

# Lecture Series on Organizational Behavior

## Lecture 1: An Introduction

### I. Defining an organization

#### a. Elaborate Definitions:

1. *Organizing*:
  - Arranging tasks or activities in such a way that
  - They systematically contribute to enterprise's goals
2. *Functions of management*:
  - Planning,
  - organizing,
  - leading,
  - controlling,
  - coordinating
3. *Deliberate Arrangement*: Logical and systematic organization

### II. Behavior

#### a. Definition

1. *Behavior*: Response to stimuli

#### b. Types:

1. *Voluntary vs. Involuntary*: Conscious actions vs. automatic responses
2. *Overt vs. Covert*: Visible actions vs. internal processes
  - Overt :
    - a. employee interactions, work habits, performance metrics.
    - b. Basically those actions that are observable and measurable
    - c. Visible to others, can be recorder and analyzed

- Covert:
  - a. Example: thoughts, emotions, beliefs. Motivations
  - b. Internal processes
  - c. Not directly observable

### III. Stimuli

#### a. External:

1. Outside triggers

#### b. Internal:

1. Internal triggers (e.g., overthinking, anxiety)

### IV. Organizational Behavior

#### a. Definition

1. Study of human behavior in organizational settings
2. Levels of Analysis:
  - Individual level: Motivation, attitude, perception
  - Interpersonal level: Conflict, cooperation
  - Group dynamics: Interactions within teams
  - Methodology: Systematic and scientific study, relying on research findings

### V. Summary

- a. Organizational behavior explores how individuals and groups act within organizations.
- b. Definitions of organizations are complex and evolving, considering size, boundaries, and continuity.
- c. Behavior is influenced by both internal and external stimuli and can be voluntary, involuntary, overt, covert, conscious, or subconscious.
- d. Organizational behavior uses scientific methods to understand and improve human behavior in work settings.

# Lecture Series on Organizational Behavior Lecture 2: An Introduction

## I. Key Concepts in Organizational Behavior

### e. Organization vs. Country:

1. A country is not an organization
2. Government is the organization governing a country.

### f. Multidisciplinary Nature of OB:

3. Inputs from
  - psychology,
  - sociology,
  - anthropology,
  - management, and
  - economics.
4. Psychology is a major contributor.

## II. Basic Assumptions in Organizational Behavior

### g. Organizations Consist of People:

1. Range from one person to tens of thousands.

### h. Motivated People Work Effectively:

2. Happy people work well.
3. Difference between effectiveness and efficiency.
  - **Effectiveness:**
    - ✓ **Definition:** Effectiveness is about achieving objectives and producing the intended or desired result.
    - ✓ **Focus:** It focuses on the end goal and the extent to which an organization or individual achieves their set goals.

- ✓ **Example:** If a company sets a goal to increase market share by 10% and they achieve that target, they are considered effective.
- **Efficiency:**
  - ✓ **Definition:** Efficiency is about using resources (time, money, materials, etc.) in the best possible way to achieve the desired result.
  - ✓ **Focus:** It focuses on the process and the ratio of useful output to total input.
  - ✓ **Example:** If a company produces the same number of units of a product as another company but uses fewer resources (less time, fewer materials, lower cost), it is considered more efficient.
- 4. Performance is influenced by multiple factors. ( individual grp and organizational factors )

#### i. **Disparity Between Organizational and Individual Goals:**

5. Aligning individual goals with organizational goals.

#### j. **Impact of Policies and Procedures on People:**

6. Individual differences make policy impacts unpredictable.

### III. **Fundamental Ideas in Organizational Behavior**

#### k. **Individual Differences:**

1. Contextual understanding of behavior.

#### l. **Multiple Roles of Employees:**

2. Inter role conflict: Conflicts between different roles.
3. Intra role conflict: Conflicts within the same role.

#### m. **Motivation as a Force Behind Performance:**

4. Work effectiveness vs. work efficiency

#### n. **Human Dignity:**

5. Ethical and humane treatment of employees.

#### IV. Levels of Understanding Human Behavior

##### **o. Individual Level:**

1. Personality,
2. attitude,
3. motivation.

##### **p. Group Level:**

4. Team behavior,
5. conflict resolution,
6. leadership.

##### **q. Organizational Level:**

7. Influence on culture,
8. change management.

#### V. Question for Reflection

- a. Influence of larger social groups on individual behavior vs. influence of individuals on larger social groups.

# Lecture Overview Topic: Introduction to Organizational Behaviour (3rd section of the first chapter)

## I. Homework Recap

**Question:** Does the larger social group influence individual behaviour or do individuals influence the larger social group?

**Answer:** Both are correct.

**Example:** Cultural norms (like addressing supervisors as "sir" or "ma'am") influence behaviour, and individual behaviours can shape organizational culture.

### a. Influence of Larger Social Groups on Individuals

- i. Organizational Culture:
  - 1. Defined as unwritten rules or social norms within a group
  - 2. Newcomers adapt to these norms (e.g., addressing supervisors with respect in Indian culture)

### b. Influence of Individuals on Larger Social Groups

- i. Cultural Evolution:
  - 1. Individuals' behaviours contribute to the development and change of social norms
  - 2. New leaders can alter organizational culture

## II. Importance of Understanding Interdependency

### a. Complexity of Human Behaviour:

- i. Understanding both topdown (larger group influencing individual) and
- ii. Bottomup (individual influencing group) dynamics is crucial

### b. Behaviour cannot be simplified; context is essential

### III. Practical Applications of Organizational Behaviour

#### a. Understanding Human Behaviour:

- i. Example: High attrition in middle management in large manufacturing organizations due to lack of career growth
- ii. Solution: Job rotation to provide continuous learning and new responsibilities

#### b. Human Resource Management:

- i. Selection:
  1. Right person for the right job involves personality and attitude, not just skills
  2. Example: Extroverted individuals for marketing roles
- ii. Performance Evaluation:
  1. Criteria for performance, including leadership qualities and willingness to learn
  2. Addressing biases like the halo effect in evaluations
- iii. Employee Welfare:
  1. Stress management and avoiding burnout, especially in service sectors

### IV. Improving Quality of Work Life

#### a. Workplace vs. Workspace:

- i. Workplace: Physical environment, people, organizational culture
- ii. Workspace: Influence of work on personal life and vice versa
- iii. Understanding these dynamics helps improve employee performance and organizational effectiveness

### V. Importance of Studying Organizational Behaviour

- a. Benefits students and professionals in understanding group dynamics, trustbuilding, and employee motivations
- b. Useful in predicting behaviours, planning interventions, and improving overall workplace satisfaction

# Lecture 4: Organizational Behaviour An Introduction.

## I. Evolution of Organizational Behaviour

### a. Emergence from Industrial Psychology

- i. Industrial psychology as the precursor to OB.
- ii. Difference between industrial psychology and OB:
  1. Industrial psychology focuses on psychological principles.
  2. OB is multidisciplinary:
    - a. psychology, sociology,
    - b. anthropology,
    - c. political science,
    - d. economics.

## II. Role of World Wars in Industrial Psychology

### a. Rapid Growth During World Wars

- i. Selection of army personnel.
- ii. Development of psychological tests, especially intelligence tests.
- iii. Mass recruitment using group tests and questionnaires.
- iv. Leadership and managerial style theories from army observations.

## III. Key Contributors to Industrial Psychology

### a. Contributions in

- i. advertising,
- ii. vocational guidance, and
- iii. industrial efficiency.

### b. Frederick Taylor and Scientific Management

- i. Taylor's principles to improve industrial efficiency.
- ii. Scientific management and its four principles.



## IV. Frederick Taylor's Scientific Management

### a. Principles

- i. Scientific Study of Tasks
  1. Analyze tasks,
  2. eliminate unnecessary ones,
  3. improve efficiency.
- ii. Selection and Training
  1. Select capable workers,
  2. train them to meet standards.
- iii. Management and Worker Cooperation
  1. Managers to cooperate and ensure workers follow best methods.
- iv. Role Division
  1. Workers perform tasks;
  2. managers make decisions based on scientific methods.
- v. Incentives for performance beyond standards.

## V. Criticisms of Taylor's Scientific Management

### a. Problems with Scientific Management

- i. Treating humans like machines.
- ii. Loss of individuality and humanness.
- iii. Powerlessness of employees due to management controlled speed of assembly lines.

## VI. Video Analysis: Ford's Application of Taylorism

### a. Ford's Assembly Line

- i. Mass production and low costs led to affordable cars.
- ii. Employees treated as part of machinery, loss of individual control.

### b. Consequences

- i. Improved productivity but led to employee dissatisfaction.
- ii. Increased pay but high turnover due to working conditions.
- iii. Strict discipline and lack of job security for workers.

## VII. Homework

- a. Watch the video again, think about positives and negatives of Taylorism in Ford's company.

# Lecture Series on Organizational Behavior Lecture 2: An Introduction

## I. Criticisms of Scientific Management

### a. Time and Motion Study:

- i. Breaks down jobs into specific tasks and measures the time taken to complete each.
- ii. Criticism: Standardization in lab conditions does not account for realworld variables affecting worker performance.

### b. Assembly Line:

- i. Advantages:
  - 1. Mass production and
  - 2. cost efficiency.
- ii. Disadvantages:
  - 1. Repetitive tasks lead to boredom and
  - 2. lack of meaningful work,
  - 3. making workers easily replaceable.

### c. Incentives for Performance:

- i. Relative performance evaluation can demotivate employees if benchmarks keep rising, making it hard to achieve high performance consistently.

## II. Human Relations Movement and Hawthorne Studies

- a. The Human Relations Movement emerged in response to the limitations of scientific management, emphasizing the social and psychological aspects of work.

### b. Key studies and concepts include:

- i. Hawthorne Experiments:
  - 1. Conducted at Western Electric's Hawthorne plant.
  - 2. Initially aimed to study the impact of physical conditions on productivity.
  - 3. Key finding:
    - a. Psychological and social factors, such as feeling observed and special, significantly influence performance (Hawthorne Effect).
- ii. Human Relations Movement:
  - 1. Shifted focus to understanding employees as holistic beings with psychological and social needs.

2. Led to the development of various theories, including Maslow's Hierarchy of Needs and Equity Theory.

### III. Modern OB: An Interdisciplinary Approach

- a. In the late 20th century, OB evolved into a distinct discipline, becoming more interdisciplinary.
  - i. Multidisciplinary vs. Interdisciplinary:
    1. Multidisciplinary: Multiple disciplines independently contribute to understanding a phenomenon.
    2. Interdisciplinary: Integrates concepts from various disciplines to provide a holistic understanding.

### IV. Conclusion

- a. Understanding the evolution of OB from scientific management to the human relations movement and its current interdisciplinary nature provides valuable insights into improving organizational effectiveness and employee wellbeing.