**Lecture Series on Organizational Behavior Lecture 1: An Introduction**

Defining an organization

* 1. 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

1. **Behavior**
   1. Definition
      1. *Behavior*: Response to stimuli
   2. Types**:**
      1. *Voluntary vs. Involuntary*: Conscious actions vs. automatic responses
      2. *Overt vs. Covert*: Visible actions vs. internal processes
         * Overt :
           1. employee interactions, work habits, performance metrics.
           2. Basically those actions that are observable and measurable
           3. Visible to others, can be recorder and analyzed
         * Covert:
           1. Example: thoughts, emotions, beliefs. Motivations
           2. Internal processes
           3. Not directly observable
2. **Stimuli**
   1. External:
      1. Outside triggers
   2. Internal:
      1. Internal triggers (e.g., overthinking, anxiety)
3. **Organizational Behavior**
   1. 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
4. **Summary**
   1. Organizational behavior explores how individuals and groups act within organizations.
   2. Definitions of organizations are complex and evolving, considering size, boundaries, and continuity.
   3. Behavior is influenced by both internal and external stimuli and can be voluntary, involuntary, overt, covert, conscious, or subconscious.
   4. Organizational behavior uses scientific methods to understand and improve human behavior in work settings.

**Lecture Series on Organizational Behavior Lecture 2: An Introduction**

1. **Key Concepts in Organizational Behavior**
   1. Organization vs. Country:
      1. A country is not an organization
      2. Government is the organization governing a country.
   2. Multidisciplinary Nature of OB:
      1. Inputs from
         * psychology,
         * sociology,
         * anthropology,
         * management, and
         * economics.
      2. Psychology is a major contributor.
2. Basic Assumptions in Organizational Behavior
   1. Organizations Consist of People:
      1. Range from one person to tens of thousands.
   2. Motivated People Work Effectively:
      1. Happy people work well.
      2. 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.
      3. Performance is influenced by multiple factors. ( individual grp and organizational factors )
   3. Disparity Between Organizational and Individual Goals:
      1. Aligning individual goals with organizational goals.
   4. Impact of Policies and Procedures on People:
      1. Individual differences make policy impacts unpredictable.
3. Fundamental Ideas in Organizational Behavior
   1. Individual Differences:
      1. Contextual understanding of behavior.
   2. Multiple Roles of Employees:
      1. Inter role conflict: Conflicts between different roles.
      2. Intra role conflict: Conflicts within the same role.
   3. Motivation as a Force Behind Performance:
      1. Work effectiveness vs. work efficiency
   4. Human Dignity:
      1. Ethical and humane treatment of employees.
4. Levels of Understanding Human Behavior
   1. Individual Level:
      1. Personality,
      2. attitude,
      3. motivation.
   2. Group Level:
      1. Team behavior,
      2. conflict resolution,
      3. leadership.
   3. Organizational Level:
      1. Influence on culture,
      2. change management.
5. Question for Reflection
   1. 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)

1. 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.

* 1. Influence of Larger Social Groups on Individuals
     1. 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)
  2. Influence of Individuals on Larger Social Groups
     1. Cultural Evolution:
        1. Individuals’ behaviours contribute to the development and change of social norms
        2. New leaders can alter organizational culture

1. Importance of Understanding Interdependency
   1. Complexity of Human Behaviour:
      1. Understanding both topdown (larger group influencing individual) and
      2. Bottomup (individual influencing group) dynamics is crucial
   2. Behaviour cannot be simplified; context is essential
2. Practical Applications of Organizational Behaviour
   1. Understanding Human Behaviour:
      1. Example: High attrition in middle management in large manufacturing organizations due to lack of career growth
      2. Solution: Job rotation to provide continuous learning and new responsibilities
   2. Human Resource Management:
      1. Selection:
         1. Right person for the right job involves personality and attitude, not just skills
         2. Example: Extroverted individuals for marketing roles
      2. Performance Evaluation:
         1. Criteria for performance, including leadership qualities and willingness to learn
         2. Addressing biases like the halo effect in evaluations
      3. Employee Welfare:
         1. Stress management and avoiding burnout, especially in service sectors
3. Improving Quality of Work Life
   1. Workplace vs. Workspace:
      1. Workplace: Physical environment, people, organizational culture
      2. Workspace: Influence of work on personal life and vice versa
      3. Understanding these dynamics helps improve employee performance and organizational effectiveness
4. Importance of Studying Organizational Behaviour
   1. Benefits students and professionals in understanding group dynamics, trustbuilding, and employee motivations
   2. Useful in predicting behaviours, planning interventions, and improving overall workplace satisfaction

Lecture 4: Organizational Behaviour An Introduction.

1. Evolution of Organizational Behaviour
   1. Emergence from Industrial Psychology
      1. Industrial psychology as the precursor to OB.
      2. Difference between industrial psychology and OB:
         1. Industrial psychology focuses on psychological principles.
         2. OB is multidisciplinary:
            1. psychology, sociology,
            2. anthropology,
            3. political science,
            4. economics.
2. Role of World Wars in Industrial Psychology
   1. Rapid Growth During World Wars
      1. Selection of army personnel.
      2. Development of psychological tests, especially intelligence tests.
      3. Mass recruitment using group tests and questionnaires.
      4. Leadership and managerial style theories from army observations.
3. Key Contributors to Industrial Psychology
   1. Contributions in
      1. advertising,
      2. vocational guidance, and
      3. industrial efficiency.
   2. Frederick Taylor and Scientific Management
      1. Taylor's principles to improve industrial efficiency.
      2. Scientific management and its four principles.
4. Frederick Taylor's Scientific Management
   1. Principles
      1. Scientific Study of Tasks
         1. Analyze tasks,
         2. eliminate unnecessary ones,
         3. improve efficiency.
      2. Selection and Training
         1. Select capable workers,
         2. train them to meet standards.
      3. Management and Worker Cooperation
         1. Managers to cooperate and ensure workers follow best methods.
      4. Role Division
         1. Workers perform tasks;
         2. managers make decisions based on scientific methods.
      5. Incentives for performance beyond standards.
5. Criticisms of Taylor's Scientific Management
   1. Problems with Scientific Management
      1. Treating humans like machines.
      2. Loss of individuality and humanness.
      3. Powerlessness of employees due to management controlled speed of assembly lines.
6. Video Analysis: Ford's Application of Taylorism
   1. Ford's Assembly Line
      1. Mass production and low costs led to affordable cars.
      2. Employees treated as part of machinery, loss of individual control.
   2. Consequences
      1. Improved productivity but led to employee dissatisfaction.
      2. Increased pay but high turnover due to working conditions.
      3. Strict discipline and lack of job security for workers.
7. Homework
   1. Watch the video again, think about positives and negatives of Taylorism in Ford's company.

**Lecture Series on Organizational Behavior Lecture 2: An Introduction**

1. Criticisms of Scientific Management
   1. Time and Motion Study:
      1. Breaks down jobs into specific tasks and measures the time taken to complete each.
      2. Criticism: Standardization in lab conditions does not account for realworld variables affecting worker performance.
   2. Assembly Line:
      1. Advantages:
         1. Mass production and
         2. cost efficiency.
      2. Disadvantages:
         1. Repetitive tasks lead to boredom and
         2. lack of meaningful work,
         3. making workers easily replaceable.
   3. Incentives for Performance:
      1. Relative performance evaluation can demotivate employees if benchmarks keep rising, making it hard to achieve high performance consistently.
2. Human Relations Movement and Hawthorne Studies
   1. The Human Relations Movement emerged in response to the limitations of scientific management, emphasizing the social and psychological aspects of work.
   2. Key studies and concepts include:
      1. 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:
            1. Psychological and social factors, such as feeling observed and special, significantly influence performance (Hawthorne Effect).
      2. 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.
3. Modern OB: An Interdisciplinary Approach
   1. In the late 20th century, OB evolved into a distinct discipline, becoming more interdisciplinary.
      1. 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.
4. Conclusion
   1. 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.