

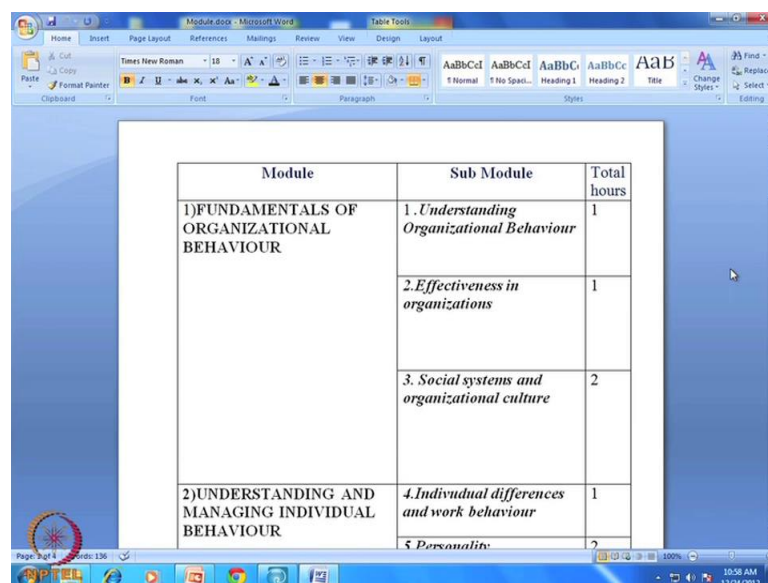
Organizational Behaviour
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Lecture - 1
Understanding Organizational Behaviour

Good morning, welcome you all to the class of organizational behavior. I am Dr Susmita Mukhopadhyay, Assistant Professor, Vinod Gupta School of Management, IIT, Kharagpur. I am the area coordinator of the course organizational behavior, human resource management, and also business ethics. Welcome you all to this session. Here we will try to understand what is organizational behavior? And it will be a journey for us to know the different aspects of organizational behavior and why it is important, how it helps us. More specifically as a management student or in our daily life also, as a practitioner in organization, how the knowledge of organizational behavior helps us to be a better performer in the organization, and day to day interaction with people in the organization, and also how it helps the organization to perform in a better way.

This whole course, this journey of us that is me along with you for this course of OB will be for 40 hours. And this whole session is divided into subparts or rather sub modules which are 6 modules along with different sections of it, and I will take you first through the course contents.

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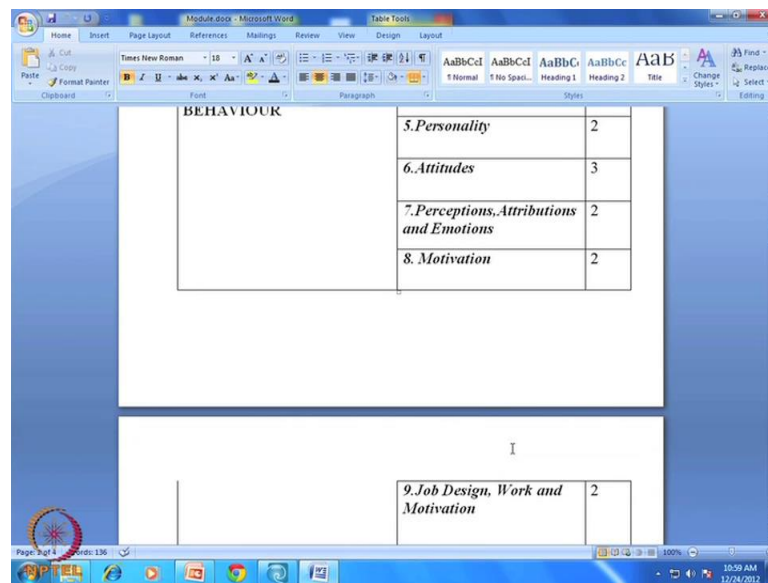


The image shows a screenshot of a Microsoft Word document titled 'Module.docx'. The document contains a table with three columns: 'Module', 'Sub Module', and 'Total hours'. The table lists the following content:

Module	Sub Module	Total hours
1)FUNDAMENTALS OF ORGANIZATIONAL BEHAVIOUR	1. <i>Understanding Organizational Behaviour</i>	1
	2. <i>Effectiveness in organizations</i>	1
	3. <i>Social systems and organizational culture</i>	2
2)UNDERSTANDING AND MANAGING INDIVIDUAL BEHAVIOUR	4. <i>Individual differences and work behaviour</i>	1
	5. <i>Personality</i>	?

As you can see, the whole module is divided as I told you, into 6 modules, starting with first which is the fundamentals of organizational behavior, where we will come to know the very basics of organizational behavior. And it is divided into 3 sub modules- first understanding organizational behavior, second effectiveness in organizations, third social systems and organizational culture, spread across 4 hours, 1 hour, 1 hour, and 2 hour for the social systems.

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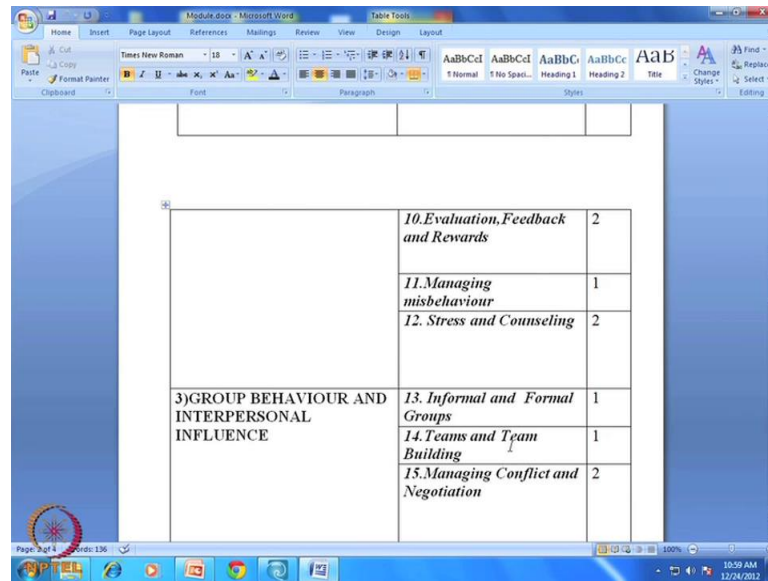


The screenshot shows a Microsoft Word document titled 'Module.docx'. The document contains a table of contents for a module titled 'BEHAVIOUR'. The table lists five items with their respective page numbers and durations:

BEHAVIOUR		
5. <i>Personality</i>	2	
6. <i>Attitudes</i>	3	
7. <i>Perceptions, Attributions and Emotions</i>	2	
8. <i>Motivation</i>	2	
I		
9. <i>Job Design, Work and Motivation</i>	2	

Secondly we will go through the module of understanding and managing individual behavior. And it is spread across the lectures like individual differences and work behaviour, personality, attitudes, perceptions, attributes and emotions, motivation, job design, work and motivation.

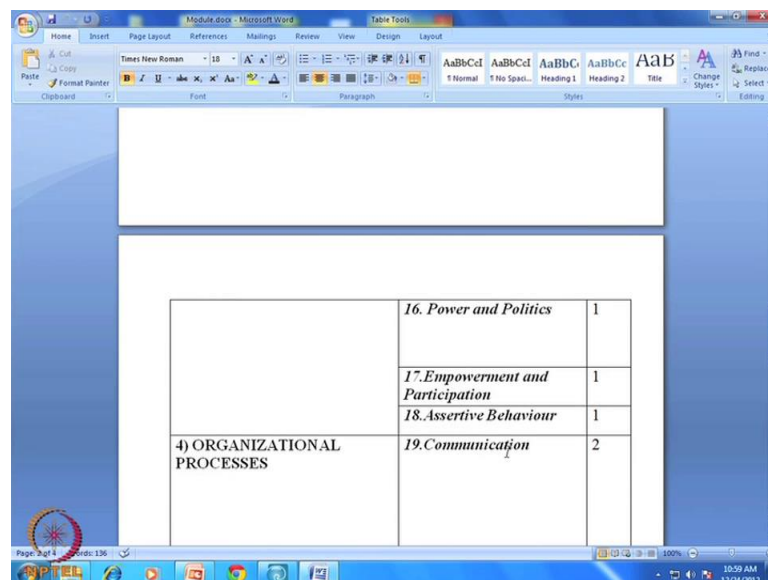
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	<i>10. Evaluation, Feedback and Rewards</i>	2
	<i>11. Managing misbehaviour</i>	1
	<i>12. Stress and Counseling</i>	2
3) GROUP BEHAVIOUR AND INTERPERSONAL INFLUENCE	<i>13. Informal and Formal Groups</i>	1
	<i>14. Teams and Team Building</i>	1
	<i>15. Managing Conflict and Negotiation</i>	2

Also evaluation, feedback and rewards, managing misbehaviour, stress and counseling. Third, we will move to the group behavior and interpersonal influence. And it is spread into sub modules like informal and formal groups, teams and team building, managing conflict and negotiation, power and politics, empowerment and participation, assertive behaviour.

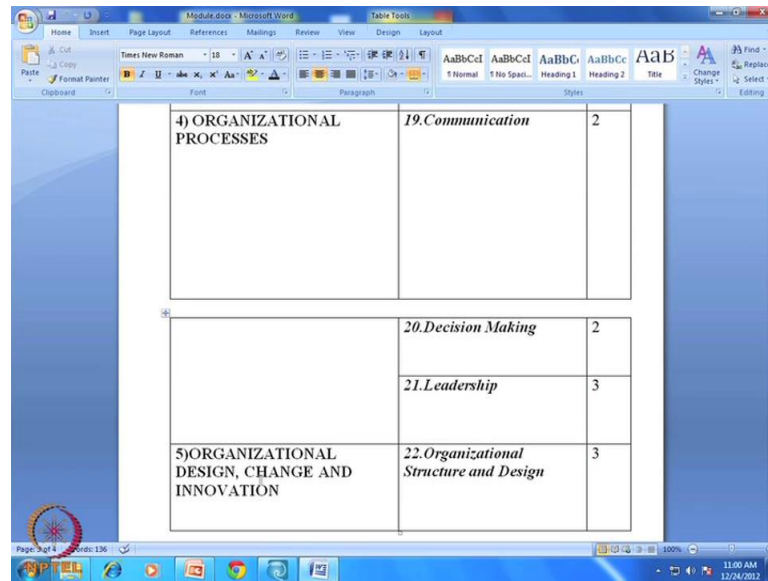
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	<i>16. Power and Politics</i>	1
	<i>17. Empowerment and Participation</i>	1
	<i>18. Assertive Behaviour</i>	1
4) ORGANIZATIONAL PROCESSES	<i>19. Communication</i>	2

Next we will move into the module of organizational processes which consists of communication, decision making, leadership.

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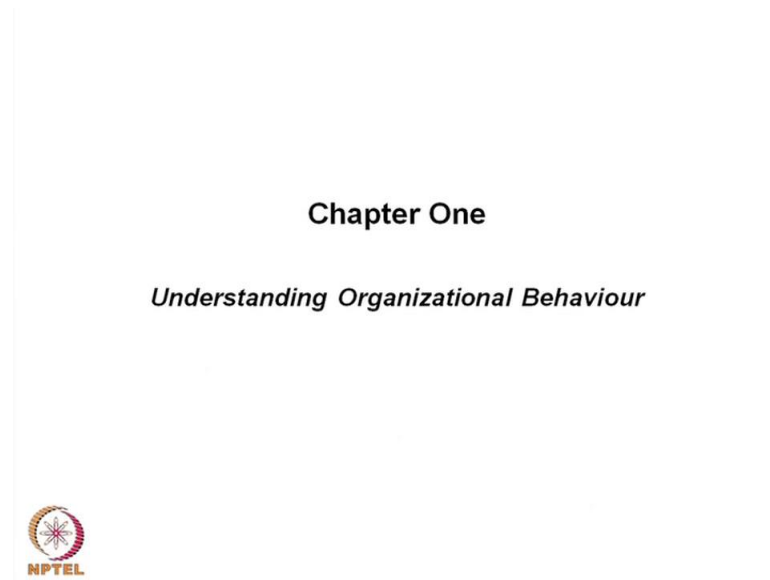


4) ORGANIZATIONAL PROCESSES	19. Communication	2
5) ORGANIZATIONAL DESIGN, CHANGE AND INNOVATION	20. Decision Making	2
	21. Leadership	3
	22. Organizational Structure and Design	3

Next we will move into organizational design, change and innovation which consist of the sub modules of organizational structure and design, managing change and innovation. And lastly, we will cover the emerging aspects of organizational behavior which consists of one module only, sub module which is organizational behavior across cultures. This will be the total 40 hours of the lecture. Each of the modules as you see, and the sub modules over here will be followed by questions to be answered, your self-test questions so that you can answer and see whether you have gained the concept of o b properly or not, whether you have learned what is OB and organizational behavior, in short we can call it OB.

This is the one of the basic courses that we do in the first semester in the business schools, so that we get to understand, this is one of the pillar of the courses that we do basic courses, so that we get to understand what is organization? Because all of us will be joining organizations would be managers and also other institutes, we need to interact with people, we need to work in groups. Moreover, we will join organizations and organizational behavior is that basic course which will help us in this interactions.

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With this today in the first session I move to the first sub module, first chapter which is understanding organizational behavior. And we will start with this chapter, chapter 1 which is understanding organizational behavior. Now, if you see this title itself, it consists of three words understanding organizational behavior. If you sub divided there are three parts to it- one is understanding, then organizational and of course behaviour. So, we can take it like we have to understand what happens, why it happens, how it happens, when it happens and all these questions.

With this understanding, we are going to understand what? We are going to understand behaviour which happens in organizations. And you may ask the question or this question may arise in your mind like why we need to at all study this subject, what is the value of this subject for us, is it only for the purpose of study or it has some practical implications also in your life. For that we will move through the, we will just review some of the roles that a manger has to play while he is in the organization. And we will see those through the 10 roles that managers play while they are in the organization.

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Objectives

- Understanding the meaning of Organizational behaviour
- Understanding the fundamental concepts connected with Organizational behaviour
- Understanding the basic approaches of Organizational behaviour
- Framing the study of Organizational behaviour
- Understanding the goals of organizational behaviour
- Knowing the importance of Organizational behaviour for the managers



Firstly, what is the objectives of this chapter before we go to the managerial role is, if you can see it is listed, it is understanding the meaning of organizational behaviour, understanding the fundamental concepts connected with organizational behaviour, understanding the basic approaches of organizational behaviour, framing the study of organizational behaviour, understanding the goals of organizational behaviour and knowing the importance of organizational behaviour for managers.

So, though its listed last, like knowing the importance of organizational behaviour for managers, maybe we will start a bit of the discussion with that itself, the last which is listed over here, why a manager needs to know what is organizational behaviour, what this knowledge of o b is going to give you, what extra mileage if it is, it is going to give to a person who knows who has studied the course organizational behaviour and the person who has not systematically studied the course what is organizational behaviour. For that let us have a look into the 10 roles that the manager plays in an organization.

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10 Managerial roles-Mintzberg (1973)

Interpersonal contact

- **FIGUREHEAD:** the manager performs ceremonial and symbolic duties as head of the organisation;
- **LEADER:** fosters a proper work atmosphere and motivates and develops subordinates;
- **LIASION:** develops and maintains a network of external contacts to gather information;




As we can see, a manager plays roles like which falls into the heading of the interpersonal contact. First is a role of a figurehead where the manager performs some symbolic duties and ceremonial duties as the head of the organization- means may be he is signing some documents or he is representing his organization, is the symbolic head. Next he plays the role of a leader where he tries to keep a proper work atmosphere in his organization and he tries to motivate and develop his subordinates. It is one of the primary function that a manager has to play.

Liasion- he develops and maintains a network of external contact to gather information. This rule is also very important, like a manager has to gather information from the outside, from the external environment and he has to maintain a network with other organizations or people in other organizations. These networks help the organization to get a competitive age. So, these roles are very important to as far as maintaining interpersonal contact is concerned for the better performance of the organization.

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Information processing

- **MONITOR:** gathers internal and external information relevant to the organisation;
- **DISSEMINATOR:** transmits factual and value based information to subordinates;
- **SPOKESPERSON:** communicates to the outside world on performance and policies.



Next we see the roles listed under the heading of information processing. Here you can see, he is like a monitor where he gathers information both from internal environment and from external environment which are relevant to the organization. Now information relevant to the organization if you take a look into these words, it is very important. It is not only gathering information, but its gathering relevant information, so that the manager has to decide, he has to know like, this information is important for no organization and know this is what I can be for the time being. So, he has to, like he use his own judgment for understanding what is relevant to the organization or not.

Disseminator transmits factual and value based information to subordinates. So, it transmits information either to motivate people or to make them know certain things which is going on in the organization. Because everybody in the organization now wants to know what is organization doing, what is its future plan, what the people the top people are thinking about how to move the organization forward, every employee wants to know it. And it is the role of the manager to transmit this important information to the employees. Now again he has to decide, like can we give all information to everybody or we have to decide which information to give to what level of the people.


Next is spokes person where the manager has to communicate to the outside world on the performance and policies of the organization because everybody from outside world, the share holders or rather in the broader sense, the stock holders before investing, before like try to know, wants to know the, environment wants to know more about the

organization. And it is the role of the manager to communicate to the external world like on the performance and the policies of the organization because now everybody loves to know like the whether the organization is transparent enough or not.

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Decision making

- ENTREPRENEUR: designs and initiates change in the organisation;
- DISTURBANCE HANDLER: deals with unexpected events and operational breakdowns;
- RESOURCE ALLOCATOR: controls and authorises the use of organisational resources;
- NEGOTIATOR: participates in negotiation activities with other organisations and individuals.



Next is the role of a decision making where you can see first listed is a role of the entrepreneur, where he designs and initiates change in the organization. This is very important. If the organization wants to excel, if it wants to survive in the market then it has to, of course, change itself according to the needs of the environment or changing flow of the environment needs arising from within the organization and outside organization. And the, it is very important to design and initiate this change.

Disturbance handler deals with unexpected events and operational breakdowns. So, this may happen at any time in the organization. You do not know from where the challenge is coming, and the manager has to deal with these challenges faced in the organization. Resource allocator- he controls and authorizes the use of organizational resources. Resources are more or less minimum and we have to get our maximum output with this limited resources, so that there is no wastage, we have to reuse wastage. And one, the prudence of the manager lies in how best he can utilize and allocate these resources and whatever resources it is. And it is one of the important job of a manager.

Negotiator- he participates in negotiation activities with other organizations and individuals, so that both can arrive at a weaving solution. This is also another important role for the manager. Now, if you review this roles, all the 10 roles that we have come

across now, from interpersonal role to decision making role coming through the information processing role, you can understand like each requires various skills on the part of the manager, various ability skills at different levels, knowledge at part of the manager.

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For performing these roles , skills required by the managers are:

Technical Skills-The ability to apply specialized knowledge or expertise

Human Skills-The ability to work with, understand, and motivate other people, both individually and in groups

Conceptual Skills-The mental ability to analyze and diagnose complex situations



And, we can group it like technical skills required means the ability to apply specialized knowledge or expertise, human skills require the ability to work with, understand, and motivate other people, both individually and in group and also conceptual skills require the mental ability to analyze and diagnose complex situations.

Now, if we just see, like where we are talking of the technical skills, where it is the ability to apply specialized knowledge or expertise, it depends on the nature of the person, it depends on its cognitive level, it depends on its IQ like how best he will be able to apply specialized knowledge or expertise, also depends on its level of education specialization and other things.


Human skills- the ability to work with, understand and motivate other people, both individually and in groups depends on its social intelligence, how best he can interact with other people, whether he is an introvert, whether is an extrovert, some part on his personality patterns also. Conceptual skills- the mental ability to analyze and diagnose complex situations, again depends on the cognitive ability of the person concerned. So, you see these required special abilities of the individual like the manager when he is performing or skills require abilities, and these, so, what we are doing is we are focusing

on the individuals psychosocial part, psychosocial behaviour. And also, we when you are talking with like how he is performing both individually and in groups means also we are talking somewhere about the group behaviour. And all this things happen within an organization. Now, you, we think then what exactly is organizational behavior, what are we study? Are we studying the individual as a person, or we are studying the group where different individual come together or we are studying the organization persake. What is the subject matter of organizational behavior?

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Some key facts about life at work:

- 1.Organizations are complex systems
- 2.Human behavior in organizations is sometimes unpredictable
- 3.Human behavior in an organization can be partially understood.
- 4.There is no perfect solution to organizational problems.
- 5.In an Organization, employees do not have the luxury of not working with or relating to other people .



Here we come to see, like as we can see, it is we tell like organizational behaviour consists of a study which consists of everything that the queries that may arising in your mind because and it is a very flexible study because you see organizations themselves are very complex systems, human behaviour itself is very unpredictable, and we can partially understand human behaviour, there is no perfect solutions to organizational problems, and in an organization employees do not have the luxury of choosing that I am not going to work with the other person. You are assigned a job, you are assigned a role where while performing, while playing that role you have someone as your subordinate, you have someone as your superordinate and you just concede like allow the interact with this person.

Do you think like life is becoming complex, like life in the organization is like a snake ladder sort of life while we moving up, and it is not work we look from outside the simple thing going on. So, may be from external it may be seen that is very smoothed

running organization, everything every happening is falling in place, but from the inside it may appear to be so complex. These complex which appears from inside, appears smooth to the outside people because we follow the organizational behaviour properly.

If you know like, how to deal with people, how what is the nature of a person, what is the nature of a group, what is the nature of the organization, what is the organization been asked for from the environment, these questions if you have and if you have proper answers to these queries then may be the smoothness appears in the organization from outside, but from inside it is really a very complex world. And the knowledge of organizational behaviour helps us to perform or helps us to make this life easy for us. It has a great application for the organization.

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Meaning of Organizational behaviour


Organizational behavior is the systematic study of

human behavior, attitudes and performance within an organizational setting (jobs and design of work, communication, performance appraisal, organizational design and structure)

Psychosocial, interpersonal and behavioural dynamics in organizations

drawing on theory methods and principles from such disciplines as psychology, sociology and cultural anthropology to learn about individual perceptions, values, learning capacities and actions while working in groups and careful application of knowledge about how people- as individuals and as groups- act within the total organization;

analyzing the external environment's effect on the organization and its human resources, missions, objectives and strategies.



With this we will come to the, may be with this backdrop we have come to understand to certain extent what is the meaning of organizational behaviour. And you will find what you are starting with organizational behaviour is a systematic study. This word systematic is very important. It is a systematic study of human behaviour, attitudes and performance within an organizational setting. So, you find human behaviour, attitudes and performance within an organizational setting. That setting consists of jobs and design of work, communication, performance appraisal, organizational design and structure.

Psychosocial, interpersonal and behavioural dynamics in the organization that is what we were discussing when we were discussing the skills required by the manager, whether it

is a technical skill, human skill or the conceptual skill, it depends on the psychosocial, interpersonal and behavioral dynamics in the organization. Drawing on theory methods and principles from such disciplines as psychology, sociology and cultural anthropology to learn about individual perceptions, values, learning capacities and actions while working in groups and careful application of knowledge, how people, as individuals and as groups, act within the total organization. So, this is a very like, broad sentence that we have tried to discuss over here and we will try to break it up into smaller parts and try to understand what this paragraph speaks off.

So, if you can see it is telling like drawing its theories methods and principles from such disciplines as psychology, sociology and cultural anthropology to learn about individual behaviours, perceptions. So, you see, it is a, this subject is a multi disciplinary subject. It draws its essence from various fields, whether it is psychology which gives you an understanding, better understanding of what is human behaviour, what other components of human behaviour, why a person behaves in certain way in certain situations.

Next, it is sociology which tells about the society at large group social behaviour. Cultural anthropology- what are the values, cultures, perceptions, etcetera, to learn about individual perceptions, you see the focus is on individuals perceptions, values, learning processes, learning capabilities and actions while working in groups. Working in groups is very important because where you join an organization you are no more a single individual, you perform in groups. And group behaviour affects individual behavior and also the individuals behaviour affects group behaviour.


So, this communication, this understanding, this dynamics of the person with the group, and the group effects on the individuals behaviour is very important to know, and is one of the primary focus of the organization behaviour subject. And it, so that because this primary focus is there, because it is connected with the performance of the individual, the group and also in broader sense the organization itself. Analyzing the external environment's effect on the organizations and its human resources, missions, objectives and strategies. So, this is one of the important facts also. The external environment in which the organization does not exist in a background, it is there in the space, there are other organizations, there are agencies which are also keeping an eye on what that organization, particular organization is doing. There is government what we call as stakeholders, there is the general society at large, there are environmental concerns.

So, everybody have their own concerns and from their own view point's, they are trying to judge what the particular organizations is doing, what are its missions, what it wants to do, what are its visions, like how it is dealing with its human resources, everything; everybody is trying to observe and form an opinion about the organization. These opinion of the external environment about the particular organization matters a lot for the growth and survival of that organization. So, we always have to, as managers we always have to monitor the, we always have to sense this is called environmental scanning, like what is going on in the environment, what changes are happening in the environment, what is the demand of the environment from the organization, and we have to change, we needs, the organizations has to change accordingly. So, this is also another important aspect of organizational behaviour.

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The above definition of OB highlights on its several aspects like:

- a. Way of thinking—requires clearly identifying the level of analysis (individual, group, organizational).
- b. Multi-disciplinary—draws principles, theories, and models from psychology, sociology and cultural anthropology.
- c. Humanistic orientation—assumes that individual feelings, attitudes, perceptions, goals, etc., are important to the organization.
- d. Performance-oriented—focusing on whether and why individual/group/organization performance is high, moderate, or low.
- e. External environment—substantially impacts organizational behavior.
- f. Scientific method—plays a critical role in OB research.
- g. Applications oriented—concerned with providing useful/applicable answers to management problems.



So, in a nutshell, in a gist we can tell that the organizational behaviour highlights on several aspects like, number a, it is a way of thinking. So, you can observe, you can understand, it is different levels of analysis- individual, the group and the organization. So, individual can be the unit of study, group can be the unit of study and the organization as a whole can be the unit of study for, in the domain of organizational behaviour. This is a multi disciplinary subject which draws its essence from the theories and models of psychology, sociology and cultural anthropology. These are three basics subjects from which the o b, the field of organizational behaviour draws its theories.

It is humanistic orientation. It assumes that individual feelings, attitudes, perceptions, goals, etcetera are important to the organization because it, organization is consists of human beings. It is the human beings who come with their own knowledge ability skill, own perception, own personality pattern, if their own mental and physical getup, whatever you tell, and the joining organization will interact with others in the organization to perform and brings some output for the organization. So, the feelings, attitudes, perceptions, goals of the people within the organization are very important.

The field of organizational behaviour is performance oriented. If you notice like number of times I have been telling like individuals performance, group performance, organizational performance. So, the field of organizational behaviour is performance oriented, focusing on whether and why individual group or organization performance is high, moderate, or low. The field of organizational behaviour helps us to get the answer for this why, why a performance is high. If it is high what are the factors leading to it, if it is moderate or low then what are the factors leading to it, and what could be done to improve those factors.

External environment, external environment that is have the external environment substantially impacts the organizational behaviour. The use of scientific method plays a critical role in organizational behaviour research. And of course, it, the subject is application oriented where it is concerned with providing useful applicable answers to management problems. So, it is not that we are studying the subject without any purpose, but we are studying it with the purpose of providing useful and applicable answers to management problem. The words useful and applicable is very important. We have to find the answers, so that these could be applied, otherwise finding solutions which are so, like costly solutions which cannot be applied is of no use. So, useful applicable answers to management problem is what OB helps us to find.

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Fundamental concepts connected with Organizational behavior

- *The Nature of People*
- Law of individual differences
- Perception
- A whole person
- Motivated behaviour
- Desire for Involvement
- Value of the Person



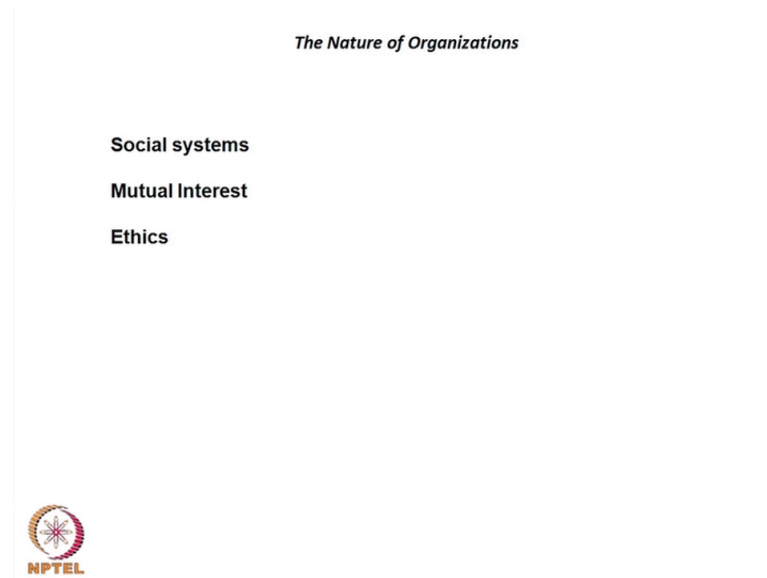
Fundamental concepts connected with organizational behavior; first is the nature of people. In that the first listed thing is the law of individual differences. Each person, we have to understand there is no 1 solution that we can apply to everyone in the organization. Each of the people are different from each other. They have their own perceptions, own values, own attitudes, own personality pattern, different things which motivate them. So, finding one prescription to guide everybody is not possible.

Again, then what, if you have to find out solutions which are, each organization may be having thousands of employees, so, do you answer to each of them differently? So, how to apply to a, come to an amicable solution like, we know there are individual differences, then we may need to club different people at different groups, so that we get, find out somewhat a general life solution, but it has to be specifically oriented to the individual needs also. So, the nature of people like the law of individual differences, perceptions, there is a whole person, they are motivated to do certain things, they have desire for involvement, and value of the person- the person, each person is guided by certain value system.

Now, in the consecutive chapters that we discuss, we will discuss each of these things separately because we have to understand each of these listed topics in details to understand the nature of the person in a proper way. Because once we understand the nature of the person, why the person is like this sort, what he wants, what motivates him, what is his attitudes like while perceives in certain way then we can interact in a better

way with that person; where we can interact in a better way we can communicate better, we can connect with each other in a better way, we can exchange our thought process in a better way, a better bonding is formed between the individuals, and as a result they can perform well together.

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Next is the nature of the organizations. So, you see like it is listed- first is, it is a social system. Organization are social system where individuals come and join the group and they join the organization perceive it at a broader sense. And there are mutual exchanges of thought process, emotions, values, ideas, and they come to form out bond with each other. So, it is a social system. It is a very complex social system. It is not like, it is life is very easy; there are conflicts also, there are stresses also, and we have to deal with these things while being in an organization.

It is an, like mutual interest group people join an organization because each of can complement the interest of the other person, and like their mutual interest group form ethics. The values of the organization, the rights and wrongs for the organization matters a lot. Specifically in present business context like we just can do whatever we want to do because we want to gain profit.

We have to be more concerned with the people within the organization, we have to be concerned with the demands of the external environment, we have to, business environment, we have to see whether we are polluting the environment, the atmosphere at large or not, what is that we are giving back to the society from where we are getting

our resources. So, it is more not the business that we do, but more so the way that we do the business, the process that we do the business is more important.

And the issues of ethics are important in this. These ethics deal with certain areas where there are decisional dilemmas like whether we go in this way, right way, rights path a or whether we go through path b to gain the ultimate outcome. So, the outcome, the, it is not that is very important, but the way, the process that we take to reach that outcome that is very, very important for the organization and it is comes under the purview of ethics.

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Basic approaches of Organizational behaviour


The four basic approaches of OB are:

Human Resources (supportive) approach- Employee growth and development toward higher levels of competency, creativity and fulfillment are encouraged and supported because people are the central resource in any organization and society.

Contingency approach-Different managerial behaviours are required by different environments for effectiveness.

Results-oriented approach-Outcomes of organizational behavior programs are assessed in terms of their efficiency.

Systems approach- All parts of an organization interact in a complex relationship. Systems approach takes an across-the board view of people in organizations and analyses issues in terms of total situations and as many factors as possible that may affect people's behaviour.



We while discussing the basic approaches of organizational behaviour, you see the first approach is human resources supportive approach. Now the words supportive, this emphasis I have given in, just separately to understand, like it is not enough to have policies for the people within the organization. But, whether the environment organization is supporting the growth of the human resources, whether it is supporting the development of that human resources, these are primary concerns of the employees before they join any organization now. Because everybody wants to grow, everybody wants to see that they are, they are developing; the organization which provides this environment which has a human resource policies regarding this are considered as better place to work in.

So, human resource supportive approach like employee growth and development towards higher levels of competency, creativity and fulfillment are encouraged and supported because people are the central resource in any organization and society.

Contingency approach- different managerial behaviours are required by different environments for effectiveness. So, as I was discussing earlier it is not that only one way, one stereo typical way of behaving will help you to get the effectiveness. Effectiveness of the organization is our next lecture, lecture two. So, we will discuss that in details, but just over here a few words on it, like not, stereo typical behaviour is not going to help you.

As a manager or as an organization we have to sense the environment, we have to know like what type of behavior is wanted, what is environment demanding, and we have to answer to the demands of that environment with the behaviour pattern that suits us, that suits that environment to get the things done. So, that is contingency approach where different managerial behaviours are required by different environments for effectiveness.

Results oriented approach- outcomes of organizational behaviour programs are assessed in terms of their efficiency. So, whether you have taken and applied all the organizational behaviour principles within the organization in a proper sense or not, whether you are following the principles of organizational behaviour or not, we will be evident from the results- means the output that is gained in terms of efficiency. There is a slight difference between the two terms when you are talking of effectiveness at efficiency. Efficiency deals with doing it in the right way, effectiveness deals with doing the right thing, and effectiveness in your efficiency deals with doing it in a proper way.

So, next comes the system approach- all parts of an organization interact in a complex relationship. System approach takes an across- the board view of people in organizations and analyses issues in terms of total situations and as many factors as possible that may affect people's behaviour. In this what we consider, a person within the organization is apart becomes a part of a whole system where at a certain point of time he gets stimuli from different sources. And while we are trying to understand a person's behavior, we have to take into consideration all these aspects. We just cannot say a person is behaving in this way because it is due to factor a, it is may be due to factor a, b, c, d, whatever, n numbers, each acting separately or in unison on the person. And that is why it is the, because of this interactive things, it is the unison of all these things that the person, a

particular person is behaving in a certain way. So, before we try to look into person's behaviour we have to understand the, of this complex situational effects on the person's behaviour.

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Framing the study of Organizational behaviour

The study of OB involves


A. The Organization's Environment

Forces present in the environment outside the organization like needs of the society, demands of customers or clients, legal and political constraints, economic and technological changes and developments interact with the organization and the management of an organization must respond appropriately to it.

B. The Individual in the Organization

Individual performance forms the basis of organizational performance. The four key influences on individual's behavior and motivation are:

- a. Individual characteristics—e.g., personality, attitudes, perceptions, values.
- b. Individual motivation—interacts with ability to work to determine individual performance.
- c. Rewards/punishment—use of behavior modification techniques to enhance performance and control misbehavior.
- d. Stress.



So, the study of organizational behaviour involves: number a- the most important organizations environment like which we are telling it is the outside the environ, organization that is an environment which deals with the needs of the society, demands of the customers or clients, legal and political constraints, economic and technological changes and developments interact with the organization and the management of an organization must respond appropriately to it.

If you are able to do it, the organization survives; if you are not, then you are gone. So, the effect of environment is the primary effect that the organization and also the managers have to be more concern about. Next comes the individual's in the organization. Individual performance forms the basis of organizational performance. The four key influences on individual's behaviour and motivation are: first- individual characteristics like personality, attitudes, perceptions, values; we will discuss each of these separately. Individual motivation- interacts with the ability to work to determine individual performance.

Number c- it is the rewards and punishments- use of behaviour modification techniques to enhance performance and control misbehaviour. So, control of misbehaviour if you go to the, like older books of OB, you do not find it; the misbehaviour in work place- this

has been a recent addition because we need to, when we are talking of behaviours in work place, the misbehaviour in work place is also one of the major issues that people are facing in the organization. And as people from the field of OB, we are trying to find answers to why people behave, misbehave in work place and what corrective actions can be taken to modify to it.

Next, the stress faced by the individuals in the work place. Life is not without stress. If you are joining an organization, whatever type of organization it is and whatever job you have deal, you cannot deny that there is no stress. Stress is there, but is every stress negative? May be we will try to find out what is stress, whether it is positive or negative. If it is negative then how to deal with it, so that we can like function properly within the organization. We cannot stop being stressed. It is not possible means, tell, if there is zero stress, but what we can do is try to know those techniques which will help to keep the stress level at a optimum level or if it is a like positive stress and negative stress we try to minimize that.

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C. Interpersonal Influence and Group Behavior

Interpersonal influence and group behavior affect organizational performance in the following way:

a. Group Behavior—the dynamics of formal groups (created by managerial decisions) and informal groups (developing around members' common interests and friendship) have an impact on the functioning of the organization

b. Intergroup Behavior and Conflict—groups can cooperate and/or compete with each other in organizations; conflict resulting from competition may be either functional or dysfunctional, depending on the organization.

c. Power and Politics—the dynamics and effects of power, authority and politics in the organization.



Number c- it is a interpersonal influence and group behavior. Interpersonal influence and group behavior affect organizational performance by: number a- the group behavior- the dynamics of formal groups created by managerial decisions. This is what you joining and find like when you join an organization you join a formal group and informal groups developing around members common interest and friendship. These are friendship groups that you develop because you may be travel in the same bus, you travel in, you

stay in the same locality, you come under the common, you go to the canteen at a common point of time, you have same interest, anything can lead to these formations and how these affects the functioning of the organization.

Intergroup behavior and conflict - groups can cooperate and or compete with each other in organizations; conflict resulting from competition may be either functional or dysfunctional, depending on the organization. So, it covers each of these things in detail; not that every conflict is bad, but conflict may be good also for the purpose of the organization. Only thing you have to remember like when you are dealing with conflict, each should be aligned with the organizational purposes.

C is power and politics in the organization- the dynamics and effects of power, authority and politics in the organization. These are complex behaviours that occur in the organization. And we just cannot deny that it does not happened. Whenever there is an organization, there are organizational politics and politic, there are power games. These as reality we cannot deny it. The organizational behaviour, the knowledge of organizational behaviour helps us to understand this dynamics in a better way and deal with these situations, so that at the end of the day we are better performer and also the organization is a better performer.

I am repeating these two words simultaneously- individual performance, individual development, and organizational performance and organizational development because the individuals growth and organizational growth, the alignment of these two things is very important; otherwise, different conflicting situations may happen which may lead to the like the poor performance of the organization. OB helps with the, focus on the individual behavior, no doubt; but that focus should not be so great, the ignoring the organizations performance in mind. So, there has to be a balance between alignment of individual growth and organizational growth.

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D. Organizational Processes, Structure and Design

A formal pattern of activities and interrelationship among the various subunits of the organization. It includes:

a. Organizational Structure—the components of the organization and how these components fit together.

b. Job Design—the processes managers use to specify the contents, methods, and relationships of jobs and specific task assignments.

c. Organizational Processes—four behavioral processes that contribute to effective organizational performance are:

1. Leadership—important for obtaining individual, group and organizational performance. Defined by some in terms of specific traits and behaviors; the combination of those behaviors; or dependent upon the specific situation in which the leading is occurring.



Organizational, number d is organizational processes, structure and design which is the formal pattern of activities and interrelationship among the various subunits of the organization. It includes: organizational structure- the components of the organization and how these components fits together; b is job design- the processes managers use to specify the contents, methods, and relationships of jobs and specific task assignment.

C- organizational processes- four behavioral processes that contribute to the effective organizational performance: first is leadership- it is important for obtaining individual, group and organizational performance. So, it is the, define, it is sometimes trait oriented, behaviour oriented, combination of these things. I am not going to the details of each over here, because we will study organizational structure, job design, organizational processes, in the forth coming chapters.

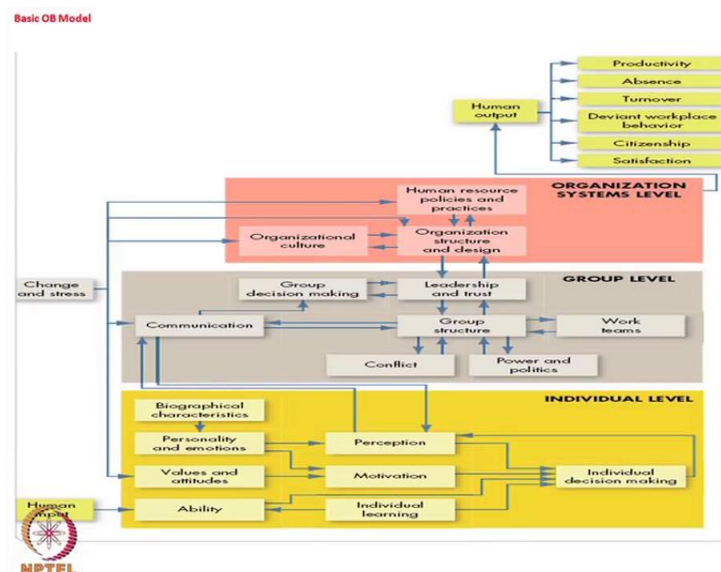
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- 2. Communication Process—links the organization to its environment and links parts within the organization to each other.
- 3. Decision-Making Process—the dynamics, variety and techniques of both individual and group decision-making.
- 4. Organizational Change and Development Processes—planned attempts to implement change that will improve overall individual, group, and organizational performance. It involves the study of Organizational structure and Design and Managing change and Innovation.



Like leadership, communication is a very important process and which is like links the organizations to its environment and links the part of the organization with each other. Decision making process like how individuals decide, how the group decision making occurs; these are very important processes. Organizational change and development process means planned attempts to implement change that will improve overall individual and group organizational, group performance. It involves the study of organizational structure and design, and managing change and innovation. These are importance of topics to be discussed in the forth coming chapters.

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If you can see, observe these things like this diagram over here which is the basic OB model. If you see there is a human input which when an organ, individual is entering an organization is coming with his abilities, values and attitudes, personality and emotions, and biographical characteristics. This biographical characteristics again helps in developing the personality and emotions; and all these things if you see, observe the arrow, it leads to the perception formed by the individuals motivation and helps in individual learning; and these together helps in individual decision making, which again influences the perception of the individual formed about the group, about the organization.

These perception, the individual communicates and these communication is a linking event which where we move from individual level to the group level. And with these communication again the change in perception occurs. When you communicate, then you communicate it to a group. And group structure, the nature of group affects the communication. The leadership and trust present within the organization, the teams that we work in the power politics, the conflict, all these influence each other and helps in group decision making.

Leadership and trust factors like, it is the linking with again to the organizational structure and design, and these gates is like influence from the organizations culture. Organizational culture that way affects both communication and values and attitudes that the individual form within the organization. Again this, they again affect the values and attitudes, communication again affect the organizational structure and design, and this again affect the human resource policies. Human resource policies also affect organizational structure and design.

So, what you find over here like though we will be studying each of these chapters or each of these factors mentioned over here separately for the sake of understanding those things in details, but when it comes to individual behaviour or group behaviour or organizational behaviour persake, it is the interaction of all these factors which helps the perception or which helps behaviour to happened, and it leads to an output. Human output in a sense of productivity, absence, turnover, deviant work place behavior, organizational citizenship behavior, or satisfaction, which will be again studying in forth coming chapters.


So, interaction among all these things, all these factors is very important. You just cannot say this is happening only due to this, at the individual level. Even when you are discussing individual behavior, you have to take into focus the group level and the organizational level factors. Whenever you are talking of group level factors, you have to take into your consideration individual and organizational level factors, and simultaneously in this way.

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The goals of organizational behaviour.

The four goals of Organizational behavior are:

1. To describe systematically how people behave under variety of conditions
2. To understand why people behave as they do
3. Predicting future employee behavior
4. Control at least partially and develop some human activity at work.

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The goals of organizational behaviour are to describe systematically how people behave under variety of conditions, to understand why people behave as they do, predicting future employee behavior, and control at least partially and develop some human activity at work, these are the four important goals of organizational behaviour.

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Importance of Organizational behaviour for the managers

Organizational behavior provides a useful set of tools at five levels of analysis.

- It helps managers to look at the behavior of individuals within an organization.
- It aids their understanding of the complexities involved in interpersonal relations, when two people (two coworkers or a superior-subordinate pair) interact.
- Organizational Behaviour is valuable for examining the dynamics of relationships within small groups, both formal teams and informal groups.
- When two or more groups need to coordinate their efforts, managers become interested in the intergroup relations that emerge.
- Organizations can also be viewed and managed as whole systems that have inter organizational relationships.



Next is why OB is important for managers to conclude, because we have already discuss this. To organizational behavior provides useful set of tools for the managers to understand a different level of analyses. It helps managers to look at the behavior of individuals within an organization; it aids their understanding of the complexities involved in interpersonal relations, when two people are interacting; it is valuable for examining the dynamics of relationship its small groups, both formal teams and informal groups.

If two groups are interacting with each other what are the factors like which, how to coordinate these activities is another important concern for managers. When one organization is interacting with other organization what are the factors that is helping this inter organizational relationship, the knowledge of OB helps the manager to understand these factors also.

These are the questions like for yourself learning: what is the meaning of organizational behavior? Explain the contribution made by various behavioural discipline to OB. Describe the fundamental concepts connected with organizational behavior. What are the four basic approaches of organizational behavior? Describe the frame work in the study of organizational behavior with reference to the OB model. Describe the goals of organizational behavior. And justify with examples the importance of the knowledge of organizational behavior for the managers.

If you are able to find answers to these questions, not only from this small discussion, this overview that we had now, but from, also from your (()); if you are able to connect this knowledge, answers to this questions from your practical life examples, what you observe, observing what is happening outside around you, maybe within, you can start from your family because that is the first organization that you can observe like organization which you are born purse, your working organization, your school, colleges, wherever you were studied, if you are a good observer you can find lots of examples which you can tally with. And find answers to this questions and the subject matter that you learnt just now, to gain a better understanding of what is organization behaviour.

Thank you.