

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

Course: **ORGANISATIONAL BEHAVIOUR**

Unit: **1** - SEMESTER: **VI**

Prepared by: **MS. DIVYA KANCHAN**

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”

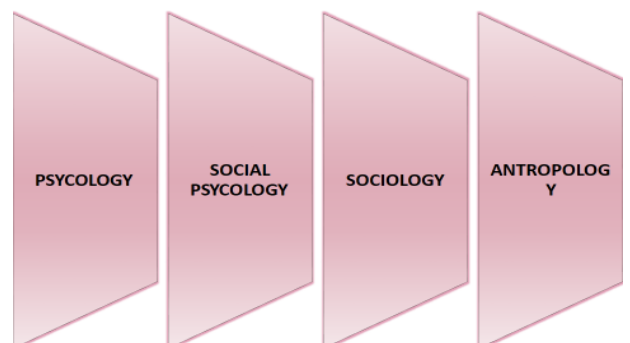
IMPORTANCE OF ORGANISATIONAL BEHAVIOUR

- 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



THE INTERDISCIPLINARY NATURE OF OB

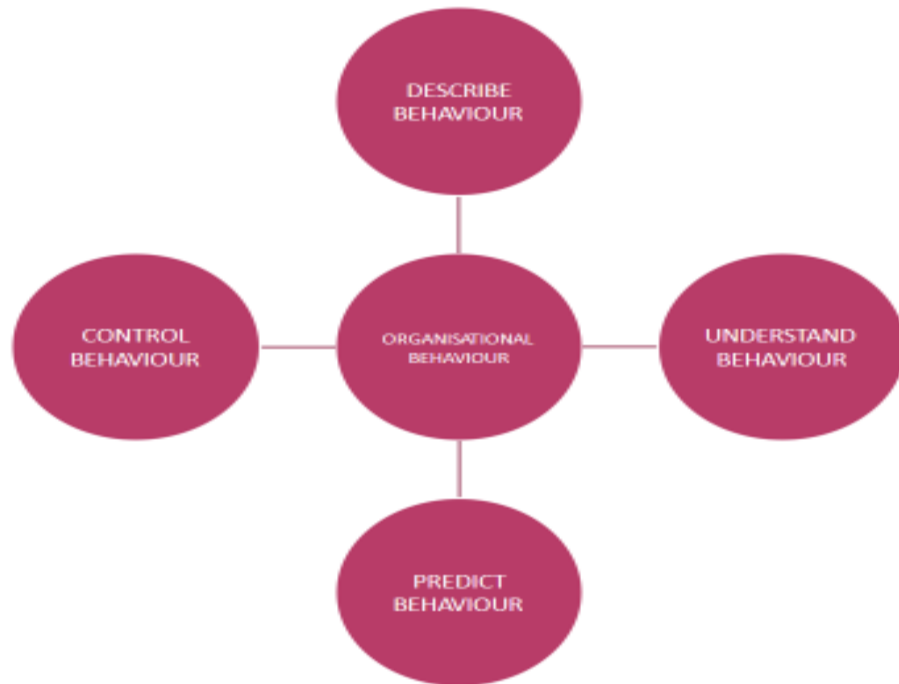


FUNDAMENTAL CONCEPTS OF ORGANISATIONAL BEHAVIOUR – NATURE OF PEOPLE

- 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

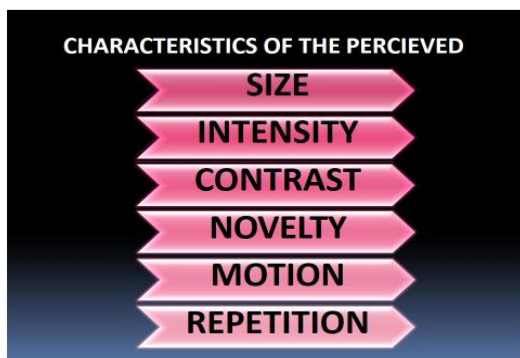


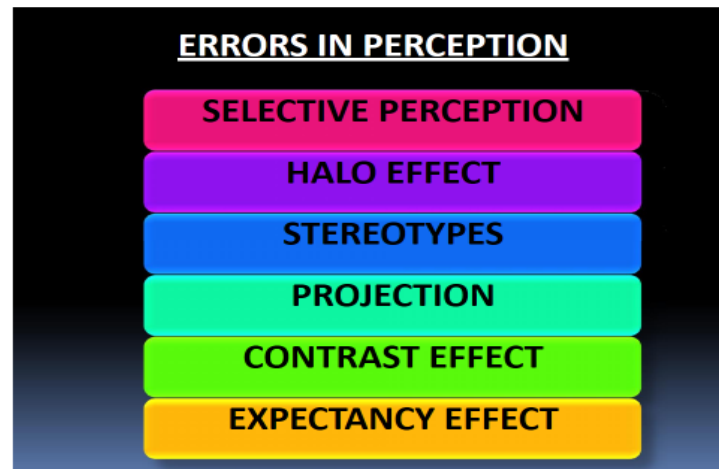
MODELS OF ORGANISATIONAL BEHAVIOUR

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

DEFINITION OF PERCEPTION:

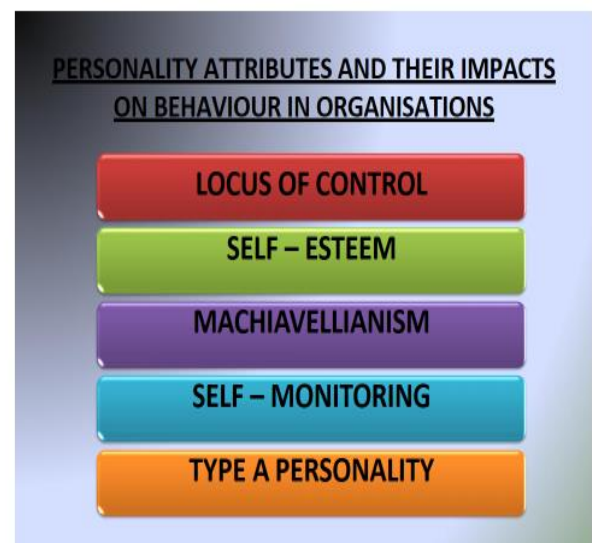
PIERCE AND GARDNER DEFINE PERCEPTION AS, "THE PROCESS BY WHICH PEOPLE ORGANISE AND OBTAIN MEANING FROM SENSORY STIMULI THEY RECEIVE FROM THE ENVIRONMENT"





DEFINITION OF PERSONALITY:

BARON AND GREENBERG DESCRIBES PERSONALITY AS, "THE UNIQUE AND RELATIVELY STABLE PATTERN OF BEHAVIOUR, THOUGHTS AND EMOTIONS SHOWN BY INDIVIDUALS"



DEFINITION OF ATTITUDES:

STEPHEN ROBBINS DESCRIBES ATTITUDES AS EVALUATIVE STATEMENT – EITHER FAVOURABLE OR UNFAVOURABLE CONCERNING OBJECTS, PEOPLE OR EVENTS. THEY REFLECT HOW ONE FEELS ABOUT SOMETHING

THREE COMPONENTS OF ATTITUDE

- ✓ COGNITIVE COMPONENT
- ✓ AFFECTIVE COMPONENT
- ✓ BEHAVIOURAL COMPONENT

MAJOR JOB RELATED ATTITUDES:

- ✓ JOB INVOLVEMENT
- ✓ ORGANISATIONAL COMMITMENT
- ✓ PERCEIVED ORGANISATIONAL SUPPORT
- ✓ EMPLOYEE ENGAGEMENT
- ✓ JOB SATISFACTION

DETERMINANTS OF JOB SATISFACTION:

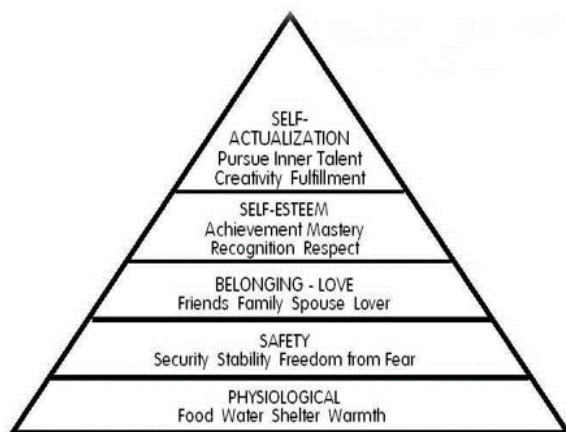
- ✓ PERSONAL FACTORS
- ✓ FACTORS INHERENT TO THE JOB
- ✓ FACTORS CONTROLLED BY THE MANAGEMENT



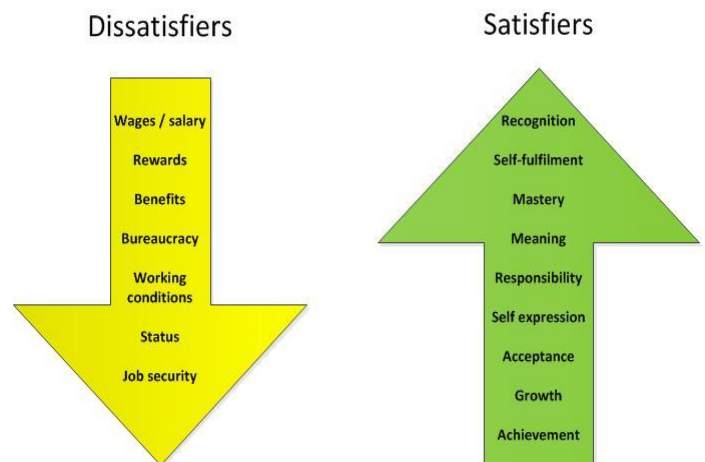
DEFINITION OF MOTIVATION:

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

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

IMPORTANT QUESTIONS:

1. Importance/advantages/benefits of organizational behaviour
2. Interdisciplinary nature of OB
3. Goals of OB
4. Fundamental concepts of OB - Nature of people and nature of organization
5. Models of OB
6. Characteristics of the perceived
7. Characteristics of the perceiver
8. Attribution theory of Harold Kelly
9. Errors in perception
10. The Big five model
11. Locus of control
12. Self esteem
13. Machiavellianism
14. Self-monitoring
15. Type A personality
16. Cross cultural values
17. Three components of attitude
18. Determinants of job satisfaction
19. Impact of job satisfaction
20. Abraham Maslow need hierarchy theory
21. Clayton Alderfer's ERG theory
22. Theory X and theory Y
23. Fredrick Herzberg two factor theory
24. Mc Clelland theory of needs
25. Equity theory

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Unit: 2 SEMESTER: VI

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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 THE METHODS TO BE USED TO ACCOMPLISH THESE GOALS.

LEVELS OF CONFLICT

INTRAPERSONAL CONFLICT

INTERPERSONAL CONFLICT

INTERGROUP CONFLICT

INTERORGANISATIONAL

SOURCES OF CONFLICTS

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

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

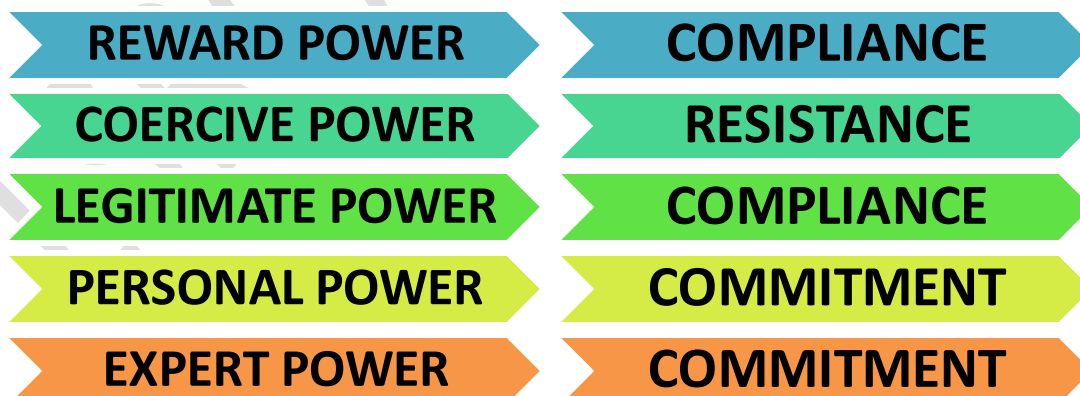
- AFFECTS COMMUNICATION AND CO-OPERATION
- AFFECTS EMPLOYEE MOTIVATION & SELF IMAGE
- STRESS
- MANAGERS TURNS AUTHORITARIAN
- LOYALTY TOWARDS GROUP AND NOT THE ORGANISATION

A MODEL OF CONFLICT

- CONFLICT CONDITIONS
- PERCEPTIONS OF CONFLICT
- PARTICIPANTS INTENTIONS
- RESOLUTION STRATEGIES
- CONFLICT OUTCOMES

RESOLUTION STRATEGIES**CONFLICT OUTCOMES****DEFINITION OF POWER:**

ROBBINS AND JUDGE DESCRIBES POWER AS, A CAPACITY THAT A HAS TO INFLUENCE THE BEHAVIOR OF B SO THAT B ACTS IN ACCORDANCE WITH THE WISHES OF A

TYPES OF POWER**EMPLOYEE RESPONSE**

DEFINITION OF ORGANISATIONAL POLITICS

NEWSTORM AND DAVIS DESCRIBES ORGANIZATIONAL POLITICS AS, INTENTIONAL BEHAVIOURS THAT ARE DESIGNED TO ENHANCE/PROTECT A PERSON'S INFLUENCE AND SELF – INTEREST.

POLITICS TACTICS USED TO GAIN POWER

- SOCIAL EXCHANGE
- IDENTIFICATION WITH HIGHER AUTHORITY
- SELECTIVE SERVICE
- CONTROL OF INFORMATION
- ALLIANCE
- NETWORKING
- POWER AND STATUS SYMBOLS
- POWER PLAYS

CAUSES OF POLITICAL BEHAVIOUR – INDIVIDUAL FACTORS:

- ✓ SELF – MONITORING
- ✓ LOCUS OF CONTROL
- ✓ MACHIAVELLIANISM
- ✓ INVESTMENT IN THE JOB
- ✓ JOB ALTERNATIVES
- ✓ EXPECTATION OF SUCCESS

CAUSES OF POLITICAL BEHAVIOUR – ORGANISATIONAL FACTORS:

- ✓ DECLINING RESOURCES
- ✓ PROMOTIONAL OPPORTUNITIES
- ✓ LOW TRUST
- ✓ ROLE AMBIGUITY
- ✓ PERFORMANCE EVALUATION SYSTEMS
- ✓ ZERO – SUM REWARD SYSTEMS
- ✓ DEMOCRATIC DECISION MAKING PROCESSES
- ✓ PRESSURES OF HIGH PERFORMANCE

✓ **REWARDING OF POLITICAL BEHAVIORS**

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

IMPORTANT QUESTIONS:

1. 1.Levels of conflict
2. Sources of conflict
3. Effects of conflicts or Conflict is a double edged sword. Explain.
4. A model of conflict
5. Types and effects of power
6. Politics tactics used to gain power
7. Causes of political behaviour

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Course: **ORGANISATIONAL BEHAVIOUR** Unit: **3** SEMESTER: **VI** Prepared by: **MS. DIVYA KANCHAN**

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**
- **FRIENDSHIP GROUP**

EFFECTS OF GROUPS ON INDIVIDUAL:

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

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

IMPORTANT QUESTIONS:

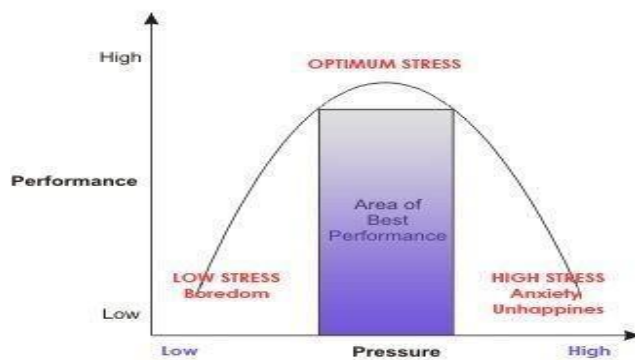
1. Why do people join groups?
2. Types of groups
3. Stages of group development
4. Effects of group
 - a. social facilitation
 - b. Social loafing
 - c. Group polarization
 - d. Group think
 - e. Escalation of commitment
5. Characteristics of team
6. Types of team
7. Building high performance team

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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/SYMPOMS 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 AMENITIES**

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 PRGANISATIONAL 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:**

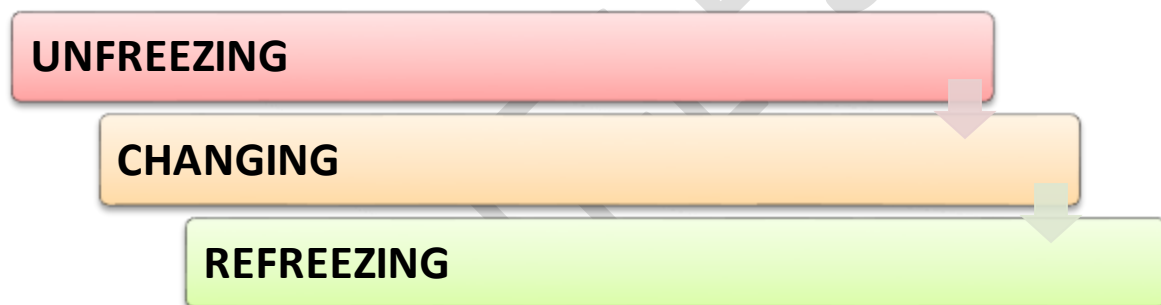
- NATURE OF CHANGE
- METHOD OF CHANGE
- NO BENEFIT OF CHANGE

TYPES OF RESISTANCE:

- LOGICAL RESISTANCE
- PSYCHOLOGICAL RESISTANCE
- SOCIOLOGICAL RESISTANCE

BENEFITS OF RESISTANCE:

- REEXAMINE THE PROPOALS
- FORSEE PROBLEMS
- COMMUNICATION
- FEEDBACK

IMPLEMENTING/METHOD/STEPS OF CHANGE**BUILDING SUPPORT FOR CHANGE:**

- USE OF GROUP FORCES
- PROVIDING A RATIONALE FOR CHANGE
- PARTICIPATION
- SHARED REWARDS
- EMPLOYEE SECURITY
- COMMUNICATION AND EDUCATION
- STIMULATING EMPLOYEE READINESS
- WORKING WITH THE TOTAL SYSTEM

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

IMPORTANT QUESTIONS:

1. Effects / symptoms of stress
2. Sources/causes of stress
3. Coping with stress
4. Types of counselling
5. Characteristics/Nature of change
6. Reasons, types and benefits of resistance to change
7. Steps/method of implementing change
8. Ways of building support to change