



People Management

Module 1: Fundamentals of Organisational Behaviour

Video 2

Introduction to Organisational Behaviour



Organisation

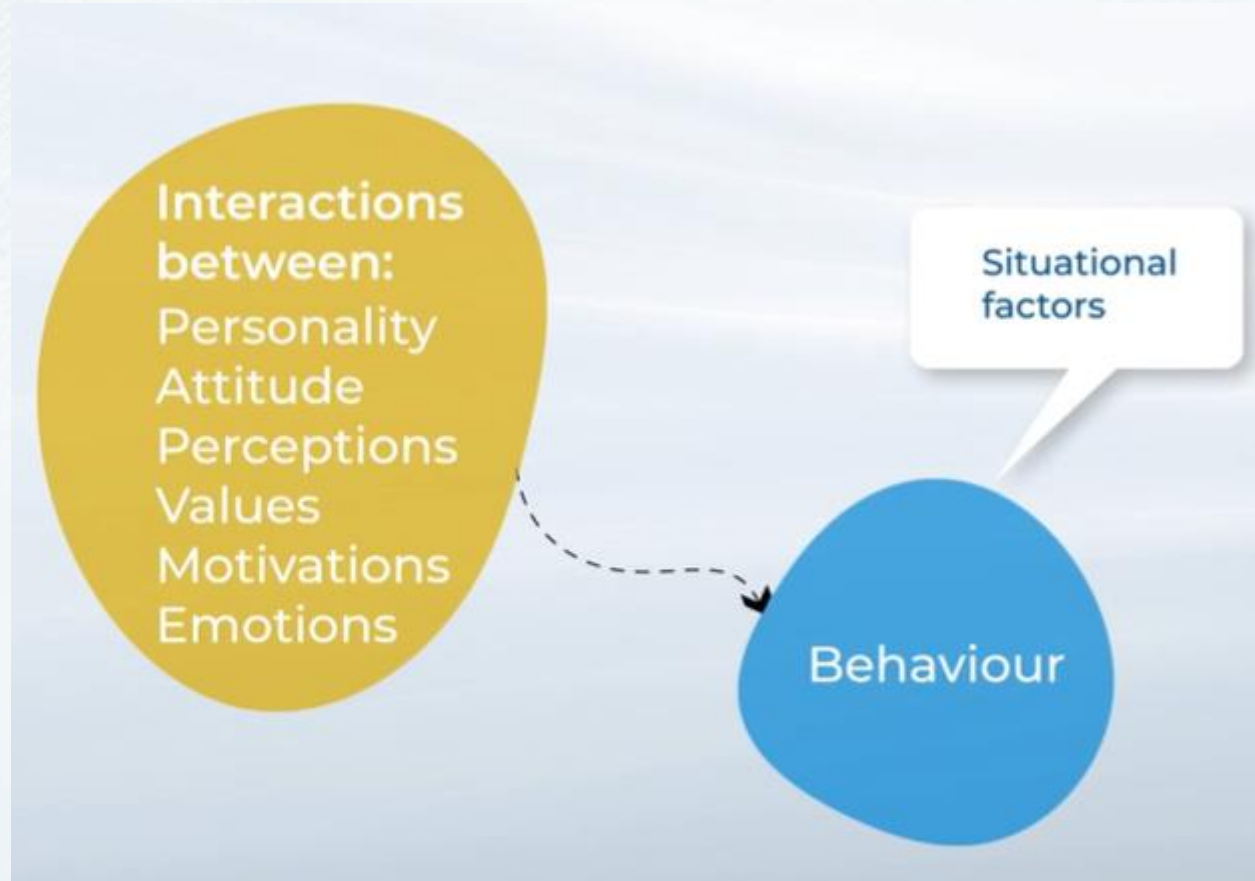
Social unit, where two or more people work together on individual or group tasks towards a common goal

Characteristics



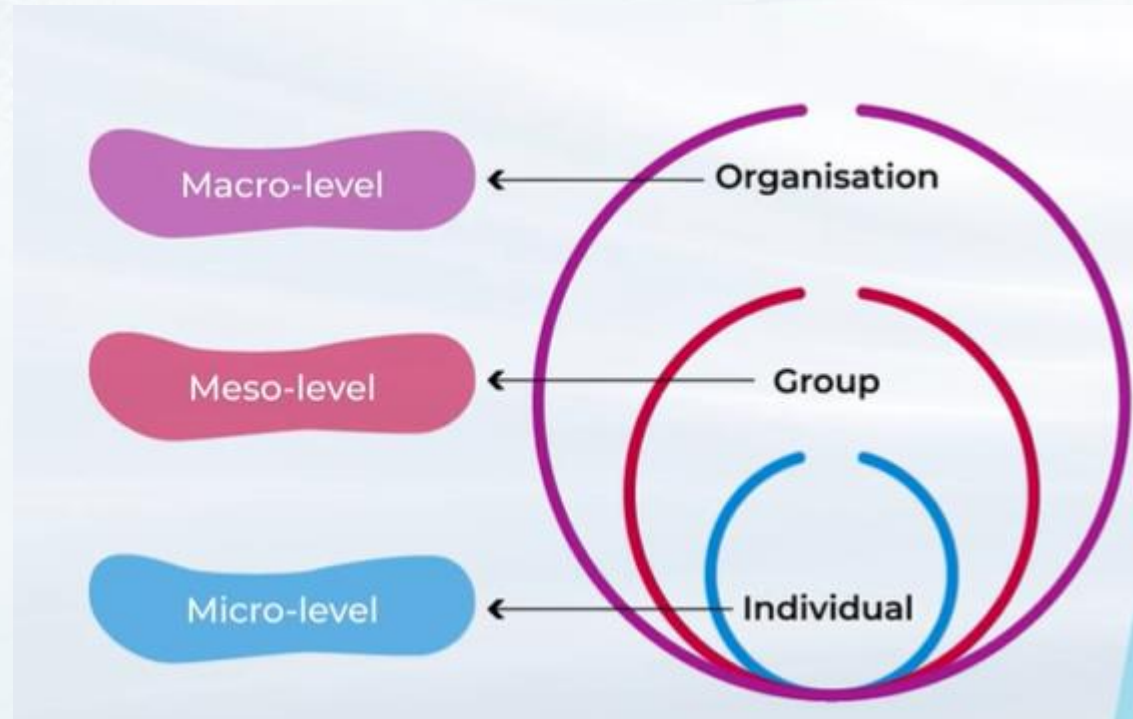
Behaviour

Defines human's way of conduct in social settings



Organisational Behaviour

- Defined as a multi-disciplinary field
- Seeks knowledge of behaviour in organizational settings by systematically studying: Individual, group and organisational process



Cited by J. Greenberg, Managing Behavior in Organizations, 4th ed. Upper Saddle River, NJ: Pearson Prentice-Hall, 2005

Significance of OB



Video 3

Characteristics of Organisational Behaviour

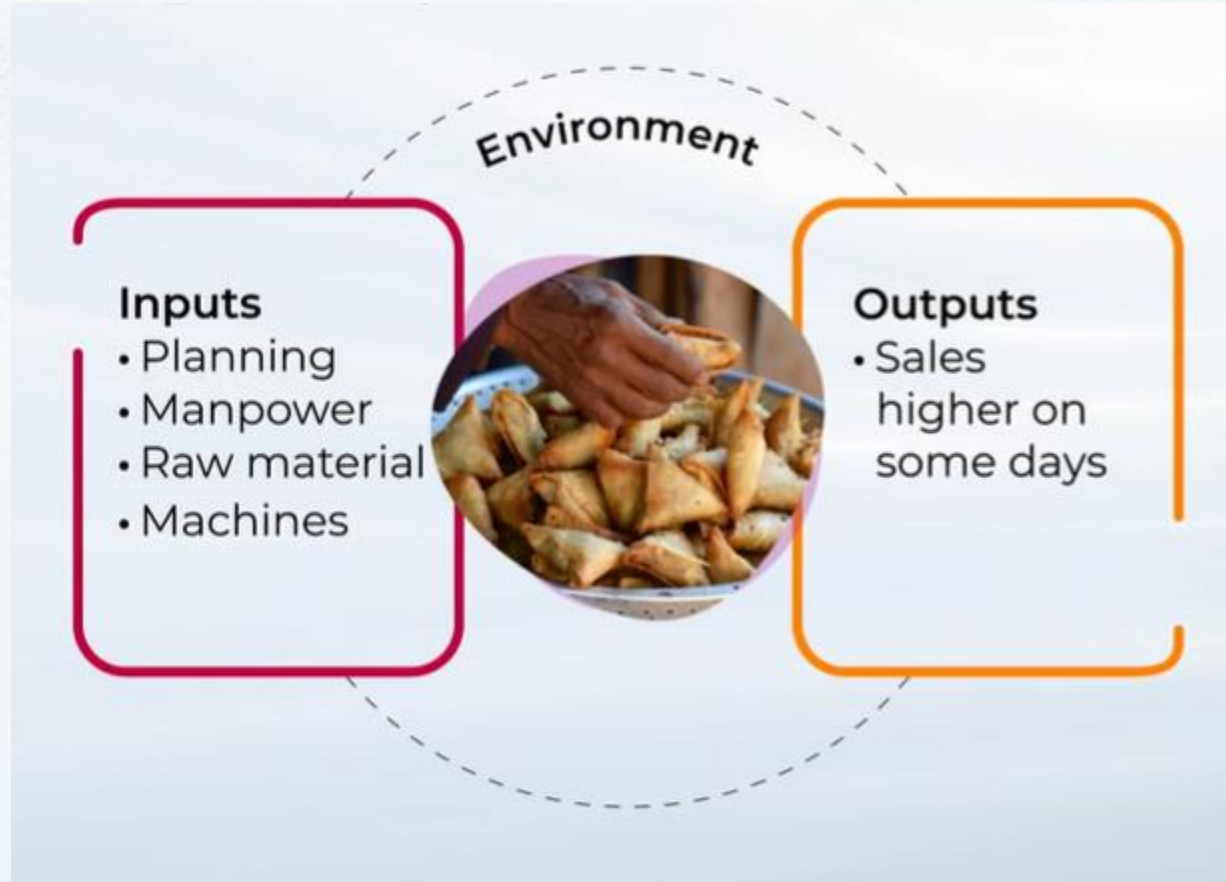
Characteristics of OB

Open System



Characteristics of OB

Open System: Example



Characteristics of OB

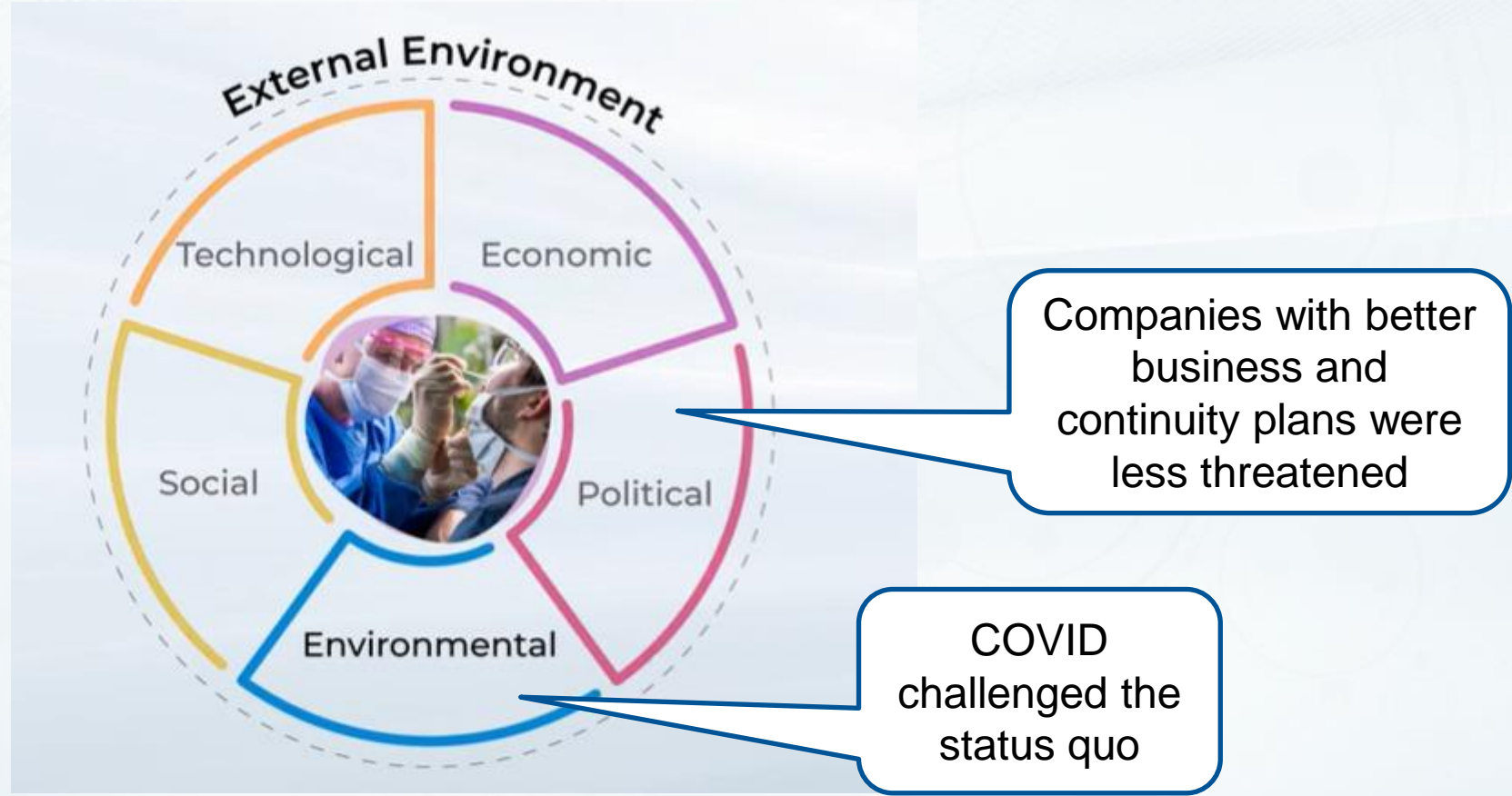
Open System

Organisations are constantly interacting with the outside world



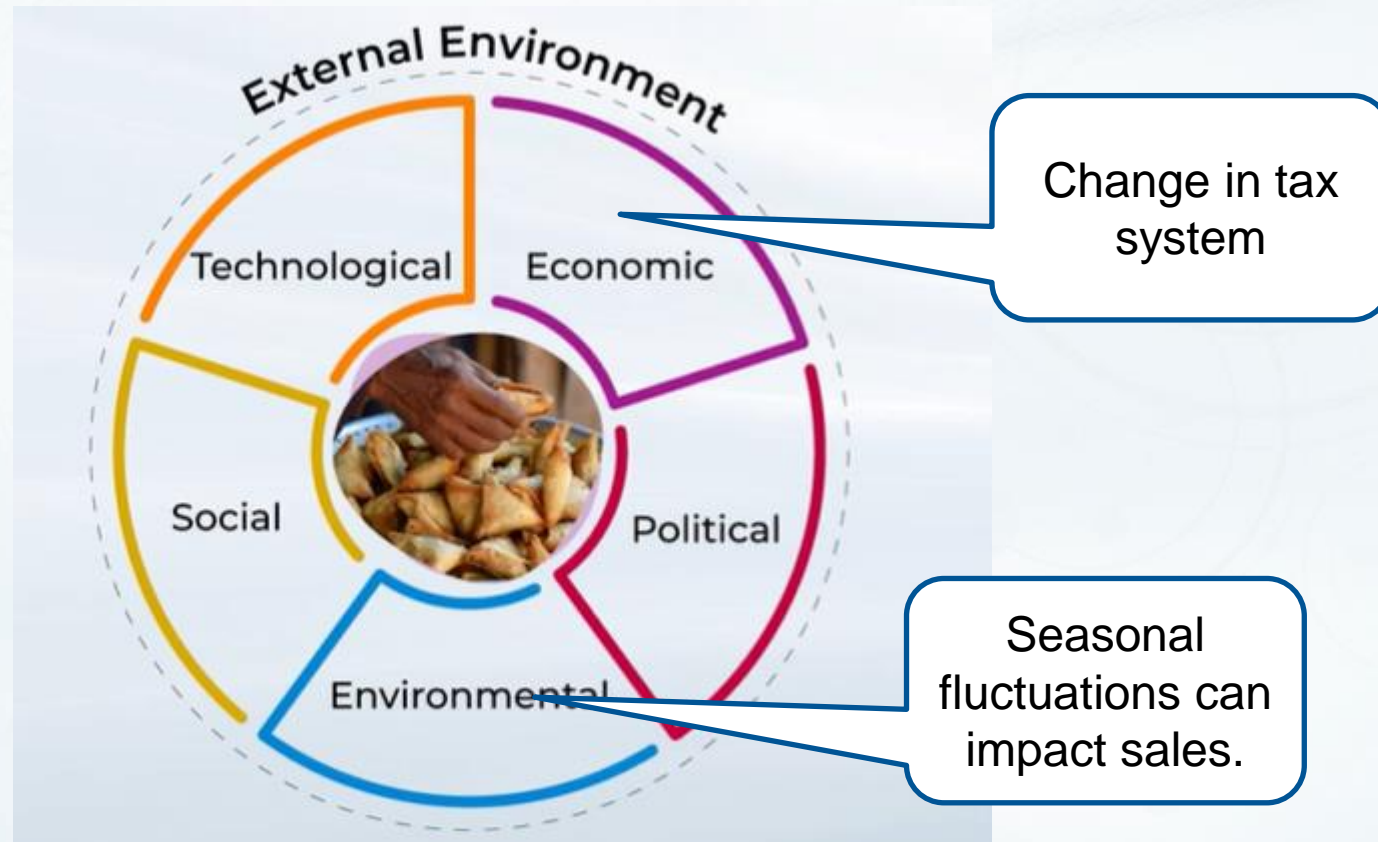
Characteristics of OB

Open System: COVID



Characteristics of OB

Open System: Samosa Sales



Characteristics of OB

Open System

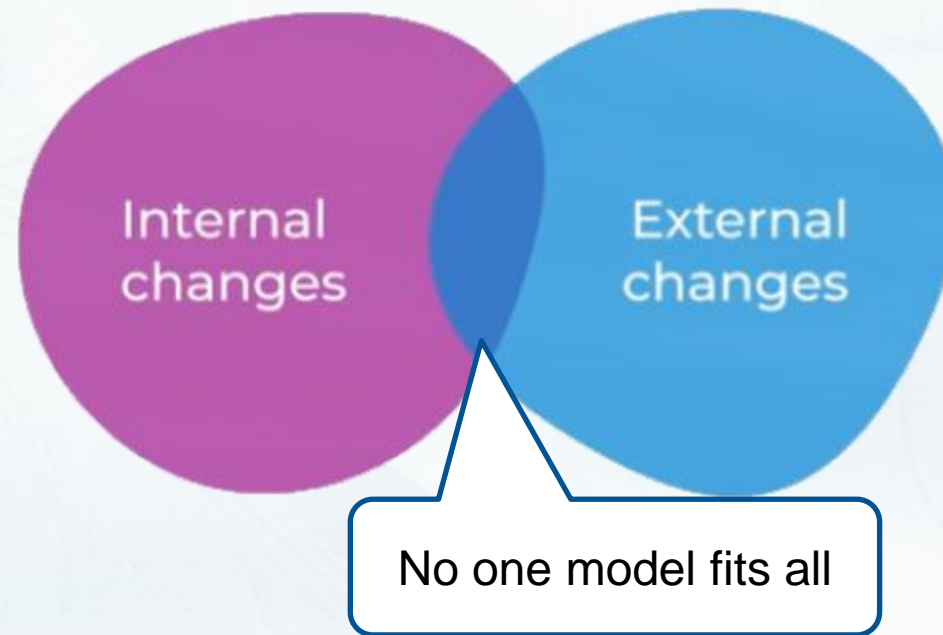
No company is working or can work in a closed system.



Characteristics of OB

Change is constant

No company is working or can work in a closed system.



Organisations are becoming agile and changing

Characteristics of OB

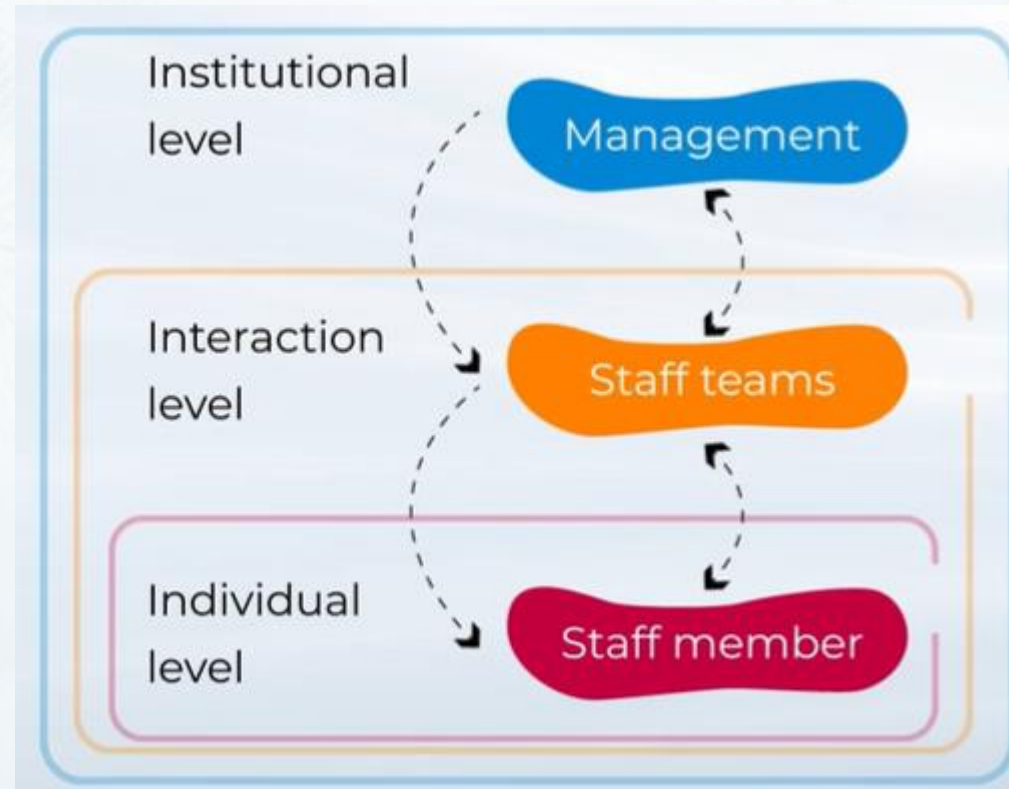
Multidisciplinary in Nature

OB is an amalgamation of various parallel fields of study.



People Analysis

People are analysed in three different levels:



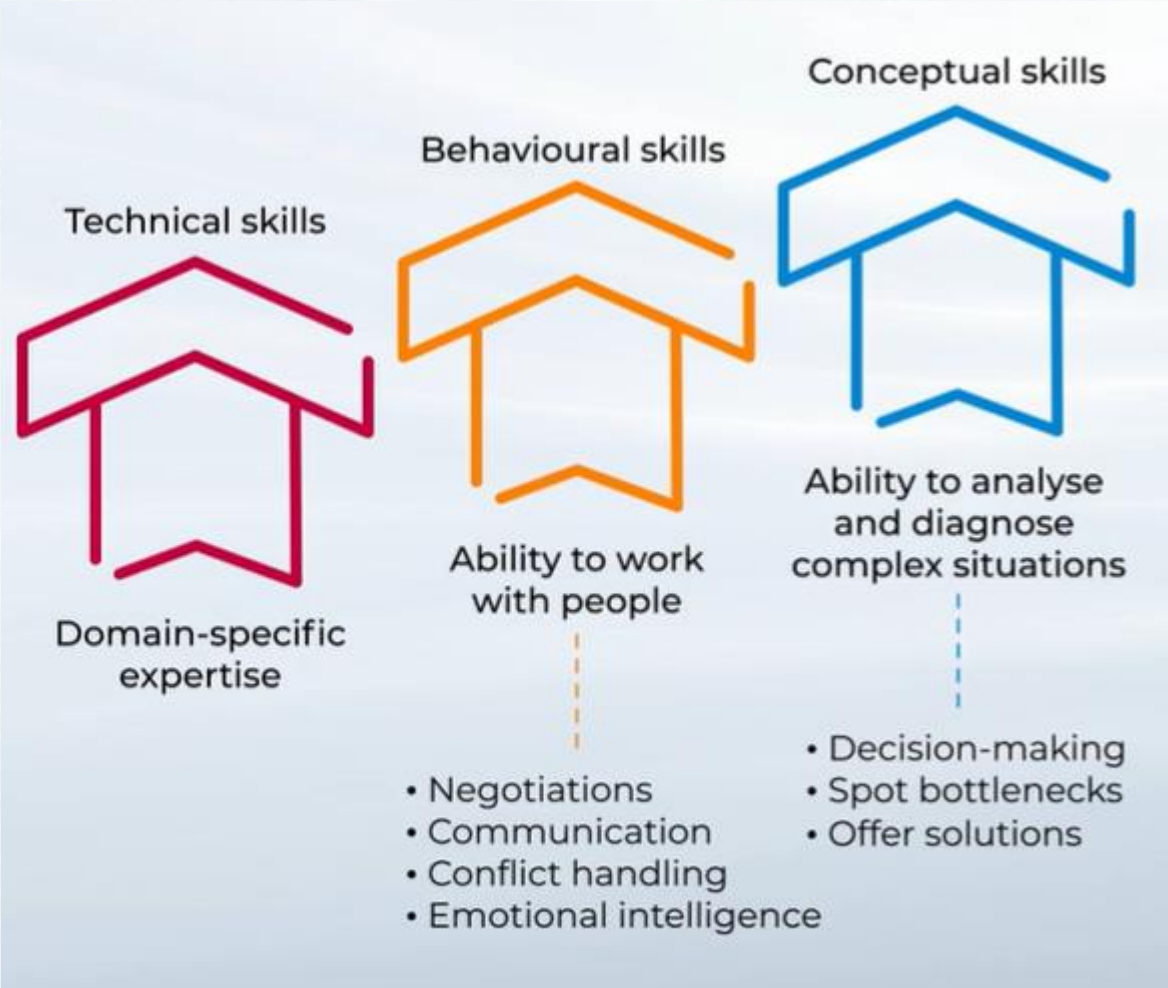
Video 4

Skills Needed for Contemporary Managers

Skills of a Manager



Skills of a Manager



A mid-level manager acts as an interface

Understanding our behaviour and that of others plays a crucial role in managing jobs

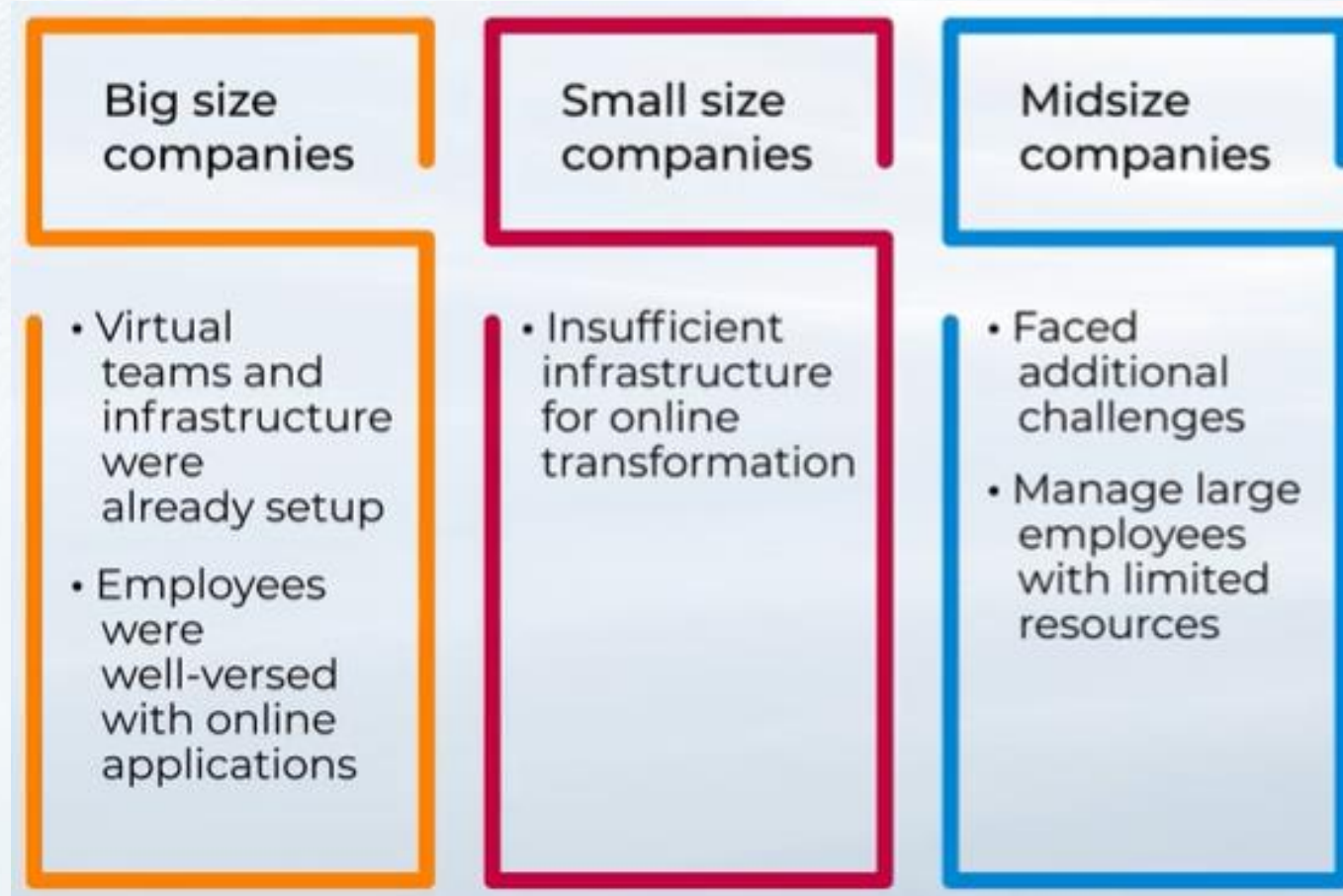
Stobierski, T. (2020, January 7). 7 Skills You Need to Effectively Manage Teams | HBS Online. Business Insights - Blog.
<https://online.hbs.edu/blog/post/team-management-skills>

Video 5

Organisational Challenges: Overview

COVID 19: Business Challenges

Covid 19 Impacts



Video 6

Organisational Challenges: Remote Work and Hybrid Systems

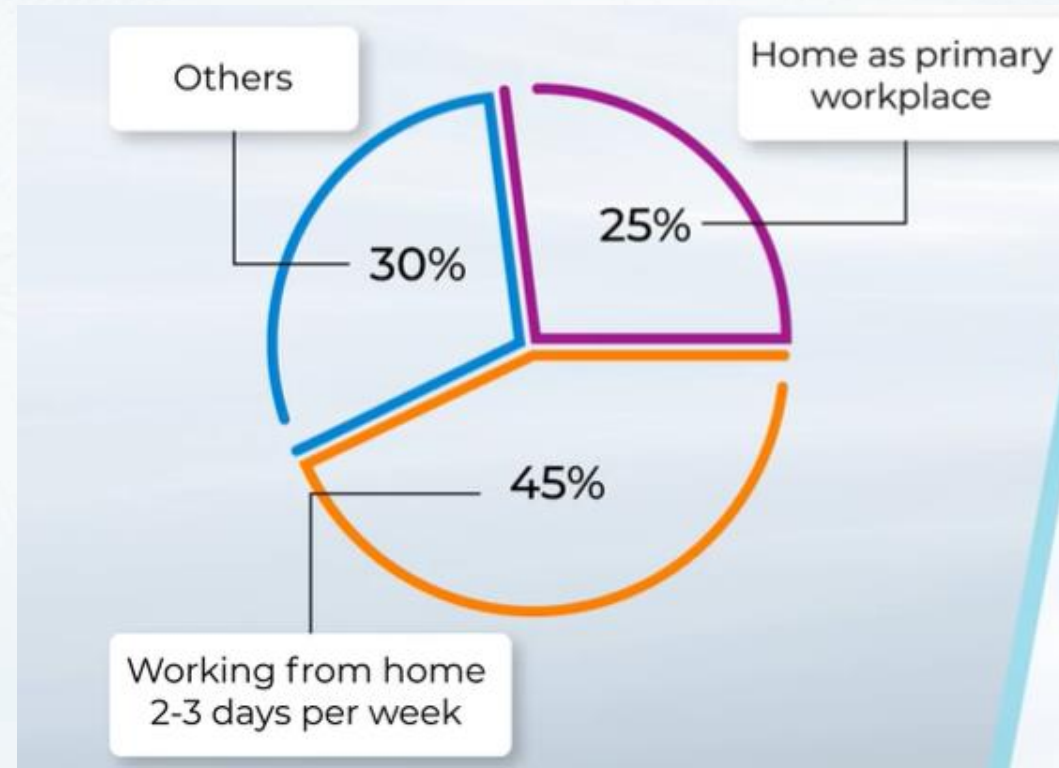
Remote Working

Work from home has shown to increase employee productivity and performance.



Digital Worker Experience Survey: Remote Working

Keys to work from home productivity



Source: Gartner 2021 Digital Worker Experience survey

Hybrid Work Environment: Challenges

Most organisations have no plan yet to build a hybrid workplace.



Video 7

Organisational Challenges: Employee Engagement & Learning and Development

Employee Engagement



Leadership must address employees regularly with authenticity.

Redefining engagement programmes is a challenge.

Learning and Development



Solutions:

Reskill

Upskill

Cross Functionality

Learning and Development



Video 8

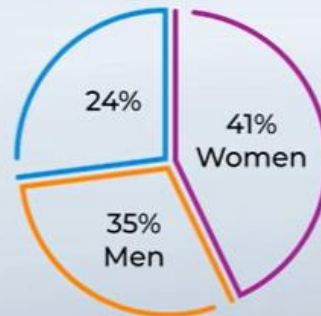
Organisational Challenges: Managing Diversity and Inclusion

Women in Workplace



One in three mothers see their careers jeopardise because of COVID-19

Workers in high risk jobs



Source: Forbes and ILO

https://www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/publication/wcms_744685.pdf

<https://www.forbes.com/sites/lucianapaulise/2020/12/21/2020-challenges-that-will-remain-in-2021-set-a-path-forward/?sh=4be8367861b4>

Managing Diversity and Inclusion

Economic pressures make it harder for businesses to focus on and invest in diversity, equity and inclusion.

Diversity at the workplace means having a heterogeneous set of individuals who bring perspectives



Inclusivity

Empowering and recognizing the talent of all the individuals in organization

Inclusion Programme: Career Comeback Programme

An inclusive idea of supporting and re-launching the career of people who took a gap of a year or more for various reasons

Video 9

Scientific Methods in Organisational Behaviour Research

Scientific Methods in OB Research

Survey Method

A survey questionnaire is floated across the departments to understand the aspects of jobs

Example: Assess whether people are happy at work, the boss is supportive or resource allocation is timely

Exploratory or qualitative method

Talking to people one-on-one by understanding their narratives on issues

Scientific Methods in OB Research

Experimental method

Manipulates to understand the cause and effect of a phenomenon by controlling the external factors and measure the impact of rewards on employees

Meta-analysis method

Combines and analyses more than one study to get results

Observation method

Observe and record the situation to unfold issues.

Choosing Suitable Research Method

Depends upon:

Objective of the
investigation

Scope of data
collection

Nature of data

Access to employees

Citations

1. J. Greenberg, Managing Behavior in Organizations, 4th ed. Upper Saddle River, NJ: Pearson Prentice-Hall, 2005
2. Stobierski, T. (2020, January 7). 7 Skills You Need to Effectively Manage Teams | HBS Online. Business Insights - Blog. <https://online.hbs.edu/blog/post/team-management-skills>
3. <https://www.apollotechnical.com/working-from-home-productivity-statistics/>
4. <https://www.gartner.com/smarterwithgartner/digital-workers-say-flexibility-is-key-to-their-productivity>
5. <https://www.forbes.com/sites/lucianapaulise/2020/12/21/2020-challenges-that-will-remain-in-2021-set-a-path-forward/?sh=4be8367861b4>
6. https://www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/publication/wcms_744685.pdf