

ASSIGNMENT - I

Q1. Define OB. Explain sets of skills for managers to effectively navigate various behavioural pattern.

~~Ans:~~ Organizational behaviour is a set of study on application of knowledge about how people, individuals, groups, act, think and feel in an organization. If its done through system approach, it interprets people-organization relationships in terms of whole person, whole group, whole organization and system.

Managers pose four sets of skills that allow them to effectively navigate the process of different types of managing behaviour:

1. Identifying the behavioural challenge.
2. Identifying the causes of current behaviour.
3. Choosing a strategy for attaining behavioural growth.
4. Implementing and adjusting the chosen strategy as needed.

Explain

The behavioural challenges managers face today are exacerbated by the increasing complexity of work environment and the fast pace of topographic, technological changes. Increasing internationalization is bringing people from variety of cultural backgrounds together in a workplace.

Being able to manage diversity well is more important than ever because decisions are increasingly made in non-functional teams and task forces.

Managers need to understand that people who traditionally have been discriminated against representing valuable pools of employee talent

Q2. Trace the historical background of various theory of OB. Explain how scientific management differs from rules of thumb method.

Ans- The historical backgrounds of various theory of OB are :

1. The study of modern management started around 1900.
2. Early history dates back to 7000 years ago.
3. It was based on trial and error method.
4. No sharing of ideas and practices.
5. No common body of knowledge.
6. 1700-1785 saw the industrial revolution in England.
7. Management of the work factor in England was characterized by efficiency, strict control, rigid rules & procedure.
8. After the end of civil war in US, the dramatic expansion of mechanical industries led to better planning, organizing.

9. In 1886, G.W. Taylor presented a paper based on "the engineer and the economist".
10. Principle of maximum good for society can come only through co-operation between management and labour.

The difference between scientific management and rule of thumb:

Scientific management	Rule of thumb method
1. Result from scientific research.	1. Result from practice and experience.
2. Management method previously studied with results.	2. No previous data analysis of method.
3. Independent of personal experience.	3. Based on managers' personal experiences.
4. Offers a demonstrative approach.	4. Declaration by the manager.
5. Better outcomes based on study.	5. Lesser guarantee of an outcome.

Wrong *format*

Q3. With the help of relevant examples differentiate between the supportive model and the collegial model.

Ans-

Supportive model

1. The basis of this model is leadership with managerial orientation of support.
2. Employees are oriented towards job performance and participation.
3. Employees are needed to be perceived as an asset of the organization.
4. It is based on supportive relationship principle.
5. Employees are expected to grow while they help organization to achieve its goals.

Collegial model

1. The basis of this model is based on partnership with managerial orientation of team work.
2. Employees are oriented towards responsible behaviour and team work.
3. Employees are self-disciplined self-competent and realize self-actualization.
4. It is an extension of supportive model.
5. Collegial means a group of persons working for a common purpose

Wrong from

Q4. Critically analyze the custodial model.

~~Ans-~~ The custodial model is based around the concept of providing economic security for employees - through wages and other benefits, that will create employee loyalty and motivation.

- ~~Role of management~~: According to the custodial model, managers can motivate workers and improve their performance by providing financial incentive.
- ~~Impact on teamwork~~: Given the focus on financial rewards for performance and "locking" staff into the organization through attractive bonuses and benefits. In some cases, a very competitive environment can be created where the employees strive for best performances and on an individual basis only.
- ~~Pyramid system~~: Some custodial structures are based around a pyramid system where only the more senior staff members truly enjoy the financial benefits of the organization once a certain management level or status is reached the employee is very well rewarded.

• Key aspects of custodial model:

- The custodial model is more likely to discourage the concept of team work.
- Performance can shift from workplace delivery of goals to a greater concern about reputation in the organization.
- Employees in the structure are primarily driven by the financial security they receive for their effort, which drives an overall on key performance goals for the firm.

~~Critique~~ ~~Very fair~~