

Organisational Behaviour

Q-1) Explain The Meaning and Features of Organisational Behaviour.

* Meaning of organisational behaviour:-

Organisation behaviour is the study and application of knowledge about how people as individual and group act within organisation.

* Features of Organisation behaviour

1) Organisational behaviour is science :-

Knowledge of organisational behaviour is based on science. It seeks to develop knowledge base using a research oriented approach.

2) Organisational behaviour is applied science :-

It is the application of knowledge about individual and group act within organisation.

3) Organisational behaviour is study of human behaviour :-

Organisational behaviour helps to systematically describe how people behave under various situations.

4) Organisational behaviour is study about behaviour in organisation :-

Organisational behaviour Merton gives not only focus on understanding individual behaviour but they also study behaviour of people in groups since people influence each other by work environment.

5) It is interdisciplinary in nature :-

Organisational behaviour is an applied science which comprises principle of many other behaviour science such as psychology, sociology etc.

(c) Organisational behaviour recognises that organisations are dynamic.

In studying organisational behaviour it is important to understand that organisations are ever changing open system which takes from the resources from environment into output which is again transformed back to input in the cycle continuous.

(Q1)

(a-1) Explain the importance and limitations of organisational Behaviour.

* Importance of Organisational Behaviour :-

- It builds better relationship by achieving people's organisational and social objectives.

- 2) It covers a wide variety of human resources like behaviour, training and development, change Mgmt, team leadership teams etc.
- 3) It brings Coordination which is the essence of Management.
- 4) It improves goodwill of the ~~organization~~.
- 5) It helps to achieve objectives quickly.
- 6) It makes optimum utilization of Resources.
- 7) in facilities Motivation,
- 8) it leads to higher efficiency.
- 9) it improves Relations in the organization.
- 10) It is multi-disciplinary in the sense that applies different techniques, methods and the rules to evaluate the performance.

* Limitations of Organizations / Benevolent :-

1) Benevolent Bias :-

It further causes dependence, dis-contentment, indiscipline, and irresponsibility.

2) Law of Diminishing Returns :-

It says that beyond a certain point, there is a decline in output even after each addition of good or positive factors.

3) Unethical Practices and Manipulation of People :-

Knowledge of Motivation and Communication acquired can be used to exploit subordinates in an organization by the manipulative managers.

(Q-2) Explain The Meaning 'Features of Perception' and also explain process.

* Introduction :-

Perception is the ~~process~~ organization, identification and interpretation of sensory information in order to represent and understand the environment.

* What is Perception :-

Perception depends on complex functions of the nervous system but subjectively seems mostly perfect less because this processing happens outside of conscious awareness.

According to Joseph Reitz, "perception includes all those processes by which an individual receives information about his environment - seeing necessarily, feeling it, tasting and smelling

* Features of Perception :-

- 1) Perception is very important in understanding human behaviour because every person perceives the world and approaches life problems differently. Whatever we see our feel is not necessarily the same as it really is when we buy something, it is not because it is the best. But because we take it to the best.
- 2) If people behave on the basis of their perception, we can predict their behaviour in the changed circumstances by understanding their present perception of the environment. One person may be viewing the facts in one way which may be different from the facts as seen by another viewer.
- 3) With the help of perception, the needs of various people can be determined, because people's perception is influenced by their needs.

4) Perception is very important for the manager who wants to avoid making decisions when dealing with people and events in the work setting. This problem is made more complicated by the fact the different people perceive the same situation differently. In order to deal with the subordinates effectively, the managers must understand their perceptions properly.

5) Perception can be important because it offers more than objective output if ingests in observation and manufactures an altered reality enriched with previous experience.

6) Perception builds characters (not necessarily good or bad characters) that defines different roles individuals fall into the crowd like the hypocrisite, the self-righteous, the victim, etc...

7) It is vitally important if we want to get along with others to try to see things from their perspective our work in their shoes for a while. If we work in their shoes we will gain a new perspective about things and understand the other and thus our bve and help the other more APPROPRIATELY.

* Process of Perception :-

* Introduction :-

In this Overview of perception and the perceptual process we will learn more about how we go from detecting stimuli in the environment to actually taking action based on that information and it can be organized into our existing structures and patterns, and then interpreted based on previous experiences.

Although the perception is a largely cognitive and psychological process, how we perceive the people and objects around us affects much communication.

Actually Perception Process is a sequence of steps that begins with the environment and leads to our perception of a stimulus and action in response to the stimulus.

* Process of

In order to fully understand the perception process correctly, we have to follow each of the following steps.

- 1) Selection
- 2) Organization
- 3) Interpretation.

* Selection :-

The world around us is filled with an infinite number of stimuli that we might attend, but our brains do not have the resources to pay attention to everything. Thus the first step of perception is the decision of what to attend to.

*) Organization :-

Once we have chosen to attend to a stimulus in the environment, the choice sets off a series of reactions in our brain.

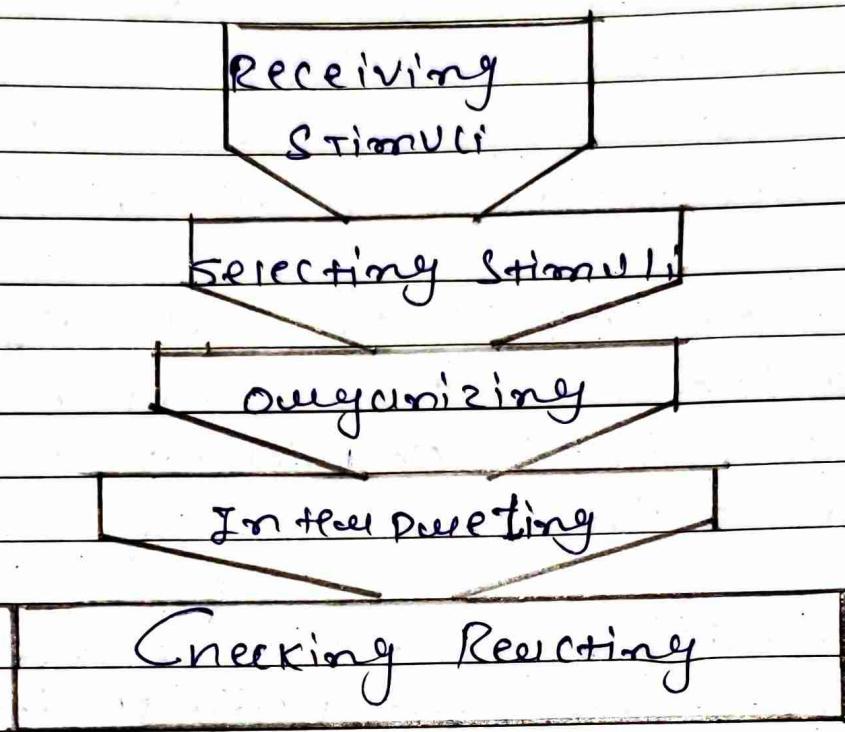
This ~~new~~ neural process starts with the activation of our sensory receptors (touch, taste, smell, sight and hearing).

Organizing is the second part of the perception process, in which we sort and categorize information that we perceive based on innate and learned cognitive patterns.

*) Interpretation :-

After we have attended to a stimulus, and our brains have received and organized the information, we interpret it in a way that makes sense using our existing information about the world. Interpretation simply means that we take the information that we have sensed and organized and turn it into something that we can categorize. By putting different stimuli into

categories. We can better understand and react to the world around us.



Q-3) Explain The Characteristics and Types of Personality.

* Characteristics of Personality :-

1) Openness :-

This trait features various characteristics such as imagination and insight. People who score high in this trait also tend to have a ~~lot~~

broad range of interests. They are curious about the world and other people and eager to learn new things and enjoy new experiences.

2) Conscientiousness :-

Stated characteristics of this dimension include high levels of thoughtfulness, good impulse control, and goal-directed behaviors. Highly conscientious people tend to be organized and mindful of details. They plan and think about how their behavior affects others, and are mindful of deadlines.

3) Extraversion :-

Extraversion (or extroversion) is characterized by excitability, sociability, talkativeness, assertiveness, and high amounts of emotional expressiveness.

People who are high in extraversion, are outgoing and tend to gain energy in social situations. Being around other people helps them feel energized and excited.

4) Agreeableness :-

This personality dimension includes attributes such as trust, altruism, kindness, affection, and other prosocial behaviours. People who are high in Agreeableness tend to be more co-operative while those low in this trait tend to be more competitive and sometimes even manipulative.

5) Nervousness :-

Nervousness is a trait characterised by shyness, moodiness and emotional instability. Individuals who were high in this trait tended to experience mood swings, anxiety, irritability and shyness. Those low in this trait tended to be more stable and emotionally resilient.

* TYPE OF PERSONALITY :-

* TYPE-A :-

A Type A Personality likes to be in charge and be in control of their environment and their lives. They're normally not very detail-oriented, choosing to delegate details to others. They're usually very goal-oriented and practical in their solutions. And deriving at their solutions and yours will entail a no-nonsense, bottom lines approach.

* TYPE-B :-

The type B personality is very outgoing, energetic, and fast-paced individual who likes to be around people and enjoys being the centre of attention. They're good relationship builders, and most people like them right away. Their driving need is for approval, so they try to like everyone in hopes everyone will like them too. Compliments, acknowledgement of their achievements, words of compliment

solidation, and even APPLAUSE. freedom groups will be the most important thing you can do for them.

* Type - C :-

The type-C personality is a very detail-oriented individual, who likes to be involved in things that help control and stabilize. They're intense and in accuracy, emotionality and logic. People who can't seem to control their emotions will bother them because type C personalities believe being emotional makes objectivity difficult or perhaps impossible. They also dislike being around people who are full of hype, since they desire facts, accuracy, and logic. Other people's emotions may not be a priority for them, as they tend to strive for the facts and let the chips fall where they may.

* Type - D :-

A TYPE D personality takes a sidestep, lesser price towards

toward their work and life in general. They seek security and longevity on the job and are very happy doing a repetitive task day in day out. The repetition allows them to become very skilled in what they do like wise they don't won't like it if the rules change a lot, as that's contrary to their desire to minimize change and stick with what they know works. For the Type-D Personality, even though the current may very be unpleasant, they worry that the unknown may be even worse.

Exploratory and Theory:

* Meaning of Theory :-

a-u) Explain X and Y theory.

* Introduction :-

Peter Drucker of the USA was presented his view on theory X and theory Y in his famous book 'The Human Side of Enterprise' in 1960. He has given theory X to the old and traditional Management belief and theory Y to the Modern Management belief. Theory X and Theory Y are such presumptions which are derived from McGregor's Experience.

* Theory Theory "X"

* Meaning :-

Theory X is the conventional presumption of management control and direction. As per theory X the old and traditional approach of Mgt is that a worker does not like to work hence they must be dealt with very strictly. Theory X is emphatic on the negative behaviour.

* Assumption of theory "X":

Mc Gregor calls theory X in the following assumptions:

- 1) The average employees working in any given enterprise have dislike for the work. He works as little as possible and will avoid it.
- 2) The employee is ~~Required~~ to be directed by fear of supervision, discipline, control and punishing steps.
- 3) The average human being prefers to be directed, wishes to avoid responsibility. He has relatively little ambition and wants security above all.
- 4) An employee gets satisfy by fulfilling his lower level requirements and is not so serious about the higher level requirements.
- 5) An average employee neither wishes change nor welcomes it. He is against the change.

* Policy Employed by Management

According to Theory X, only management can get the objectives of organization as human being is basically lazy. High degree of control and threat of punishment are the ways to manage such people.

- 1) without active intervention by the management. People could be passive to organizations needs therefore management must be more controlled and punished over employees.
- 2) For maintaining proper standards of production, they were threatened to be fired along with the weapon like termination of service also.
- 3) As the dislikes work no amount of monetary incentive will motivate him. He has to be threatened to do sufficient efforts.
- 4) As per this theory fixing the quantum of work to be done in a day as well as controls related to production are essential.

* Solution :-

The behaviour of employees as assumed by theory 'X' is due to environment. So it is the responsibility of management to provide proper environment. They would be prepared to take responsibility.

1) Physical Needs :-

Every employee has to satisfy physical needs like food, clothing and shelter. If he gets enough satisfaction then he can satisfy their physical needs and need not to worry about their future if management provides security of their future.

2) Social Needs :-

Every human being wishes to get position and status. This can be satisfied by promoting employees. Promotion should include higher position, more salary and other benefits.

3) Egoistic Need:-

Every human being wants to satisfy their egoistic need. This need is satisfied only if responsibility is given to him and if he is invited to suggestions.

According to this theory, the employees are not lazy by nature but they do not like to do work because of some unsatisfied needs. Therefore so, management can provide some facilities and motivation.



Theory "Y"

* Meaning :-

Theory Y is formal presentation. Here employees are not lazy and idle. Human being is shown as sincere and having own liking for work in it. Employees like to take responsibilities.

* Assumption of theory "Y"

- 1) The employees have natural liking for work. Work may be a source of satisfaction + a Union.
- 2) External control and threat of punishment is not the important tool to accomplish objectives. Man will exercise self control and self direction in the service of objective, it means they are self motivated.
- 3) By efforts directed towards achieving organizational objectives, the employees get satisfaction of their ego as twice measured.
- 4) An average employee likes to accept responsibility in proper situation and he fulfills it with commitment.
- 5) The capacity to exercise high degree of imagination, ingenuity and creativity in the solution of organization problems can widely be seen.

(c) Unless the condition of Modern Industrial life, the intelligence of the average human being is partially utilized.

Based on the above assumptions, it's people believe that this theory is basically different from theory & it is reasonable to assume that all younger generations of teenagers enter the business world. They will apply Modern concept of Management for providing motivation and encouragement to employee steps should take him to higher status, prestige and job satisfaction.

* Policy adopted by management:-

According to McGregor, if McGregor's Policy is formulated as per Y theory then encouraging outcome can be obtained. These policies can be stated as follows.

I) Decentralization of authority :-

Decentralization consists in delegation of authorities to levels.

of departments used to give free dom in work. This decentralization of authority become beneficial to the firm because this will satisfy employee's ego. So satisfaction of the employees can be maintained.

2.) Job Satisfaction :-

In this theory it is assumed that the employees are ready to accept responsibility so they are prepared to face the challenges. For that the job should be so challenging that they can face challenges. These will increase his interest towards job.

3) Participation in Management :-

As per the Modern Management approach. Employee is not just a labor or servant. Co-partnership and discussing management should be adopted in the firm. Before taking decision subordinates would provide an opportunity to develop creative and satisfied the sense of self - realization.

4) Self evaluation :-

Under this theory, it is considered that an employee living further and he taken into confidence and then his performance is evaluated. The supervisor has to play the role of friendly guide, not the judge.

According to McGregor, under theory "Y", co-operation and harmony should be established between labour and management. He recommended a number of innovative ideas which are consist with theory "Y".

* Conclusion :-

The Manager can adopt any one of the "X" and "Y" theory to determine his managerial behaviour. If the management adopts the theory "X", then strict control, push punishing steps and peridious guidance would have to be important aspects. If management

adopts "Y" theory. Then there would be favourable tone towards towards employees is required. Though human being is not perfect like "X" theory or "Y" theory.