

ORGANISATIONAL BEHAVIOR

II BCA – IV SEMESTER

1.What are the meaning of Organisation?

When there are activities of two or more persons, the organisation starts evolving. Organization may be simple or complex, micro or macro aspects. The basic elements of organisation have remained the same over the years. They have a purpose. They attract people. They acquire resources which they use. They aspire to achieve the set of objectives. They use some structure to decide the works and to co-ordinate the activities.

2.Define of Organisation.

According to **L.Urwick**,"Organisation is to determine the activities to accomplish a job and arrange the distribution of activities among the people"

3.What are the Concept of Organisational Behavior?

Organisational behaviour is the study and application of knowledge about how people act within the organizations.

It is a human tool for human benefit. It applies broadly to the behaviour of people in all types of organizations, such as business, government, school and service organizations. Wherever organizations are, there is a need to understand organisational behaviour.

The organizational behaviour has a goal lo help the managers make a transition to the new paradigm. Some of the new paradigm characteristics include coverage of second-generation information technology and total quality management such as empowerment, reengineering and benchmarking, and learning organization for managing diversity of work.

The new paradigm sets the stage for the study, understanding, and application of the time-tested micro-variables, dynamics and macro-variables. One must know why management needs a new perspective to meet the environmental challenges and to shift to a new paradigm. Management is generally considered to have three major dimensions—technical, conceptual and human.

4. Describe the Historical background for organizational behavior.

Scientific Management Approach.

Scientific management approach was developed by F.W. Taylor at the beginning of the 20th century. This theory supported the use of certain steps in scientifically studying each element of a job, selecting and training the best workers for the job and making sure that the workers follow the prescribed method of doing the job. It provided a scientific rationale for job specialization and mass production. His assumption was that employees are motivated largely by money. To increase the output, Taylor advised managers to pay monetary incentives to efficient workers. Yet, his theory was criticized by many employers and workers. Workers objected to the pressure of work as being harder and faster. Critics worried that the methods took the humanity out of labor, reducing workers to machines responding to management incentives. Therefore, Taylor's view is now considered inadequate and narrow due to the points given by the critics.

Bureaucratic Approach

While scientific management was focusing on the interaction between workers and the task, the researchers were studying how to structure the organization more effectively. Instead of trying to make each worker more efficient, classical organization theory sought the most effective overall organizational structure for workers and managers. The theory's most prominent advocate, Max Weber, proposed a 'bureaucratic form' of structure, which he thought would work for all organizations.

Weber's idea! Bureaucracy was, logical, rational and efficient. He made the naive assumption that one structure would work best for all organizations.

Henry Ford, Henry Fayol and Frederick W. Taylor, the early management pioneers, recognized the behavioral side of management. However, they did not emphasize the human dimensions. Although there were varied and complex reasons for the emerging importance of behavioral approach to management, it is generally recognized that the Hawthorne studies mark the historical roots for the field of organizational behaviour.

Hawthorne Studies

Even, as Taylor and Weber brought attention with their rational, logical approaches to more efficient productivity, their views were criticized on the ground that both approaches ignored worker's humanity.

The real beginning of applied research in the area of organizational behaviour started with Hawthorne Experiments. In 1924, a group of professors began an enquiry into the human aspects of work and working conditions at the Hawthorne plant of Western Electric Company, Chicago. The findings of these studies were given a new name 'human relations' the studies brought out a number of findings relevant to understanding human behaviour at work. The Human element in the workplace was considerably more important. The workers are influenced by social factors and the behaviour of the individual worker is determined by the group. Hawthorne studies have been criticized for their research methods and conclusions drawn. But their impact on the emerging field of organizational behaviour was dramatic. They helped usher in a more humanity centered approach to work.

5.What are the Nature of OB?

Organization Behaviour has emerged as a separate field of study. The nature it has acquired by now is identified as follows:

1. A separate field of study and not a discipline only:

2. **An inter disciplinary approach:**
3. **An Applied Science:**
4. **A Normative Science:**
5. **A Humanistic and Optimistic Approach:**
6. **Total system approach;**

6.Explain- OB -as an interdisciplinary approach.

Organizational behaviour is an applied behavioral science that is built on contributions from a number of behavioral disciplines such as psychology, sociology, social psychology, anthropology and economics. Let's see how these disciplines are related to organizational behaviour,

A. **Psychology.** Psychology is the study of human behavior which tries to identify the characteristics of individuals and provides an understanding why an individual behaves in a particular way. This thus provides us with useful insight into areas such as human motivation, perceptual processes or personality characteristics.

B. **Sociology.** Sociology is the study of social behavior, relationships among social groups and societies, and the maintenance of social order. The main focus of attention is on the social system. This helps us to appreciate the functioning of individuals within the organization which is essentially a socio-technical entity.

C. **Social psychology.** Social psychology is the study of human behaviour in the context of social situations. This essentially addresses the problem of understanding the typical behavioral patterns to be expected from an individual when he takes part in a group.

D. **Anthropology.** Anthropology is the science of mankind and the study of human behaviour as a whole. The main focus of attention is on the cultural system, beliefs, customs, ideas and values within a group or society and the comparison of behaviour among different cultures. In the context of today's organizational scenario. It is very important to appreciate the differences that exist among people coming from

different cultural backgrounds as people are often found to work with others from the other side of the globe.

E. **Economics.** Any organization to survive and sustain must be aware of the economic viability of their effort. This applies even to the non-profit and voluntary organizations as well.

F. **Political Science.** Although frequently overlooked, the contributions of political scientists are significant to the understand arrangement in organizations. It studies individuals and groups within specific conditions concerning the power dynamics. Important topics under here include structuring of conflict, allocation of power and how people manipulate power for individual self-interest etc.

7. Bring out the Importance and scope of organizational behavior.

Organisational behaviour offers several ideas to management as to how human factor should be properly emphasized to achieve organisational objectives. Barnard has observed that an organisation is a conscious interaction of two or more people. Organisational behaviour provides opportunity to management to analyse human behaviour and prescribe means for shaping it to a particular direction. Organisational behaviour helps to analyse 'why' and 'how' an individual behaves in a particular way. Understanding Human Behaviour Organisational behaviour provides understanding the human behaviour in all directions in which the human beings interact. Thus, organizational behaviour can be understood at the individual level, interpersonal level, group level and inter-group level.

- **Interpersonal Level:** Human behaviour can be understood at the level of interpersonal interaction. Organisational behaviour provides • means for understanding the interpersonal relationships in an organisation. Analysis of reciprocal relationships, role analysis and transactional analysis are some of the common methods, which provide such understanding.

- **Group Level:** Though people interpret anything at their individual level, they are often modified by group pressures, which then become a force in shaping human

behaviour, Thus, individuals should be studied in groups also.. Research in group dynamics has contributed vitally to organisational behaviour and shows how a group behaves in its norms, cohesion, goals, procedures, communication pattern and leadership. These research results are advancing managerial knowledge of understanding group behaviour, which is very important for organisational morale and productivity.

- **Inter-group Level:** The organisation is made up of many groups that develop complex relationships to build their process and substance. Understanding the effect of group relationships is important for managers in today's organisation. Inter-group relationship may be in the form of co-operation or competition.

8.What are the Models Of Organisation Behaviour?

Organizations differ in the quality of organizational behaviour that they develop. These differences are substantially caused by different models of organizational behaviour that dominant management's thought in each organization. The model that a manager holds usually begins with certain assumptions about people and thereby leads to certain interpretations of organizational events.

The following four models of organizational behaviour are as follows:

- A. Autocratic model
- B. Custodial model
- C. Supportive model
- D. Collegial model

9.State the Limitations of organizational behavior.

1. Organizational behaviour cannot abolish conflict and frustration but can only reduce them.

It is a way to improve but not an absolute answer to problems.

2. It is only one of the many systems operating within a large social system.

3. People who lack system understanding may develop a 'behavioral basis', which gives them a narrow view point, i.e., a tunnel vision that emphasizes on satisfying employee experiences while overlooking the broader system of an organization in relation to all its public.

4. The law of diminishing returns also operates in the case of organizational behaviour. It states, that at some point increase of a desirable practice produce declining returns and sometimes, negative returns.

10.What do you mean by Individual Behaviour?

All organizations are composed of individuals. No organization can exist without individuals. Human behavior, which is; considered a complex phenomenon, is very difficult to define in absolute terms. It is primarily a combination of responses to external and internal stimuli. These responses would reflect psychological structure of the person and may be results' of the combination of biological and psychological processes, which interpret them, respond to them in an appropriate manner and learn from the result of these responses. Psychologist Kurt Levin has conducted considerable research into the human behavior and its causes. He believes that people are influenced by a number of diversified factors, which can be both genetic and environmental. The influence of these factors determines the pattern of human behavior.

11.What are the Nature of Individual Differences?

Individual differences are personal attributes that vary from one person to another. Individual differences may be physical and psychological. The following figure shows the attributes of physical and psychological differences.

Whenever an organization attempts to assess the individual differences among its employees, it must consider the situation in which that particular behavior occurs. Individual differences make the manager's job extremely challenging. In fact, according to a recent research, "variability among workers is substantial at all levels but increases dramatically with job complexity.

Due to these reasons, growing work force diversity compels managers to view individual differences in a fresh way. Leaders now talk frequently about "valuing differences" and learn to "manage diversity". So rather than limiting diversity, as in the past, today's managers need to better understand and accommodate employee diversity and individual differences.

12.What is Important dimensions of individual differences?

- Self-concept
- Personality dimensions
- Abilities, and
- Personal values and ethics.

13.Explain the Psychological Process of behavior.

Behaviour represents the course of action of a person. It is the outcome of an action also. It is easy to understand the behaviour of a person, if we know what caused it or what made the person behave in a particular way. It caused by number of variables. Some of the stated as under;

SR Model :(Stimulus- Response model)

The model assumes that the reasons which cause human behavior are of two types; internal feeling and external environment. Internal feeling of a person may relate to his motivational factors whereas external environment which is also called the stimulus directly influence the activity of a person. Stimulus can be anything from the external environment like heat, sound etc. the behavior is determined by the stimulus or in other way the external environment forces determine one's behaviour. From stimulus, the behaviour (response) occurring.

14. What are the Personality?

The term personality has been derived from Latin word “**personare**” which means to speak through. Personality is traditionally refers to how people influence others through their external appearances.

Gorden Allport defines “Personality is the dynamic organisation within an individual of those psychological systems that determine his unique adjustment to his environment”. Personality is a complex, multi-dimensional construct and there is no simple definition of what personality is. Maddi defines personality as, “A stable set of characteristics and tendencies that determine those commonalities and differences in the psychological behavior and that may not be easily understood as the sole result of the social and biological pressures of the moment

15. State the Personality traits.

Personality traits are very important in organizational behavior. In particular, five personality traits especially related to job performance have recently emerged from research. Characteristics of these traits can be summarized as follows:

1. **Extroversion:** Sociable, talkative and assertive.
2. **Agreeableness:** Good-natured, cooperative and trusting.
3. **Conscientiousness:** Responsible, dependable, persistent and achievement-oriented.
4. **Emotional Stability:** Viewed from a negative standpoint such as tense, insecure and nervous.
5. **Openness to Experience:** Imaginative, artistically sensitive and intellectual.

16. What is Personality formation?

The personality formation of an individual starts at birth and continues throughout his life. Three major types of factors play important roles in personality formation, which are as follows:

- **Determinants:**
- **Traits:**

17.What is Attitude and Perception?

In simple words, an "attitude" is an individual's point of view or an individual's way of looking at something. To be more explicit, an "attitude" may be explained as the mental state of an individual, which prepares him to react or make him behave in a particular pre-determined way. it is actually acquired feeling.

18.What is Components of Attitude?

Attitude has three components, which are as follows:

- Affective component
- Cognitive component
- Intentional component

19.What is Job Satisfaction?

Job satisfaction is an attitude reflects the extent to which an individual is gratified or fulfilled .by his or her work. Extensive research conducted on job satisfaction has indicated that personal .factors such as an individual's needs and aspirations determine this attitude, along with group and organizational factors such as relationships with co-workers and supervisors, working conditions, work policies and compensation.

20.Definition of a group

A group is a two or more individual who interact regularly with each other to accomplish a common purpose or goal. According to Marvin Shaw, "a group comprises, of two or more persons who interact with one another in such a manner that each person influences and is influenced by each other person'.

21.Explain the Need and importance for a Group.

The reasons for the need, of groups are as follows:

Management of modern organizations makes mutual efforts to introduce industrial democracy at workplace. They use project teams and work committees where workers get due recognition. They willingly participate in decision-making.

The tasks in modern industries are becoming more complex, tedious and of repetitive nature. Work committees, work groups and teams are formed to monitor the work. They also make the environment at workplace livelier.

Groups help in making participative management more effective.

Groups of all kinds and types help by cooperating in all the matters related to production and human relations to work effectively in the organization.

22. List out the Types of Groups.

In an organization, there are three types of groups, which are as follows:

- Functional or formal groups
- Task group
- Informal group
 - Interest group
 - Membership group
 - Friendship group
 - Reference group:
 - Organizational motives to join groups
 - Personal motives to join groups
 - Interpersonal attraction
 - Interest in-group activities
 - Support for group goals
 - Need for affiliation
 - Instrumental benefits

23. Definition of leadership.

Leadership is the art of influencing and inspiring subordinates to perform their duties willingly, competently and enthusiastically for achievement of group's objectives.

24. Bring out the Features of leadership.

The features of leadership are as follows:

- Leadership is the process of influencing behavior of individuals of an organization.
- Leadership uses non-coercive methods to direct and coordinate the activities of the individuals of an organization.
- Leadership directs the individuals to attain the tasks assigned to them by following the instructions of their leaders.
- A leader possesses qualities to influence others.
- Leadership gives the individuals, a vision for future.
- Leadership is a group activity. Leader influences his followers and followers also exercise influence over his leader.

25. Bring out the Importance of Leadership.

The following points can analyze the need and importance of leadership:

- A leader should act as a friend of the people whom he is leading.
- A leader must have the capacity to recognize the potentials of the individuals and transform them into realities.
- A leader should have the confidence of the individuals of the organization.
- A leader must be able to unite the people as a team and build up team spirit.
- A leader should be able to maintain discipline among his group and develop a sense of responsibility.
- A leader must be able to build up a high morale among the individuals of the organization.
- A leader should motivate his people to achieve goals.

- A leader should try to raise the morale of the individuals and should maintain ethical standards among the individuals.
- A leader should act as a link between the work groups and the forces outside the organization.

26.What are the Difference between Leadership and Management?

Leading and managing go together but some differences exist between the two. The following are the differences between the leadership and the management:

- Management takes rational and logical decisions while leadership takes decision on expectations of the followers. Leadership has an emotional appeal while management acts on rationality.
- The management establishes relationship through a lawful authority while leadership establishes relationship through power.
- Managers have formal authority but the leaders have no such authority.
- All leaders are not managers and all managers are leaders.
- Management is a process of planning, organizing, directing and controlling the activities of others to attain the organizational objectives. Leadership on the other hand, is a process of influencing the behavior of the people to attain their assigned tasks. A successful manager must possess both the managerial and leadership qualities.

27.What are the Types of Leadership?

Following are the main types of leadership:

Autocratic or Authoritarian

1. Hard Boiled or Strict Autocrat
2. Benevolent Autocrat
3. Manipulative Autocrat

Democratic or Participative

Laissez-faire or Free Rein

Bureaucratic

Manipulative

Paternalistic

Expert Leadership

28.State the Leadership Skills.

There is now recognition in both leadership theory and practice of the importance of skills, how leaders should behave and perform effectively.

Although there are many skills, such as cultural flexibility, communication, HRD, creativity, and self-management of learning, the research-based skills identified by **Whetten** and Cameron seem to be most valuable.

Their personal skills model, involving developing self-awareness, managing stress and solving problems creatively; the interpersonal skills model, involving communicating supportively, gaining power and influence, motivating others and managing conflict, are especially comprehensive and useful. Finally, the widely recognized organizational behavior .

techniques such as, training, job design and leaders can also effectively use behavioral management.

29.State the Qualities of successful leader.

Qualities required for a successful leader are:

1. Intelligence
2. Maturity
3. Sound physic
4. Self confidence
5. Objectivity
6. Empathy
7. Foresightedness and Vision
8. Decisiveness

9. Human relation Approach.

10. Responsibility

30. List out the Theories of leadership.

Leadership is the process of influencing others towards the accomplishment of goals. Recent efforts by behaviorists have shown a trend towards integrating the numerous theories of leadership. A number of theories and approaches to study leadership have been developed. There are broadly three theories of leadership.

- Trait Theory
- Behavior Theory
- Contingency Theory