour.

- Work related Cultural values: They affect the motivational needs of groups. People from poor countries are motivated by compensation whereas in rich countries they require recognition and responsibilities.
- Individualism vs. Collectivism: Western countries prefer Individualism and Eastern countries prefer Collectivism.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

E. Group Similarities and Dissimilarities

- Power distance: It denotes relation between superior and subordinate. Low power distance societies prefer participative decision-making and democratic style of leadership.
- Risk-Taking behaviour: People in countries with high scores of uncertainty avoidance prefer a systematic and methodological way of work and in countries with low scores a more flexible way of work is preferred.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

E. Group Similarities and Dissimilarities

- **Masculinity vs Femininity:** In Masculinity the dominant values are success, money and material things and in Femininity they are caring for others and quality of life. People in high Masculinity countries are highly competitive and strive for economic growth. People in high Femininity countries favour friendly work environment and are relationship oriented.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

F. How do Organizations Behave?

- Human behaviour within an organization when it interacts with the structures, organs and groups is organizational behaviour.
- Various organs of a system include tasks, jobs, roles, materials, machines, services, information, etc.
- Organization is a process of combining and interrelating the various organs and building relations among themselves based on a purpose.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

H. Historical Development of OB

1. Scientific Management: F.W.Taylor made a systematic study and enumerated the principles of Scientific Management. The principles include:

- Time and Motion study
- Differential payment
- Group harmony
- Cooperation between management and workers
- Employee selection and training
- Separation of planning and execution

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

H. Historical Development of OB

2. Hawthorne Experiments: Elton Mayo conducted a series of experiments at Hawthorne plant by altering many variables. He evolves the Human Relations approach which contributed the following:

- Informal organizations prefer democratic style of supervision over task-centred leadership.
- People should be taught management skills along with technical skills.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

H. Historical Development of OB

2. Hawthorne Experiments

- Not only work functions but social factors should also be considered in designing an organization.
- Workers' output is determined by group norms and not time motion study.
- Workers are motivated by financial and non-financial rewards.
- Focus should be on group dynamics and process rather than individual.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

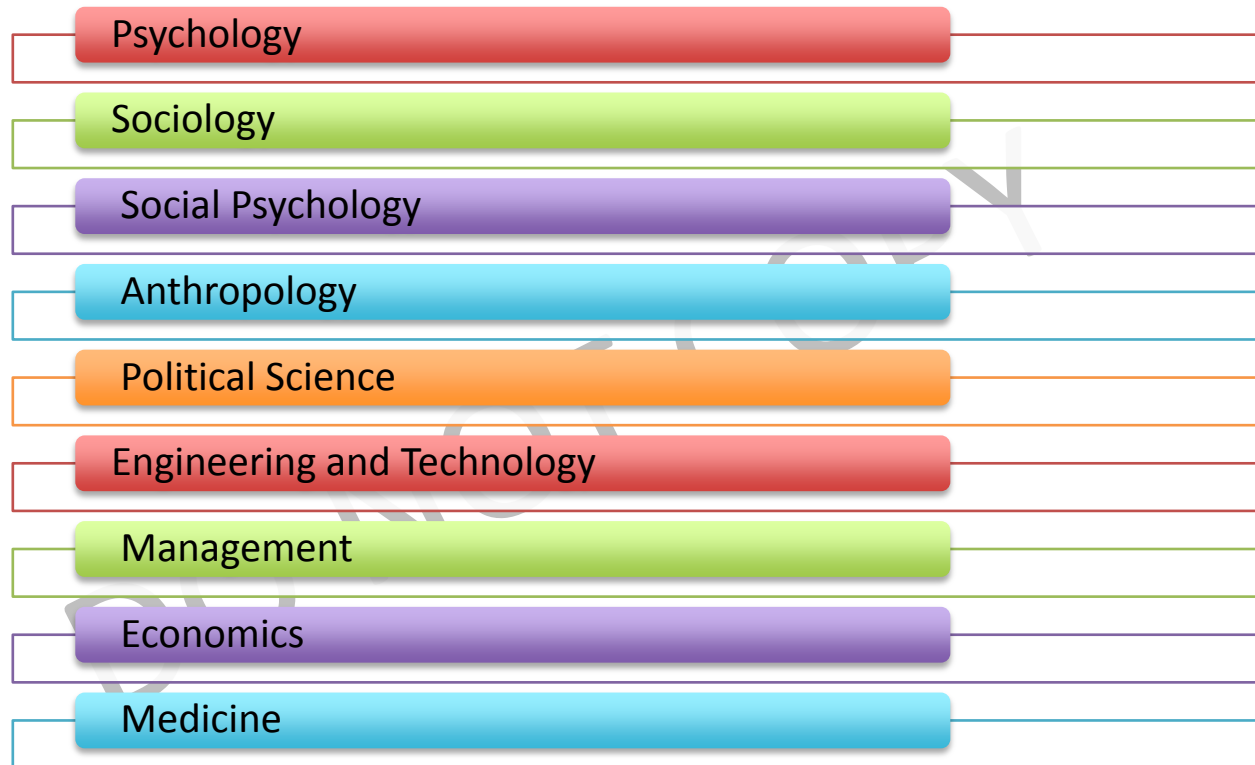
I. Features and Disciplines of Organizational Behaviour

Human behaviour is caused by individuals, groups and structure of organizations. The features of organization behaviour include:

- Human behaviour can be predicted, studied, transformed and managed.
- Understanding of organizational strategies, and type of human behaviour required to implement them effectively enhances performance.
- Organizational behaviour is a multidisciplinary subject.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

Disciplines Contributing to Organizational Behaviour



INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

Disciplines Contributing to Organizational Behaviour

1. Psychology: It studies, predicts and manages human behaviour. The relevant psychological concepts to OB include:

- *Perception
- *Personality
- *Emotions
- *Leadership
- *Motivation
- *Values
- *Learning
- *Attitudes
- *Selection
- *Job Satisfaction
- *Training
- *Risk-taking
- *Communication

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

Disciplines Contributing to Organizational Behaviour

2. Sociology: It deals with the society as a whole. The contributions to OB include:

- *Group Dynamics
- *Organization Theory
- *Teamwork
- *Organization Design
- *Communication
- *Organization Change
- *Power & Politics
- *Intergroup Conflict and Behaviour

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

Disciplines Contributing to Organizational Behaviour

3. Social Psychology: It deals with the influence of an individual; on others and vice versa. The contributions to OB include:

- *Attitude Change
- *Communication
- *Group Process
- *Change Management
- *Group Interaction
- *Group Decision making

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

Disciplines Contributing to Organizational Behaviour

4. Anthropology: It studies societies to understand humans and their activities. The contributions to OB include:

- *Cross Culture
- *Comparative Values
- *Comparative Attitudes
- *Organizational Culture
- *Organizational Environment

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

Disciplines Contributing to Organizational Behaviour

5. Political Science: It predicts, studies and manages behaviour of individuals and groups in political environment. The contributions to OB include:

- *Structuring Conflict
- *Allocation of Power
- *Political Behaviour
- *Decision-making

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

Disciplines Contributing to Organizational Behaviour

6. Engineering & Technology: They influence work design, machinery, working styles, etc. The contributions to OB include:

- *Perception
- *Work Environment
- *Communication
- *Teamwork
- *Team Dynamics
- *Decision-making
- *Knowledge management

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

Disciplines Contributing to Organizational Behaviour

7. Management: It deals with supervising people in their activities to contribute to organizational goals. The contributions to OB include:

- *Leadership
- *Motivation
- *Communication
- *Decision-making
- *Organizational Structure
- *Predict Behavioural requirements of Organizational Strategies
- *Manage behaviour towards Strategic Requirements

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

Disciplines Contributing to Organizational Behaviour

8. Economics : It studies human behaviour as a relationship between ends and scarce means which have alternative uses. The contributions to OB include:

- *Motivation
- *Decision-making
- *Learning

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

Disciplines Contributing to Organizational Behaviour

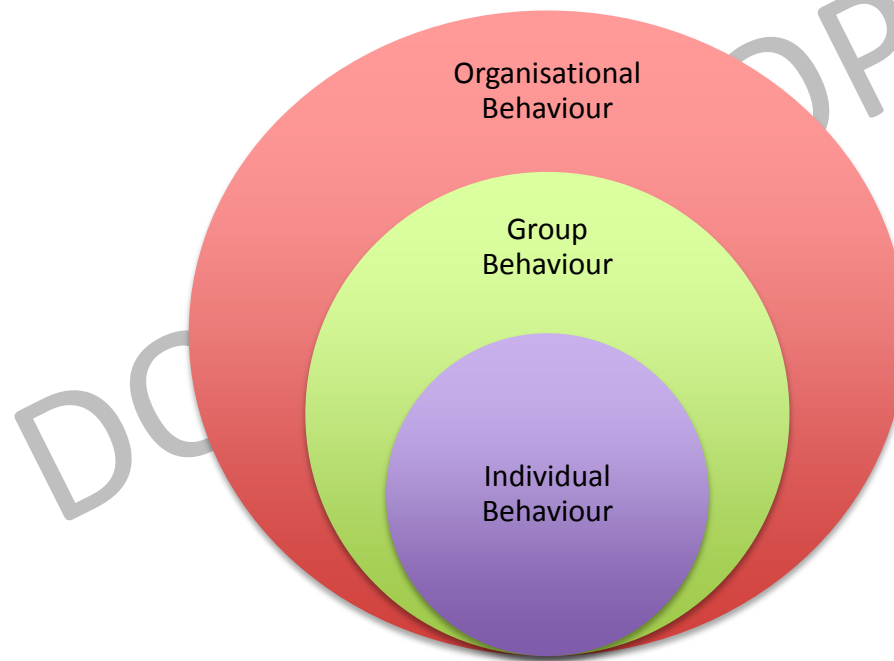
9. Medicine: It is the applied science of treating a disease and has concern for physical and psychological health of humans. The contributions to OB include:

- *Organizational Stressors
- *Hypertension
- *Frustration

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

J. Nature and Complexities of Organizational Behaviour

OB analyses human behaviour in an unified, integrated and comprehensive manner of 3 levels -



INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

J. Nature and Complexities of Organizational Behaviour

1. Individual behavior: It is influenced by:

- Perception: The cognitive process that yields a unique picture of the world.
- Personality: Sum total of ways in which an individual reacts and interacts with others.
- Values: Convictions that a certain mode of conduct is preferable
- Attitudes: Evaluative statements concerning objects, people or events.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

J. Nature and Complexities of Organizational Behaviour

1. Individual behavior:

- Job satisfaction: Refers to a person's feelings towards the job
- Motivation: Process that accounts for intensity, direction and persistence of goal.
- Learning: Process of permanent change in behaviour due to experience.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

J. Nature and Complexities of Organizational Behaviour

2. Group behavior: It is influenced by:

- Group dynamics: Groups are formed for a purpose. They behave and function based on norms.
- Teamwork: Performance of team is greater than sum of individual inputs.
- Power and politics: Refers to the ability of people to acquire resources and award them to people in the organization.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

J. Nature and Complexities of Organizational Behaviour

2. Group behavior:

- Communication: Transfer of information and understanding meaning of it.
- Leadership: Ability to influence and guide group towards achieving goals.
- Decision-making: Developing alternative solutions to a problem and selecting the best solution.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

J. Nature and Complexities of Organizational Behaviour

3. Organizational factors:

- Organizational theory: Refers to various models of structuring activities of work to build relationships among people, goals, etc.
- Organization design: Formulating the philosophy for coordinating job tasks.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

J. Nature and Complexities of Organizational Behaviour

3. Organizational factors:

- Organizational culture: It is a pattern of basic assumption by a group as it learns to cope with problems and has worked effectively.
- Organizational effectiveness: Selecting the right objectives and goals depending upon the environment.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

K. Significance of Organizational Behaviour

The overall behaviour of Human resources is affected by individual behaviour and other factors such as social, cultural, economic, political and structural.

1. Human Behaviour and Human Resources:

Human resources play a significant role in modern economics. Development of countries greatly depends upon human behaviour.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

K. Significance of Organizational Behaviour

2. Human Behaviour and Organizational Performance:

- Organizational performance is measured against objectives such as market share, profit, innovation, customer and employee satisfaction, etc.
- These objectives are achieved only when employee behaviour is channelized to enhance organizational behaviour as a whole.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

K. Significance of Organizational Behaviour

2. Human Behaviour and Organizational Performance:

- Success of Crafting and implementing strategies depends upon employee commitment to organizational strategies.
- Appropriate and adaptable human behaviour helps to develop employee commitment.
- Employees work to develop technical skills, knowledge and competency.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

K. Significance of Organizational Behaviour

3. Human Behaviour and Strategic Advantages:

- Strategic Advantages include low cost advantage, high quality, superior customer satisfaction, speed of delivery, etc.
- Trained and skilled employees along with a conducive environment contribute in achieving these goals.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

K. Significance of Organizational Behaviour

4. Human Behaviour and Efficient HR Management:

- Appropriate human behaviour helps in positive and efficient HR management such as employee satisfaction, fair treatment of employees, training and continuous learning, counseling, mentoring, team building, etc.

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

K. Significance of Organizational Behaviour

5. Human Behaviour and Nation's Well-being:

- Human behaviour plays an important role in the well being of a nation because human resources are responsible for making use of national resources and transformation of traditional economies to modern and industrial economies.