

Unit-I

Fundamentals of Organizational Behavior.

• Organization:-

Group or groups of people who work interdependently to achieve a common purpose or goal.

• O. Behavior:-

The study of what people think, feel, and do in and around organization.

It is study of:-

- Human behavior in workplace settings.
- The interface between human behavior and the organization.
- The organization itself.

→ Importance :-

- people are born & educated in organizations.
- Improving organizational culture.
- developing effective leadership.
- facilitating conflict resolution.
- supporting organizational effectiveness.

→ Why OB?

- To understand :- nature, type & functions of organization
- To influence the organizational life by promoting right practices & avoiding unapp. activities.
- To predict :- success & failure of organization in diff. conditions.

→ Concept of Management :- (functionalities).

- Planning :- determining an organization's desired position.
- Organizing :- designing jobs, grouping jobs into units.
- Leading :- getting organizational members to work towards goal.
- Controlling :- monitoring & correcting the actions of org. & members.

→ Nature of Management. (Characteristics)

- Universal
- Integrative
- Goal-oriented
- Dynamic
- Multi-disciplinary
- People-centric
- Continuous process
- Decision making
- Resource optimization
- Information
- Leadership & Influence

Mgmt Functions

- Planning
- Organizing
- Leading
- Controlling

Resources used by Managers

- Human
- Financial
- Physical
- Information

Basic Management roles

Interpersonal → i. Figurehead ii. Leader iii. Liaison

Informational → i. Monitor ii. Disseminator iii. Spokesperson

Decision Making → i. Entrepreneur ii. Disturbance Handler
iii. Resource allocator. iv. Negotiator

Levels of Management

The chain of superior to subordinate relationships is known as the levels of Management. It refers to hierarchical structure, with each level having distinct responsibilities, roles, and authority.

→ Divided into three main levels:-

- a) Top level / Strategic level management
- b) Middle level / Tactical level
- c) Lower - level / Operational level.

Sometimes it is :-

- | | |
|---------------------------|--------------------------|
| i) Top level Managers | iii) First line managers |
| ii) Middle level Managers | iv) Team leaders. |

- Top level / Strategic level management :-
→ CEO, CTO, Chairman, President, COO.

Functions of Top level :-

- i) Determination of objectives for the organization
- ii) Forming of plans and policies
- iii) Coordination and control of the performance.
- iv) Analysis of the business environment.
- v) Setting up an organizational framework.
- vi) Assembling of resources.

- Middle-level / Tactical level management :-
→ Managers, H_{ed.}, H.R.

Functions of Middle level :-

- i) Interpretation of policies framed by the top level management.
- ii) Selection of suitable operative and supervisory personnel.
- iii) Assigning of duties and responsibilities to the lower level.
- iv) Motivating employees to get desired objectives.
- v) Cooperating with the entire of the organization.

- Lower-level / Operational level Management :-
→ Supervisor, Teacher, Clerk, Foreman.

• Functions of lower level:-

- i) Issuing of orders and instructions.
- ii) Selection of suitable operative and supervisory personnel.
- iii) Assigning of duties.

- iv) Preparation of plan for activities.
- v) Assigning and assisting in work.
- vi) Ensuring a safe and proper environment for work.
- vii) Encourage initiative of employees.

→ What is effective management?

Effective management is the efficiently and effectively plan, organize, direct, and control resources to achieve organizational goal efficiently and with maximum productivity.

→ Key Characters:-

- i) Goal setting
- ii) Strong communication
- iii) Problem solving
- iv) Decision Making
- v) Team management
- vi) Resource allocation
- vii) Emotional Intelligence
- viii) Adaptability & Flexibility
- ix) Optimized use of resources
- x) Leadership & Influence
- xi) Continuous Improvement & Innovation.

→ Critical Management Skills:-

- 1) Technical
- 2) Interpersonal
- 3) Conceptual
- 4) Diagnostic
- 5) Leadership
- 6) Adaptability
- 7) Decision making skills
- 8) Time management skills
- 9) Conflict Resolution skills

• Characteristics of a quality manager:-
A quality manager is the one who does a quality check to ensure that the product meets a certain standard and all the requirements.

- Attention to detail
- Analytical skills
- Communication skills
- Leadership Abilities
- Problem Solving skills
- Project Management
- Knowledge of Quality standards and Regulations
- Process-oriented Mindset
- Adaptability
- Customer focus
- Data driven

★ The Organizational levels:-

In OB, three main levels of analysis are used to understand how individuals, groups, and entire organizations function and interact.

→ Individual level:-

This level focuses on understanding the behavior, attitudes & progress/performance of individuals, employees. It includes:-

- Personality and values
- Perception

- Motivation
- Attitudes and job satisfaction
- Learning and decision making.

→ Group level :-

This level focuses on how individuals behave within the group.

This includes :-

- Team work
- Group dynamics
- Communication
- Leadership & power.

→ Organisational level :-

This level focuses on how individuals behave within the organization. It includes :-

- Organisational structure
- Organizational culture
- Change Management
- Organizational Strategy
- Innovation & Technology.

• Contributing disciplines of OB:-

These are different fields from which the organization takes referral for different functionalities of organization.

- Interdisciplinary collaboration
- Functional areas
- Knowledge areas
- Strategic contribution.

Sociology
Psychology
Economics
Anthropology
Engineering & Technology
Statistics
Political Science
Managerial Science.

• Challenges & Opportunities regarding OB:-

- Globalization
- Cultural diversities
- Work place flexibility / Remote workplace
- Technical Advancement
- Employee ^{Enga} Management and Retention
- Ethical and Social aspects
- Mental-health and employee wellbeing
- Communication Barriers

- Enforced collaboration
- Effective Change Implementation
- Improved employee satisfaction
- leadership development
- Better communication strategies
- Innovation/creativity

NotesSociety

Individual Dynamics

Refers to:-

Unique behavior

Attitudes

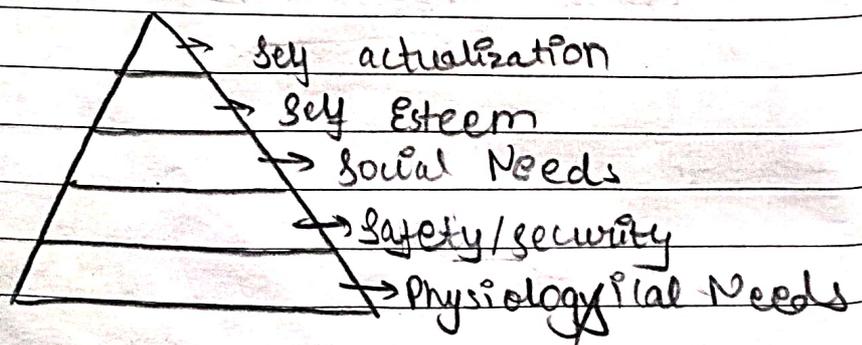
Emotions

Motivations & interpersonal interactions

Behavior of a person in different situations, particularly within a group.

Factors:-

- ↳ Nature of people
- a) Individual Difference
- b) Motivation — Maslow's Hierarchy of Needs / Theory of Motivation
- c) Perception and Attribution
- d) Learning and Adaptability
- e) ^{Attitudes} Attributes and value
- f) Personality
- g) Group Dynamics
- ↳ Ethics & Morality



Herzberg's - 2-factors theory

Hygiene
Motivators.

2) Value of person (Ethical treatment)

- a) Dignity
- b) Fairness and Justice
- c) Autonomy and Empowerment
- d) Workplace safety and Well-being
- e) Transparency and honesty
- f) Non-exploitation
- g) Recognition & Appreciation
- h) Ethical leadership
- i) Confidentiality & Privacy
- j) Diversity, Equity & Inclusion (DEI)

3) Different personality types -

- a) Leader
- b) Analyzer
- c) Collaborator
- d) Innovator
- e) Supporter
- f) Challenger
- g) Realist
- h) Socializer
- i) Visionary

↳ Determinants of personality :-

- a) Genetic factors
- b) Environment Influences
- c) Life Experiences
- d) Social Interactions
- e) Cognitive processes
- f) Cultural context
- g) Biological factors
- h) Social factors

→ Matching Personality and Jobs :-

Matching personality and jobs, in context of organizational behavior is much influenced by the individual dynamics and group dynamics. It is important to consider how individual differences impact workplace dynamics, motivation and performance.

→ Perception and Attribution :-

• Factors influencing perception :

- Individual Experience
- Cultural Background
- Social Identity
- Emotional State
- Communication Style
- Organizational Culture
- Leadership Influence
- Feedback Mechanism
- Situational context
- Information Overload

• Attribution :-

(course of perception)

Attribution theory :- It is a psychological frame

-work which drives indivi

-duals to find cause of their own behavior/

outcomes or some others' behavior/outcomes

external/internal attribution (maybe/may not be right)

Components :-

Internal VS External attribution

global vs local attribution

Stable vs Unstable attribution

local of control.

Fundamental attribution error.

Self-serving bias

Attribution Theory in organization.

Inclusive environment

Leadership

Appraisals

Conflict resolution

Motivation & Engagement

→ Shortcuts used in judgements

• Heuristics:- Any shortcut method used for quick judgements is called heuristics. Based on the shortcuts used, there are different types:-

① Availability heuristics:-

Collecting thing from the recent past. Availability in mind, to choose quickly.

② Anchoring heuristics:-

Quick judgement based on the first value [First Impression].

③ Affect heuristics

④ Hindsight Bias

⑤ Overconfidence bias

f) Representativeness Bias

g) Sunk cost fantasy

h) Status quotient bias

3. Attitude and Learning

→ The way someone think, feel and behave is called attitude. Attitude can be positive, negative or neutral. It can influence individual to perceive and interact with outer world.

→ In an organizational context, attitude refers to employee feelings and beliefs about their work, colleagues and organization as a whole. These attitudes can significantly impact workplace culture - e, employee engagement, productivity and overall organization performance.

• Key aspects impacting attitude:-

→ Job satisfaction → Organizational commitment

→ Leadership & management → Team dynamics

→ Performance → Adaptability

• Attitude exhibits several key characteristics:-

→ If Influential → Multi-faceted

→ Learned → Reflective of values

→ Context specific → Subject to social influence

→ Expressed through behaviour.

• Components of attitude:- in O.B.?

→ Cognitive component:- Includes beliefs, opinions and knowledge that individual hold about their work, colleagues or the organization itself.

→ Affective Component:- Encompasses the emotional responses or feelings towards a particular situation, person or organization. In an O.B. context an employee might feel satisfied and valued in their role or conversely feel frustrated & demotivated due to lack of support.

→ Behavioral Component:- Refers to intention to act or the actual behavior that result from the cognitive and affective component.

→ Cognitive dissonance:-

Any incompatibility between two or more attitudes as cognitive dissonance.

Eg:-

One emp. who believes in honesty but sometimes due to work pressure he/she needs to lie about the work progress.

→ Cognitive dissonance theory:-

Making yourself go back to the stability.

Leon Festinger in 1957, had developed cognitive dissonance theory, which conveys that, individuals experience psychological discomfort, when they had conflicting believes, attitudes, or behaviours. This

discomfort motivates them to seek consistency leading to changes in beliefs, attitude, or behavior to reduce the dissonance.

- Individuals have inner drive to hold conflicting beliefs, behavior in harmony.
- The theory says, that we seek consistency in our beliefs, and attitude in any situation where two conditions are inconsistent.

→ Learning and its characteristics :-

- i) Knowledge gathering
- ii) Knowledge sharing
- iii) Applying the knowledge
- iv) Continuous Improvement
- v) Feedback
- vi) Cultural support
- vii) Adaptability
- viii) Knowledge Retentions

Characteristics :- { Core }

- Continuous Process
- Context - Specific
- Practical Application
- Feedback Oriented
- Iterative
- Multi-level
- Motivational Dynamics
- Diverse learning method
- Shared knowledge

• The learning process:-

D.B. learning is the process of:-

- Creating knowledge
- Retaining knowledge
- Transferring knowledge

Learning is essential for fostering innovation and adapting to change.

Involves:-

- Creating knowledge
- Retaining knowledge
- Transferring knowledge
- Feedback loops
- Cultural support
- Leadership involvement.

→ Theory of learning:-

It is a systematic explanation of how individuals acquire, process & retain knowledge and skills. It tells about mechanism that runs behind the learning process, explaining how people behave in certain environment and each other in learning process.

- Classical conditioning :- stimulus, response, neutral
- Operant conditioning.

classical conditioning :-

Before conditioning $US \rightarrow UR$.
During conditioning $(US \rightarrow UR)$.
After conditioning $CS \rightarrow CR$.

Unconditioned stimulus.
stimulus (conditioned)

Response

Neutral stimulus

Unconditioned Response.

- Unconditioned stimulus (US) → The stimulus that naturally triggers a response.
- Unconditioned response (UR) → The automatic reaction to the ^{con}ditioned stimulus.
- Conditioned stimulus (CS) :- A previously neutral stimulus that after being with unconditioned stimulus.
- Conditioned response (CR) :- The learned response to the conditioned stimulus.

Classical conditioning is a learning process that involves creating an association between a neutral stimulus and an unconditioned stimulus to result in a conditioned response.

Notes Society

Unit - 4.

Motivation & Group dynamics.

- Intrinsic Motivation (Inner motivation)
- Extrinsic Motivation (External factor motivation)

Motivation:- Internal state that drives people to achieve their goals.

It is:-

- dynamic
- Influenced by needs & desires
- Influenced by internal & external factors
- difficult to observe

Traditional theory of Motivation:-

↳ Maslow's Hierarchy of Needs.

Motivation:-

Starts from need, ends with goal.

Types of needs:-

Physiological

Psychological

Process of motivation:-

- Need recognition
- Goal setting
- Action Planning
- Engagement & Effort
- Feedback & Evaluation
- Adjustment
- Persistence
- Achievement and Rewards
- Re-evaluation and New goals.

Theory of Motivation

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- Maslow's theory of motivation - needs
- Herzberg theory of motivation ← Sanity - (Hygiene)
← Motivation - (Additional)
- McGregor's theory of X & Y X - lazy (ragging) {not be good} less motivation
Y - productive - prosperous, good workplace
- Expectancy theory - driven by outcomes / motivation increases of beh.
- Reinforcement theory - decrease likelihood / punishment } behavior
increase likelihood / rewards } of beh.

Types of groups.

- Formal
- Informal

Group development:-

Tuckman Model

- Forming - Initial
- Storming - learning about group
- Norming - Actually working
- Performing - Results
- Adjourning - Dissolving.

Unit - 5

Group Dynamics & Interpersonal Dynamics

Effective Communication

- * Barriers
- Emotional Barrier.
 - Perceptual Barrier.
 - Hierarchical Barriers, imp. {Rigid hierarchy}
 - * Communication Barrier.

* Avoid using jargons.

* Feedback Mechanism.

Effective communication

Focus on interest

Active listening

Mediation

Emotional Intelligence.