



KUPPAM DEGREE COLLEGE

(Affiliated to S.V. University & Permitted by APSCHE, Govt. of A.P)

45/2A, Pedda Bangarunatham, KUPPAM-517425.Chittoor Dt. A.P

08570-255872
96184 22470

www.kdc.ac.in
mail@kdc.ac.in

UNIT-1

1. Introduction of OB

Ans: Meaning and Definition: The study of Organizational Behaviour (OB) is very interesting and challenging too. It is related to individuals, group of people working in teams. The study becomes more challenging when situational factors interact the study of organizational behaviour relates to the expected behaviour of an individual the organisation.

In words of Stephen P. Robbins, "OB is a field of study that investigates the impact

That individuals, groups and structures have on behaviour within organisations for the purpose of applying such knowledge towards improving an organisation's effectiveness."

According to Davis and Newstram, "Organisational behaviour is the study and application of knowledge about how people act within organisations." Nature of organizational behaviour: The nature it has acquired is identified as

Follows

A Separate Field of Study and Not a Discipline Only: By definition, a discipline is accepted science that is based on a theoretical foundation. But, O.B. has a multi-interdisciplinary orientation and is, thus, not based on a specific theoretical background.

Therefore, it is better reasonable to call O.B. a separate field of study rather than a discipline only.

An Interdisciplinary Approach: Organizational behaviour is essentially an in approach to study human behaviour at work. It tries to integrate ther relavent knowledge drawn from related disciplines like psychology, sociology an anthropolagy to make them applicable for studying and analysing organizational behaviour.

An Applied Science: The very nature of O.B. is applied. What O.B. basically does is the application of various researches to solve the organizational problems related to human behaviour. The basic line of difference between pure science and O.B. is that while the former concentrates of fundamental researches, the latter concentrates on applied researches. O.B. involves both applied research and its application in organizational analysis. Hence, O.B. can be called both science as well as art.

* **Improving Ethical Behavior**

- * The complexity in business operations is forcing the workforce to face ethical dilemmas, where they are required to define right and wrong conduct to complete their assigned activities.

* **Improving Customer Service**

- * OB can contribute to improving organizational performance by showing drat how employees' attitudes and behavior are associated with customer satisfaction.
- * In that case, service should be the first production-oriented by using technological opportunities like a computer, the internet, etc.
- * To improve customer service we need to provide sales service and also the after-sales service.

* **Flattening World**

- * Thomas Friedman's book The World Is Flat: A Brief History of the Twenty-First Century makes the point that the Internet has "flattened" the world and created an environment in which there is a more level playing field in terms of access to information.
- * This access to information has led to an increase in innovation, as knowledge can be shared instantly across time zones and cultures.
- * It has also created intense competition, as the speed of business is growing faster and faster all the time.

Normative Science: Organizational Behaviour is a normative science also. While the positive science discusses only cause effect relationship, O.B. prescribes how the findings of applied researches can be applied to socially accepted organizational goals.

Thus, O.B. deals with what is accepted by individuals and society engaged in an organization. Yes, it is not that O.B. is not normative at all. In fact, O.B. is normative as well that is well underscored by the proliferation of management theories.

1. Models of OB

1. Autocratic: The basis of this model is power with a managerial orientation of Authority. The employees in turn are oriented towards obedience and dependence on the boss. The employee need that is met is subsistence. The performance result is minimal.
2. Custodial: The basis of this model is economic resources with a managerial orientation of money. The employees in turn are oriented towards security and benefits and dependence on the organization. The employee need that is met is security. The performance result is passive cooperation.
3. Supportive: The basis of this model is leadership with a managerial orientation of support. The employees in turn are oriented towards job performance and participation. The employee need that is met is status and recognition. The performance result is awakened drives.
4. Collegial: The basis of this model is partnership with a managerial orientation of teamwork. The employees in turn are oriented towards responsible behavior and self-Discipline. The employee need that is met is self-actualization. The performance result is moderate enthusiasm.

Although there are four separate models, almost no organization operates exclusively. One will usually be predominant, with one or more areas overlapping in the other models.

The first model, autocratic, has its roots in the industrial revolution. The manager of this type of organization operates mostly out of McGregor's Theory X. The next three models begin to build on McGregor's Theory Y. They have each evolved over a period of time and there is no one best model. In addition, the collegial model should not be thought of as the last or best model, but the beginning of a new model or paradigm.

2. Role of Managers

Organizational behaviour, just as the name states, is the process of understanding and managing human behaviour within an organization. An organization not only runs on profits, work and schedules but also takes into consideration the human values. Organizations have come up with a theory that the organization runs well when the employees are treated well and understood well as the entire organization depends upon the human resources.

Organizational behaviour examines and gathers the insights on employee behaviour, as how to drive them with the proper motivation by understanding them a little better. Organizational behaviour should start with the role of the managers and how well they incorporate moral and support down the hierarchy. Managerialism is not just about gaining profits, and executing control but, creating a safe space for interaction of different opinions and to be able to work as a group and achieve organizational goals. As they say, there is no I in Team. The organization that works together, grows together.

1. Interpersonal Role: It includes

Figure Head: In this role, the manager performs duties of ceremonial nature, such as, attending an employee's wedding, taking the customer to lunch, greeting the tourist dignitaries and so on.

Leader Role: In this role, the manager is a leader, guiding the employees in the right path, with the proper motivation and encouragement.

Liaison Role: In this role, the manager cultivates contacts outside the vertical chain of command to collect useful information for the organization.

2. Informational Role: It includes

Monitor Role: In this role, manager acts as a monitor, perpetually scanning the Environment for information, keeping an eye on the liaison contacts and subordinates and Receive unsolicited information.

Disseminator Role : In this role manager acts as a disseminator by passing down privileged information to the subordinates who would otherwise have no access to it.

Spokesperson Role:

In this role, manager acts a spokesperson by representing the organization before various outside groups, which have some stake in the organization. These stakeholders can be government officials, labour unions, financial institutions, suppliers, customers, etc. They have a wide influence over the organization, so the manager should coin their support by effectively managing the social impact of the Organization.

Decisional Role:

It includes Entrepreneurial role:

In this role, the manager acts, as an entrepreneur, always Thirsty for new knowledge and innovation to improve the organization. Nowadays, it doesn't matter if the organization is bigger or better, but it is necessary that it grows consistently. Innovation is creating new ideas which may either result in the development of new products or services or improving upon the old ones. This makes innovation an important function for a manager. **Disturbance handler role:** In this role, the manager acts a disturbance handler, where the manager has to work reactively like a firefighter. The manager should come up with solutions to any problem that arises and handle it in an orderly way. **Resource allocator role:** In this role, the manager acts as a resource allocator Where the manager must divide work and delegate authority among his subordinates. The Manager should plan out which subordinate will get what based on the abilities and who Will be more suited into a particular task. **Negotiator:** In this role, the manager acts as a negotiator where the manager at all levels has to spend considerable time in negotiations. The president of a company may negotiate with the union leaders about a new strike issue or the foreman may negotiate with the workers about a grievance problem, etc.

3. Opportunities and Challenges of OB

Improving Quality and Productivity:

Quality is the extent to which the customers or users believe the product or service surpasses their needs and expectations.

Total Quality Management (TQM):

Total Quality Management (TQM) is a philosophy of management that is driven by the constant attainment of customer satisfaction through the continuous improvement of all organizational processes.

Managing Workforce Diversity:

This refers to employing different categories of employees who are heterogeneous in terms of gender, race, ethnicity, religion, community, physically disadvantaged, elderly people, etc.

The major challenge for organizations is to become more accommodating to diverse groups of people by addressing their different lifestyles, family needs, and work styles.

Responding to Globalization:

Today's business is mostly market-driven; wherever the demands exist irrespective of distance, locations, climatic conditions, the business operations are expanded to gain their market share and to remain in the top rank, etc. Business operations are no longer restricted to a particular locality or region.

Empowering People:

The main issue is delegating more power and responsibility to the lower level cadre of employees and assigning more freedom to make choices about their schedules, operations, procedures and the method of solving their work-related problems. Encouraging the employees to participate in the work-related decision will significantly increase their commitment to work.

Coping with Temporariness:

In recent times, the product life cycles are shortening, the methods of operations are

improving, and fashions are changing very fast. In those days, the managers needed to

introduce major change programs once or twice a decade.

Stimulating Innovation and Change:

Today's successful organizations must foster innovation and be proficient in the art

of change; otherwise, they will become candidates for extinction in due course of time

UNIT- 2

The individual

1. Foundation of Individual Behavior

Organisational behaviour is the study of both group and individual performance and action within an enterprise. This field of studies scans human behaviour in the working atmosphere.

Cause of Individual Behavior:

- a. Inherited Characteristics:
 - Colour of a person's Eye
 - Religion/Race of a person
 - Shape of the nose
 - Shape of the ear lobes
- b. Learned characteristics
 - Perception
 - Values
 - Personality
 - Attitude

2. Concepts of Motivation

"Motivation means a process of stimulating people to action to accomplish desired goods"- William G. Scott.

Following are the outstanding features of the concept of motivation:

1. Motivation is a personal and internal feeling
2. Motivation is need based
3. Motivation is a continuous process
4. Motivation may be positive or negative
5. Motivation is a planned process

3. Theories of Personalities

Definition: The personality refers to the distinct traits, thoughts, feelings, actions and characteristics of an individual that differentiates him from other individuals. Simply, the personality is the typical behaviour of a person in which he responds to the given situations.

Personality Theories

- Psychoanalytic Theory
- Socio-psychological Theory
- Trait Theory
- Self Theory

UNIT: 3

Attitudes

1. Attitude

Attitude is a mental and neutral state of readiness organized through experience, exerting a directive or dynamic influence upon individuals response to all objects and situation with which it is related – G.W.All Port

Components of Attitude:

- Cognitive: Beliefs are the Cognitive components of consumer attitude. It consist of values, belief, ideas and other information that a person may have faith in.
- Affective: Affective is the emotive component of a consumer attitude. Affective component of attitude is associated with individual feelings about another person, which may be positive, neutral or negative.
- Behavioural Component: intention is the behavioural component of consumer attitude

2. Perception

Perception is an intellectual process of transforming sensory stimuli of meaningful information

Types of Perception:

- Of sound
- Of speech
- Touch
- Taste
- Other sense
- Of the social world

Perceptual process

- Receiving
- Selecting
- Organizing

3. Learning

Learning is a key process in human behaviour. All living is learning. If we compare the simple, crude ways in which a child feels and behaves, with the complex modes of adult behaviour.

Definition:

1. Gales and others: "learning is the modification of behaviour through experience and training".

Types of Learners:

- Visual Learner
- Auditory Learner
- Kinesthetic Learner

UNIT: 4

The Group

1. Leadership

Leadership is the ability of a manager to induce subordinates to work with confidence and zeal – Kontooz and O'Donnell

- Leadership is the personal quality
- It exists only for the realization and common goals
- Leadership is a process of Influence

Types:

1. Autocratic or Authoritarian Style leader
2. Laissez-faire or Free-rein Style leader
3. Democratic or Participative Style leader
4. Paternalistic Style leader

2. Objectives of Communication

Definition: "Communication is the transfer of information from a sender to a receiver, with the information begin understood be the receiver" – Koontz and Weihrich

- Intra organizational Communication
- Inter organizational Communication
- Personal Communication

3. Johari WINDOW

The Johari window is the psychological model developed by Joseph Luft and Harrington Inghum, that talks about the relationship and mutual understanding between the group members.

- Open
- Blind
- Hidden
- Unknown

UNIT: 5

The Organization

1. Features of Organization

- Composition of inter related individuals
- Deliberate and conscious Creation and recreation
- Achivement of Common objectives
- Coordination
- Cooperation relationship
- Division of work
- performance