 MODULE 1

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

FUNDAMENTAL CONCEPTS OF ORGANISATIONAL BEHAVIOUR – NATURE OF PEOPLE

- INDIVIDUAL DIFFERENCES
- PERCEPTION
- A WHOLE PERSON
MOTIVATED BEHAVIOUR

DESIRE FOR IMPROVEMENT

VALUE OF THE PERSON (HUMAN DIGNITY)

FUNDAMENTAL CONCEPTS OF ORGANISATIONAL BEHAVIOUR - NATURE OF ORGANISATION

SOCIAL SYSTEM

MUTUAL INTEREST

ETHICS

MODELS OF ORGANISATIONAL BEHAVIOUR

- THE AUTOCRATIC MODEL
- THE CUSTODIAL MODEL
- THE COLLEGIAL MODEL
- THE SUPPORTIVE MODEL

MODULE 2

MEANING OF ORGANISATIONAL STRUCTURE

ORGANISATIONAL STRUCTURE IS A SYSTEM USED TO DEFINE A HIERARCHY WITHIN AN ORGANISATION. IT DEFINES EACH JOB, FUNCTION AND WHERE IT REPORTS TO WITHIN THE ORGANISATION

TYPES OF ORGANISATIONAL STRUCTURE

- FUNCTIONAL ORGANISATIONAL STRUCTURE
MODULE 3

MEANING OF ORGANISATIONAL CULTURE

Organisational culture is a system of shared assumptions, values and beliefs, which governs how people behave in organisations. These shared values have strong influence on the people in the organisation and dictate how they dress, act and perform their job.

TYPES OF ORGANISATIONAL CULTURE

- Academy
- Club
- Baseball Team
- Fortress

TRANSMITTING ORGANISATION CULTURE

- Stories
- Symbols
- Jargon
- Ceremonies and Rituals
- Statements of Principles and Values

EFFECTS OF ORGANISATIONAL CULTURE

- Organisational Performances
- Length of Employment
- Person – Organisation Fit

CHANGING ORGANISATIONAL CULTURE

- Changes in the Composition of the Workforce
- Mergers and Acquisitions
- Planned Organisational Change

MODULE 4

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
- MCCLELLAND’S THEORY OF NEEDS
- EQUITY THEORY

MODULE 5

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

STAGES OF GROUP DEVELOPMENT
- FORMING
- STORMING
- NORMING
- PERFORMING
- ADJOURNING

TYPES OF TEAM
- PROBLEM SOLVING TEAM
- SELF MANAGED WORK TEAMS
- CROSS FUNCTIONAL TEAMS
- VIRTUAL TEAMS

CREATING EFFECTIVE TEAMS
- CONTEXT
- COMPOSITION
- PROCESS

MODULE 6

MEANING OF DECISION MAKING
Decision making is one of the most important management activity. Decision making is universally defined as choosing between two or more alternatives.

ADVANTAGES OF GROUP DECISION MAKING
- POOLING OF RESOURCES
- INCREASES DIVERSITY OF VIEWS
- SYNERGETIC EFFECTS
- SHARING THE LOAD
- SPECIALISATION OF LABOUR
- INCREASES ACCEPTANCE OF SOLUTION
- INCREASES LEGITIMACY
- INCREASES BELONGINGNESS

DISADVANTAGES OF GROUP DECISION MAKING
- TIME CONSUMING
- INTIMIDATION
- PRESSURE TO CONFORM
- DOMINATION OF FEW
- DOMINANCE OF HIGHER STATUS MEMBERS
- CONFLICT OF ILL WILL
AMBIGUOUS RESPONSIBILITY

TECHNIQUES OF GROUP DECISION MAKING

- BRAINSTORMING
- DELPHI TECHNIQUE
- NOMINAL GROUP TECHNIQUE
- DIALECTIC DECISION METHODS

MODULE 7

DEFINITION OF LEADERSHIP

ROBBINS AND JUDGE DEFINE LEADERSHIP AS, “THE ABILITY TO INFLUENCE A GROUP TOWARDS THE ACHIEVEMENT OF A VISION OR SET OF GOALS”

BLAKE AND MOULTON’S MANAGERIAL GRID

MODULE 8

DEFINITION OF STRESS:

STRESS MAY BE DEFINED AS A STATE OF PSYCHOLOGICAL AND OR PHYSIOLOGICAL IMBALANCE RESULTING FROM THE DISPARITY BETWEEN SITUATIONAL DEMAND AND 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

NOTE: THESE POINTS ARE INDICATIVE AND NOT EXHAUSTIVE. PLEASE ELLABORATE THE ANSWERS WITH PROPER EXAMPLES WHEREVER APPLICABLE. PLEASE REFER BOOKS AND QUESTIONS AS INFORMED IN THE CLASS.