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 VOLUNTARY 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

- INDIVIDUAL LEVEL
- INTERPERSONAL LEVEL
- GROUP LEVEL
- INTERGROUP LEVEL
- ORGANISATIONAL LEVEL
- INTERORGANISATIONAL LEVEL

THE INTERDISCIPLINARY NATURE OF OB
MODELS OF ORGANISATIONAL BEHAVIOUR

- THE AUTOCRATIC MODEL
- THE SUPPORTIVE MODEL
- THE COLLEGIAL MODEL
- THE CUSTODIAL MODEL
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 ACHIEVEMENT
TYPES OF GROUPS:

**FORMAL GROUPS**
- COMMAND GROUP
- TASK GROUP

**INFORMAL GROUPS**
- INTEREST GROUP
- FRIENDSHIP GROUP

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 PHYSIOLOGICAL 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 ORGANISATIONAL STRESSORS

- 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 COHESIVENESS
- 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:

LOGICAL RESISTANCE

PSYCHOLOGICAL RESISTANCE

SOCIOLOGICAL RESISTANCE

BENEFITS OF RESISTANCE:

- REEXAMINE THE PROPOSALS
- 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

- **Intrapersonal Conflict**
- **Interpersonal Conflict**
- **Intergroup Conflict**
- **Interorganisational**

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

NEGATIVE EFFECTS OF CONFLICTS

- Affects communication and co-operation
- Affects employee motivation & self image
- Stress
- Managers turn authoritarian
- Loyalty towards group and not the organisation

SOURCES OF CONFLICTS

- Organisational change
- Personality clashes
- Ambiguity over responsibility
- Different values
- Threats to status
- Contrasting perceptions
- Distrust
- Faulty communication
NOTE: THESE POINTS ARE INDICATIVE AND NOT EXHAUSTIVE. PLEASE ELLABORATE THE ANSWERS WITH PROPER EXAMPLES WHEREVER APPLICABLE.

IMPORTANT QUESTIONS:

1. Models of Ob.
2. Goals of Ob.
3. Levels of study of Ob.
5. OB is interdependence.
7. Importance of Ob or significance of Ob.
10. Need and importance of motivation.
11. Maslow’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 .
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 a good team.
32. Stages in group development / team development .
33. Meaning of 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.
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.
56. Effects of stress.
57. Strategies to cope with stress.
58. Source / causes of stress.
59. Short note on organisational development.