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

| Course: ORGANISATIONAL BEHAVIOUR | Unit: ALL 8 MODULES | Prepared by: MS DIVYA KANCHAN |
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# 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"**
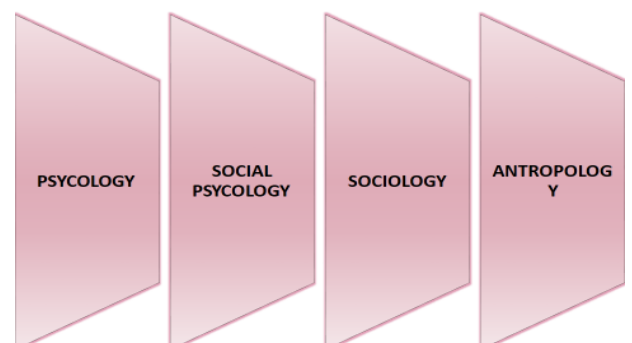
## IMPORTANCE OF ORGANISATIONAL BEHAVIOUR

- **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 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

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

THE INTERDISCIPLINARY NATURE OF OB

- PSYCOLOGY
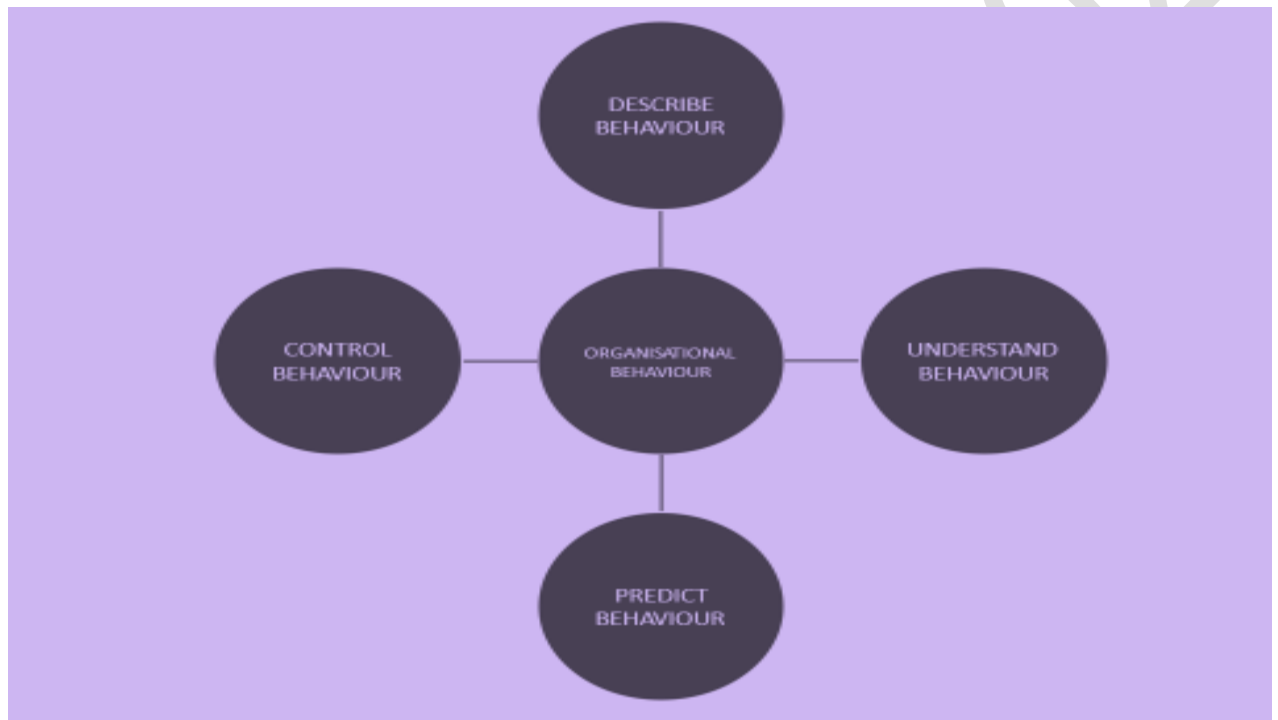- SOCIAL PSYCOLOGY
- SOCIOLOGY
- ANTROPOLOGY

## 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
- THEC OLLEGIAL 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

- ❖ LINE ORGANISATION STRUCTURE
- ❖ MATRIX ORGANISATION STRUCTURE
- ❖ BEUROCRATIC ORGANISATION STRUCTURE
- ❖ FLAT ORGANISATION STRUCTURE
- ❖ VIRTUAL ORGANISATION STRUCTURE
- ❖ BOUNDARYLESS ORGANISATION STRUCTURE

# MODULE 3

## MEANING OF ORGANISATIONAL CULTURE

ORGANISATIONAL CULTURE IS A SYSTEM OF SHARED ASSUMPTIONS, VALUES AND BELIEFS, WHICH GOVERNS HOW PEOPLE BEHAVE IN ORGAINSATIONS. 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
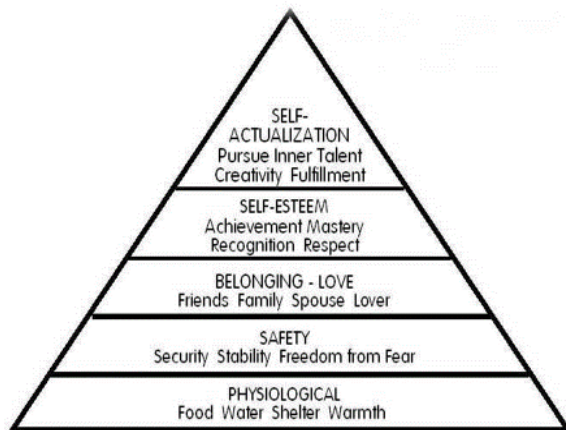


## FREDRICK HERZBERG'S TWO FACTOR MODEL
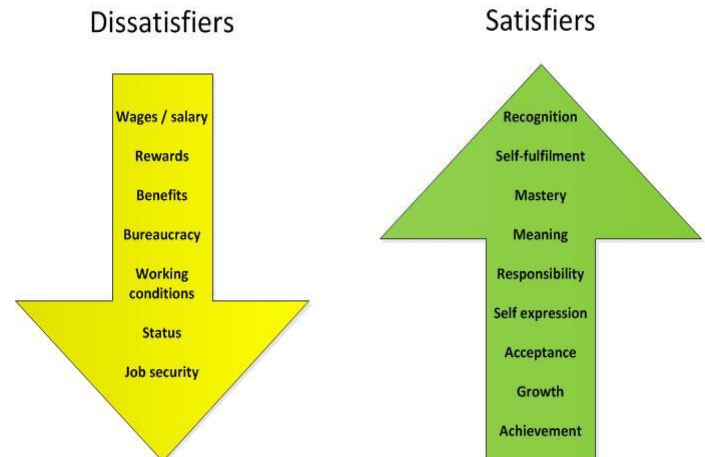


### OTHER IMPORTANT MOTIVATION MODELS ARE

- ✓ THEORY X AND THEORY Y
- ✓ MC CLELLAND'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 ACHIEVMENT

### TYPES OF GROUPS:

- ❑ **FORMAL GROUPS**

- ➤ **COMMAND GROUP**

- ➤ **TASK GROUP**

- ❑ **INFORMAL GROUPS**

- ➤ **INTEREST GROUP**

&#10095; **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 TAEMS

## 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 ACEAPTANCE OF SOLUTION
- ❖ INCRAESES LEGITIMACY
- ❖ INCREASES BELONONGINESS

## DISADVANTAGES OF GROUP DECISION MAKING

- ❖ TIME CONSUMING
- ❖ INTIMIDATION
- ❖ PRESSURE TO CONFORM
- ❖ DOMINATION OF FEW
- ❖ DOMINANCE OF HIGHER STATUS MEMBERS
- ❖ CONFLICT OF ILL WILL

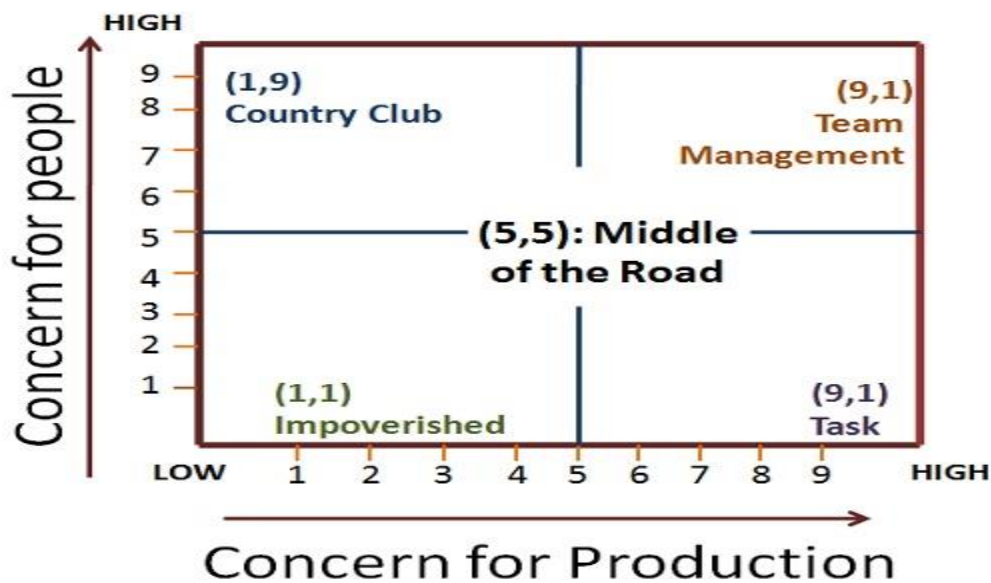❖ AMBIGUOUS RESPONSIBILITY

## TECHNIQUES OF GROUP DECISION MAKING

❖ BRAINSTORMING
❖ DELPHI TECHNIQUE
❖ NOMINAL GROUP TECHNIQUE
❖ DIALECTC 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"
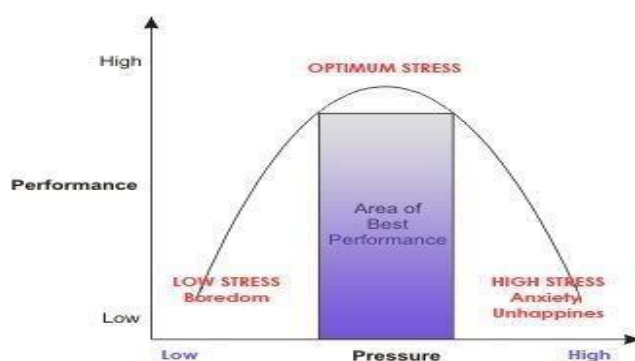
## BLAKE AND MOUTON'S MANEGERIAL GRID



# MODULE 8

## 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**
- ➢ **PSYCOLOGICAL 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 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**

**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.**