

ORGANISATIONAL BEHAVIOUR

UNIT-I

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Fundamentals of OB: Definition, scope and importance of OB,

Relationship between OB and the individual,

Evolution of OB: Human Resource Approach, Contingency Approach, Productivity Approach, and System Approach.

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SHORT QUESTIONS & ANSWERS: [Each carries 02 marks]

Q.1. Why do individuals differ in their behavior? -----2013

Ans. Individuals differ in their behavior because there are various factors which talk about individual differences, but the biographical characteristics state what and how people are different from each other in terms of age, gender and tenure and there also are various studies which bring out contradicting ideas. The abilities help us understand the capabilities of different individuals.

Q.2. What is Organisational Behaviour? -----2013

Ans. Organizational Behaviour is concerned with the understanding, prediction and control of human behaviour in organizations. It focuses on the individuals, the groups and the organization and also on their interactional relationships. It is the study and application of knowledge about how people act with organizations.

According to Fred Luthans, "Organisational behaviour is directly concerned with the understanding, production and control of human behaviour in organisations."

Q.3. What do you mean by Positive Organisational Behaviour? -----2012

Ans. Positive Organizational Behavior (POB) is defined as "the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today's workplace"

Q.4. Why should one study Organisational Behaviour?

Ans. The major reasons for studying OB are as follows:

- I. It explains the interpersonal relationship.
- II. It explains about the prediction of behavior of an individual.
- III. It helps in the new economic policy of the country.
- IV. It helps the manager to motivate his sub-ordinate.

Q.5. State the subject matter of OB?

Ans. The subject matter of OB are: Intrapersonal Behaviour, Interpersonal Behaviour and Group Behaviour.

Q.6. Enlist various contributing discipline of OB?

Ans. The various contributing discipline of OB are: psychology, sociology, social psychology, Anthropology, Political Science.

Q.7. List various approaches to the study of OB?

Ans. The approaches to study of OB are: (1) Human Resource Approach, (2) Contingency Approach, (3) Productivity Approach, and (4) System Approach.

Q.8. Differentiate between individual behavior and group behavior?

Ans. Individual Behavior:- It is the study of individual's personality, learning, attitudes, motivation, and job satisfaction. Example – The personal interview round is conducted to interact with candidates to check their skills, apart from those mentioned in the resume.

Group Behavior:- Group behavior studies the formation of organization, structure of organization and effectiveness of organization. The group efforts made towards the achievement of organization's goal is group behavior. In short, it is the way how a group behaves. Example – Strike, rally etc.

LONG QUESTIONS & ANSWER:

Q.1. What do you mean by Organisational Behaviour? Discuss its nature & scope. Why do you study OB. [10 Marks] -----2014.

Ans. **MEANING & DEFINITION**

Organizational Behaviour is concerned with the understanding, prediction and control of human behaviour in organizations. It focuses on the individuals, the groups and the organization and also on their interactional relationships. It is the study and application of knowledge about how people act with organizations.

It is a human tool for human benefit. It applies broadly to the behaviour of people in all types of organizations. Wherever organizations are, there is a need to understand organizational behaviour.

According to Fred Luthans, "Organisational behaviour is directly concerned with the understanding, production and control of human behaviour in organisations."

NATURE

The nature/ characteristics of OB are as given below:

1. OB is a part of general management and not the whole of management. It represents behavioural approach to management.
2. OB contains a body of theory, research and application associated with a growing concern for people at the work place. It helps in understanding human behaviour in work organizations.
3. OB is a human tool for human benefit. It helps in predicting the behaviour of individuals.
4. OB is inter-disciplinary field of study. It tries to synthesize knowledge drawn from various behavioural and social sciences such as Psychology, Sociology, Anthropology, Political-science, Economics, etc. In fact, OB is an applied behavioural sciences.
5. OB involves three levels of analysis of behaviour-individual behaviour, group behaviour and behaviour of the organization itself.
6. OB is an action-oriented and goal-directed discipline. It provides a rational thinking about people and their behaviour
7. OB is both a science and an art. The systematic knowledge about human behaviour is a science. The application of behavioural knowledge and skills clearly leans towards being an art.
8. OB seeks to fulfil both employees' needs and organizational objectives.

SCOPE OF OB

"OB is a field of study that investigates the impact that individuals, groups, and structure have on behaviour within organizations, for the purpose of applying such knowledge towards improving an organisation's effectiveness".

The scope of OB involves three levels of behaviour in organizations: individuals, groups and structure.

1. Individual Behaviour

- (i) Personality
- (ii) Perception
- (iii) Values and Attitudes
- (iv) Learning
- (v) Motivation

2. Group Behaviour

- (i) Work groups and group dynamics
- (ii) Dynamics of conflict
- (iii) Communication
- (iv) Leadership
- (v) Morale

3. Organization: Structure, Process and Application

- (i) Organizational Climate
- (ii) Organizational Culture
- (iii) Organizational Change
- (iv) Organizational Effectiveness
- (v) Organizational Development

IMPORTANCE OF ORGANIZATION BEHAVIOR/ WHY TO STUDY OB:

1. It builds better relationship by achieving, people, organizational, and social objectives.
2. It covers a wide array of human resource like Behavior, training and development, change management, 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. It facilitates motivation.
8. It leads to higher efficiency.
9. It improves relations in the organization.
10. It is multidisciplinary in the sense that applies different techniques, methods, and theories to evaluate the performances.

Q.2. Define the term OB? State different roles performed by a manager. [05 Marks] -----2015

Ans. Organizational Behavior (OB) can be defined as the understanding, prediction and management of human behavior both individually or in a group that occur within an organization.

According to Fred Luthans, "Organisational behaviour is directly concerned with the understanding, production and control of human behaviour in organisations."

ROLES OF A MANAGER

Now, let us see what exactly are these roles and their importance. Starting with the first role.

- **Planning** – The basic step required for any project, big or small, is the planning stage. The manager needs to plan the schedule and give the blueprint of how the task is to be done with all the necessary details, and also the manager should have a backup plan that if this doesn't work then what next. Example – There is a new project, how to start, human resource required, resources required, etc., everything should be planned.
- **Organizing** – Next comes the organizing part, where the manager needs to synchronize and have to make sure everything is going according to the plan. Everything should work as per the plan, and if not then the manager needs to look into the issue and make it work as planned. Example – A software tester is required, so organize the venue, date and time to interview those eligible for the post.
- **Staffing** – In simple words, staffing means grouping of people into different teams and allotting different tasks to them. If the team members have some disputes then the team member needs to report to the team leader who will forward it to the manager and the issue will be taken care of. Example – Assembling a new team for a new project.
- **Directing/Leading** – It is a manager's responsibility to guide the employees in all situations in order to avoid conflicts and delay in the task. Manager has to lead the employees so that they can get a clear idea about what

is to be done and how to do it. Example – a team needs a team leader to look after each task that is accomplished, in-process, or aborted.

- **Coordinating** – It means bringing all the employees together by forming an efficient relationship and making them feel comfortable to share their views and issues freely. Example – Coordinating the schedule for a project.
- **Reporting** – The manager has to keep updated information about all the ongoing tasks, and it is the sole responsibility of the manager to report the updated status to the higher authorities; while all the employees are bound to report to the manager. Example – Keeping the respective directors informed about the progress on their respective projects.
- **Budgeting** – A task has to be completed within the given time frame as well as it should be cost efficient. The manager needs to be double sure that all the amount invested in the project doesn't exceed the budget given and in case of imbalance, the budgeting manager has to report to the management. Example – If budget allows to place three employees then five employees cannot be assigned for the task.
- **Controlling** – Last but of course not the least role played by the manager is having everything under control. Whether it is the budget, or resource allocation, everything should be in order. Example – All members of a team cannot be granted leave on the same day, as it affects work delivery.

Q.3. Discuss the challenges faced by a manager in this present work environment? [05 Marks] ----2015.

Ans. We have seen the different roles a manager as to play in order to maintain the workflow balance in an organization. With all these responsibilities, there are some tough challenges a manager has to deal with while trying to balance everything. Following are some challenges a manager has to deal with –

- **Managing workforce diversity** – Manager shouldn't create or encourage discrimination among employees. Employees from different background, culture, and ethnicity should be treated as equal and rewards should be given only on the basis of work.
- **Improving quality and productivity** – It is the sole responsibility of the manager to increase the productivity without hampering the quality. It can be done in two ways –
 - o **Totally quality management** – That is constant focus on customer satisfaction by improving organizational process.
 - o **Process of engineering** – Focusing on the manufacturing of the product, so that the quality is not compromised.
- **Responding to labor shortage** – If there is a labor shortage then the manager should quickly respond to solve this problem by arranging for the workforce required so that the product delivery is not delayed.
- **Eradication of labor shortage** – The manager needs to take quick action, if there is a labor shortage and should assure with backup plans so that there is no labor shortage in future.
- **Improving customer service** – Manager faces the challenge to constantly improve customer service to survive in an ever-competitive environment.
- **Improving ethical behavior** – Managers should make sure that the employees behave properly and maintain the decorum of the company. These are few major challenges a manager faces while trying to complete a project. To maintain work-life balance and for the betterment of the organization, the manager should try level best to resolve these challenges.

Q.4. Sketch the historical growth/ evolution of the subject organisational growth ?

Ans. The four important approaches to the study of organisational behavior, i.e, (1) Human Resource Approach, (2) Contingency Approach, (3) Productivity Approach, and (4) System Approach.

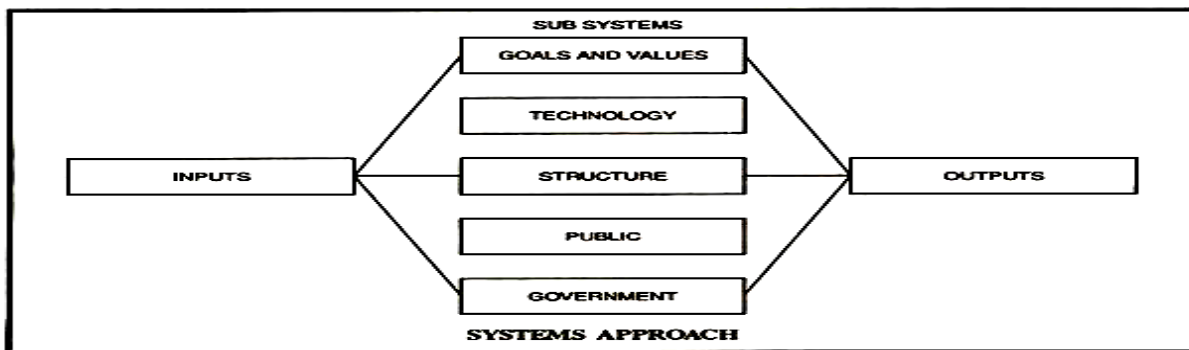
1. Human Resources Approach:- This approach recognizes that human resources in an organisation are the central force. Their development will contribute to the success of the organisation. Human resources approach provides for the changes in the managerial role. It requires that the managers, instead of controlling the employees, should provide active support to them by treating them as part of the group.

2. Contingency Approach:- The approach stresses that there is no single way to manage effectively under all circumstances. The methods of behaviours which work effectively in one situation may fail in another. The organisational structure and the processes of management are governed by the external environment and several aspects of the internal environment. Effective management processes will vary in different situations depending on the individuals and groups in the organisation, the nature of the job and technology, the environment facing the organisation and its structure.

3. Productivity Approach:- Productivity means the numerical value of the ratio of output to input. Higher the value of this ratio, greater is the efficiency and effectiveness of the management. The traditional concept of productivity was concerned with economic inputs and output only. But nowadays human and social inputs and outputs are equally important. Productivity, a significant part of organisational behaviour decisions, is recognized and discussed extensively. These decisions relate to human, social and economic issues. For example if better organisational behaviour can reduce worker's turnover or the number of absentees, a human output or benefit occurs.

4. System Approach:- The systems approach is of the view that an organisation is a powerful system with several subsystems which are highly and closely interconnected. Any action taken to solve the problems in one subsystem will have its effect on the other subsystems as well; since all the parts of the organisation are closely connected. Thus, this approach gives the managers a way of looking at the organisation as a whole, whole group, and the whole social system. Systems approach has become an integral part of modern organisational theory. Organisations are termed as complex systems comprising of interrelated and interlocking systems.

The following figure shows the relationship clearly:



The public and government have been included keeping in view the relationship between organisation and external environment. The other subsystems are integral part of overall organisations.

Q.5. Discuss in details the theoretical framework of OB?

Ans. The theoretical framework of OB are discussed below in details:

COGNITIVE FRAMEWORK

Cognitive approach emphasizes the positive and freewill aspects of human behavior and uses concepts such as expectancy, demand, and intention. Cognition can be simply defined as the act of knowing an item of information. In cognitive framework, cognitions precede behavior and constitute input into the person's thinking, perception, problem solving, and information processing.

The work of Edward Tolman can be used to represent the cognitive theoretical approach. According to Tolman, learning consists of the expectancy that a particular event will lead to a particular consequence. This cognitive concept of expectancy implies that organism is thinking about, or is conscious or aware of the goal and result of a behavior exhibited by it. It means that a person desires a goal and also knows the behavior that will lead to achievement of the goals.

BEHAVIORISTIC FRAMEWORK

Pioneer behaviorists Ivan Pavlov and Jon B. Watson stressed the importance of studying observable behaviors instead of the elusive mind. They advocated that behavior could be best understood in terms of stimulus and response (S-R). They examined the impact of stimulus and felt that learning occurred when the S-R connection was made. Modern behaviorism, that marks its beginning with B.F. Skinner, advocates that behavior in response to a stimulus is contingent on environmental consequences. Thus, it is important to note that behavioristic approach is based on observable behavior and environmental variables (which are also observable).

SOCIAL COGNITIVE FRAMEWORK

Social learning theory takes the position that behavior can best be explained in terms of a continuous reciprocal interaction among cognitive, behavioral, and environmental determinants. The person and the environmental situation do not function as independent units but, in conjunction with behavior itself, reciprocally interact to determine behavior. It means that cognitive variables and environmental variables are relevant, but the experiences generated by previous behavior also partly determine what a person becomes and can do, which, in turn, affects subsequently behavior. A person's cognition or understanding changes according to the experience of consequences of past behavior.

Bandura developed social learning theory into the more comprehensive social cognitive theory (SCT). Stajkovic and Luthans have translated this SCT into the theoretical framework for organizational behavior. Social cognitive theory recognizes the importance of behaviorism's contingent environmental consequences, but also includes cognitive processes of self regulation. The social part acknowledges the social origins of much of human thought and action (what individual learns from society), whereas the cognitive portion recognizes the influential contribution of thought processes to human motivation, attitudes, and action. In social cognitive theoretical framework, organizational participants are at the same time both products and producers of their personality, respective environments, and behaviors. Bandura identified five basic human capabilities as a part of SCT.

1. Symbolizing: People process visual experiences into cognitive models. They help in future action.
2. Forethought: Employees plan their actions.
3. Observational: Employees learn by observing the performance of the referent group (peers, supervisors and high performers) and the consequences of their actions.
4. Self-regulatory: Employees self regulate their actions by setting internal standards (aspired level of performance).
5. Self-reflective: Employees reflect back on their actions (how did I do?) and perceptually determine how they believe then can successfully accomplish the task in the future given the context (probability of success between 0 to 100% is estimated)

Q.6. State the relationship between OB and Individuals? ----

Ans. **OB** highlights on its several aspects like:

- a. Way of thinking—requires clearly identifying the level of analysis (individual,group, organizational).
- b. Multi-disciplinary—draws principles, theories, and models from psychology,sociology and cultural anthropology.
- c. Humanistic orientation—assumes that individual feelings, attitudes, perceptions, goals, etc., are important to the organization.
- d. Performance-oriented—focusing on whether and why individual/group/organization performance is high, moderate, or low.
- e. External environment—substantially impacts organizational behavior.
- f. Scientific method—plays a critical role in OB research.
- g. Applications oriented—concerned with providing useful/applicable answers to management problems.

Individuals:

-Each person is substantially different from all others in terms of their personalities, needs, demographic factors and past experiences and/or because they are placed in different physical settings, time periods or social surroundings. This diversity needs to be recognized and viewed as a valuable asset to organizations.

Individual performance forms the basis of organizational performance. The four key influences on individual's behavior and motivation are:

- a. Individual characteristics—e.g., personality, attitudes, perceptions, values.
- b. Individual motivation—interacts with ability to work to determine individual performance.
- c. Rewards/punishment—use of behavior modification techniques to enhance performance and control misbehavior.
- d. Stress.