

SES'S L.S.RAHEJA COLLEGE OF ARTS AND COMMERCE

Course: **ORGANISATIONAL BEHAVIOUR** Unit: 1, 2, 3 & 4 - SEMESTER: II Prepared by: **MS. VAISHALI PANDYA****KEY AREAS IN ORGANISATIONAL BEHAVIOUR****DEFINITION ORGANISATIONAL BEHAVIOUR:**

NEWSTORM AND DAVIS DEFINE ORGANISATIONAL BEHAVIOUR AS "THE STUDY AND APPLICATION OF KNOWLEDGE ABOUT HOW PEOPLE – AS INDIVIDUAL AND AS GROUPS – ACT WITH ORGANISATIONS"

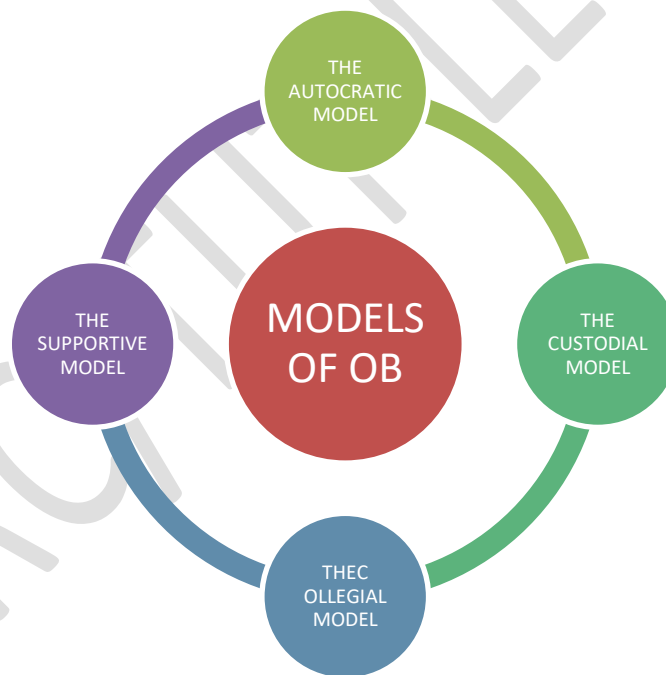
IMPORTANCE OF ORGANISATIONAL BEHAVIOUR

- TO UNDERSTAND "WHY" OF HUMAN BEHAVIOUR
- TO UNDERSTAND INDIVIDUAL DIFFERENCES
- TO UNDERSTAND VARIOUS INTERNAL PROCESSES
- TO UNDERSTAND "WHY" HUMANS WORK
- TO BRING ABOUT A DESIRED AND VOLOUNTARY CHANGE
- TO HELP INDIVIDUALS AND ORGANISATION TO DEVELOP IN A MUTUALLY ACCEPTED AND EXPECTED DIRECTION
- TO UNDERSTAND ONE'S OWN SELF

LEVELS OF ORGANISATIONAL BEHAVIOUR**THE INTERDISCIPLINARY NATURE OF OB**

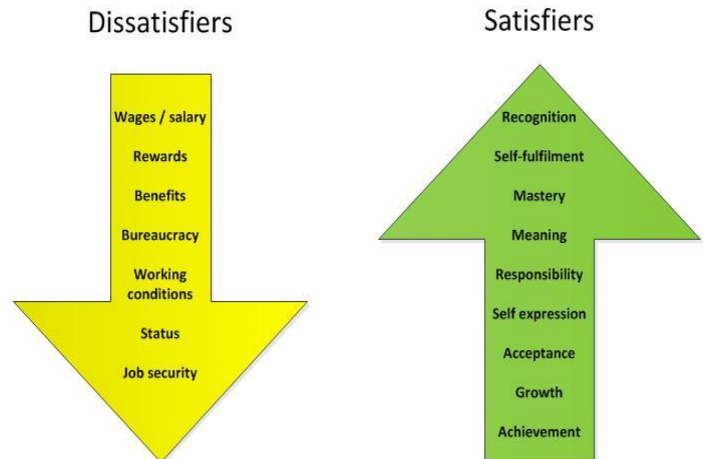


MODELS OF ORGANISATIONAL BEHAVIOUR



DEFINITION OF MOTIVATION:

ROBBINS AND JUDGE DEFINE MOTIVATION AS “THE PROCESSES THAT ACCOUNT FOR AN INDIVIDUAL’S INTENSITY, DIRECTION AND PERSISTENCE OF EFFORTS TOWARDS ATTAINING A GOAL

MASLOWS NEED HIERARCHY THEORY**FREDRICK HERZBERG’S TWO FACTOR MODEL****OTHER IMPORTANT MOTIVATION MODELS ARE**

- ✓ THEORY X AND THEORY Y
- ✓ MC CLELLAND’S THEORY OF NEEDS
- ✓ EQUITY THEORY
- ✓ ERG THEORY
- ✓ WILLIAM ‘S THEORY Z

DEFINITION OF GROUP:

“A GROUP IS TWO OR MORE PERSONS WHO INTERACT WITH ONE ANOTHER SUCH THAT EACH PERSON INFLUENCES AND IS INFLUENCED BY THE OTHER PERSON”.

WHY DO PEOPLE JOIN GROUPS?

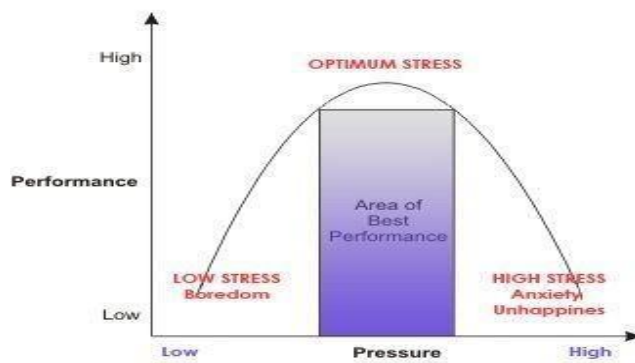
- AFFILIATION MOTIVATION
- SECURITY
- SATISFACTION OF NEEDS
- SHARED INTEREST AND GOALS
- SELF ESTEEM
- STATUS
- POWER
- GOAL ACHIEVMENT

TYPES OF GROUPS:**EFFECTS OF GROUPS ON INDIVIDUAL:**

- SOCIAL FACILITATION
- SOCIAL LOAFING
- GROUP POLARISATION
- GROUP THINK
- ESCALATION OF COMMITMENT

DEFINITION OF STRESS:

STRESS MAY BE DEFINED AS A STATE OF PSYCHOLOGICAL AND/OR PHSIOLOGICAL IMBALANCE RESULTING FROM THE DISPARITY BETWEEN SITUATIONAL DEMAND AN THE INDIVIDUAL'S ABILITY AND/OR MOTIVATION TO MEET THOSE DEMANDS



EFFECTS/SYMPTOMS OF STRESS

PHYSIOLOGICAL EFFECTS

PSYCHOLOGICAL EFFECTS

BEHAVIOURAL EFFECTS

SOURCES OR CAUSES OF STRESS – EXTRA ORGANISATIONALSTRESSORS

- **SOCIAL & TECHNOLOGICAL CHANGES**
- **ECONOMIC SITUATION**
- **FAMILY SITUATION**
- **RELIGION**
- **GENDER**
- **CIVIC EMENITIES**

SOURCES OR CAUSES OF STRESS –ORGANISATIONAL STRESSORS

- **OCCUPATIONAL DEMANDS**
- **PERSONAL v/s ORGANISATIONAL LIFE**
- **CAREER CONCERN**
- **ROLE CONFLICT**
- **ROLE AMBIGUITY**
- **WORK OVERLOAD OR UNDERLOAD**

- RESPONSIBILITY FOR OTHERS
- ORGANISATIONAL POLITICS
- WORKING CONDITIONS
- LACK OF COHESSIVENESS
- INTERPERSONAL,INTRAPERSONAL, INTERGROUP CONFLICT
- LIFE AND CAREER CHANGES

COPING WITH STRESS:

- ✓ PERSONAL WELLNESS
- ✓ SOCIAL SUPPORT
- ✓ FORESIGHT
- ✓ SABBATICALS
- ✓ RELAXATION AND MEDITATION
- ✓ CREATE A SUPPORTIVE WORK CLIMATE
- ✓ REDUCED ROLE CONFLICT AND AMBIGUITY
- ✓ PROPER SELECTION, PLACEMENT, TRAINING
- ✓ CAREER DEVELOPMENT PLANNING
- ✓ JOB DESIGN
- ✓ STRESS MANAGEMENT PROGRAMS

DEFINITION OF ORGANISATIONAL CHANGE

GREENBERG & BARON DESCRIBES ORGANISATIONAL CHANGE AS PLANNED OR UNPLANNED TRANSFORMATION IN AN ORGANISATION'S STRUCTURE, TECHNOLOGY AND / OR PEOPLE

NATURE OR CHARACTERISTICS OF WORK CHANGE:

- THE WHOLE ORGANISATION IS AFFECTED
- DISEQUILIBRIUM
- CHANGE REQUIRES ADJUSTMENT

RESISTANCE TO CHANGE:

REASONS FOR RESISTANCE:

NATURE OF CHANGE

METHOD OF CHANGE

NO BENEFIT OF CHANGE

TYPES OF RESISTANCE:**BENEFITS OF RESISTANCE:**

- REEXAMINE THE PROPOALS
- FORSEE PROBLEMS
- COMMUNICATION
- FEEDBACK

DEFINITION OF ORGANISATIONAL CONFLICT:

NEWSTORM AND DAVIS REFER CONFLICT AS, ANY SITUATION IN WHICH TWO OR MORE PARTIES FEEL THEMSELVES IN OPPOSITION. CONFLICT IS AN INTERPERSONAL PROCESS THAT ARISES FROM DISAGREEMENTS OVER THE GOALS TO ATTAIN OR METHODS TO BE USED TO ACCOMPLISH THESE GOALS.

LEVELS OF CONFLICT**POSITIVE EFFECTS OF CONFLICTS**

- BRINGS PROBLEM IN THE OPEN
- ENCOURAGES CONSIDERATION OF NEW IDEAS
- MOTIVATES PEOPLE
- LEADS TO BETTER DECISION MAKING
- INCREASES LOYALTY AND MOTIVATION
- INCREASES ORGANISATIONAL COMMITMENT AND JOB SATISFACTION

SOURCES OF CONFLICTS

- ORGANISATIONAL CHANGE
- PERSONALITY CLASHES
- AMBIGUITY OVER RESPONSIBILITY
- DIFFERENT VALUES
- THREATS TO STATUS
- CONTRASTING PERCEPTIONS
- DISTRUST
- FAULTY COMMUNICATION

NEGATIVE EFFECTS OF CONFLICTS

- AFFECTS COMMUNICATION AND CO-OPERATION
- AFFECTS EMPLOYEE MOTIVATION & SELF IMAGE
- STRESS
- MANAGERS TURNS AUTHORITARIAN
- LOYALTY TOWARDS GROUP AND NOT THE ORGANISATION

RESOLUTION STRATEGIES**CONFLICT OUTCOMES**

NOTE: THESE POINTS ARE INDICATIVE AND NOT EXHAUSTIVE. PLEASE ELABORATE THE ANSWERS WITH PROPER EXAMPLES WHEREVER APPLICABLE.

IMPORTANT QUESTIONS:

1. Models of Ob.
2. Goals of Ob.
3. Levels of study of Ob.
4. Meaning of Ob.
5. OB is interdependence.
6. Characteristics of Ob.
7. Importance of Ob or significance of Ob.
8. Meaning of motivation.
9. Features of motivation.
10. Need and importance of motivation.
11. Maslow's theory of motivation.
12. McGregor Theory X and Theory Y of motivation.
13. William Ouchi's Theory Z of motivation.
14. Victor Vroom's Theory of motivation.
15. ERG Theory of motivation.

16. Short note on Quality circles.
17. Short note on TQM.
18. Short note on MBO .
19. Job Enrichment.
20. Job Enlargement.
21. Carrot and stick Approach.
22. Worker's Empowerment.
23. Meaning of IQ.
24. Meaning and short note on EQ
25. Spiritual Quotient.
26. Factors influencing of EQ and IQ.
27. Types of group.
28. Distinguish between Formal and informal group.
29. Properties of group.
30. Meaning and nature of teams.
31. Skills required to build o good team.
32. Stages in group development / team development .
33. Meaning 9f leadership.
34. Function of leader.
35. Quality of good leader.
36. Step in goal setting.
37. Meaning of smart goal setting.
38. Components of soft skills .
39. Building interpersonal skills.
40. Multi- cultural skills.
41. Cross – cultural skills.
42. Johari window.
43. Short note on features on organisational cultural.
44. Function of organisational cultural.
45. Meaning of conflict.
46. Features of conflict.
47. Types of conflict.
48. Advantages of conflict.
49. Disadvantages of conflict.
50. Methods of Resolving conflict.
51. Reasons of organisational change.

52. Causes of resistance of change.
53. Ways to overcome resistance of change.
54. Meaning of time management Effective strategies.
55. Meaning of stress Management.
56. Effects of stress .
57. Strategies to cope with stress.
58. Source / causes of stress.
59. Short note on organisational development.

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