

Organisational Behavior :-

Distinction

Definition :-

Organisation behavior is the observation of individual or group behavior & response to the other individual or group as a whole.
- It study the behavior of people or groups to their attitude to at particular circumstances.

OR

It is the understanding production and control of the human behavior.

Nature

- 1) It is separate field of study not a discipline only.
- 2) An inter disciplinary approach.
- 3) An applied science
- 4) A ~~total system~~ approach humanistic & apptimestic approach.
- 5) A total system approach.

* It is separate field of study not a discipline only :-

'OB' is a multi inter disciplinary orientatⁿ and thus not based on a specific theoretical background.

* An inter disciplinary approach :-

It tries to integrate the relevant knowledge drawn from related discipline like psychology, sociology and anthropology to make them applicable

for study and analyzing or organizing behavior.

⊛ An applied science:-

The basic line of difference betⁿ your science and 'OB' is that while the former concentrates on fundamental resources, the latter concentrates on applied resources.

⊛ A humanistic & applied approach:-

OB applied humanistic approach towards people working in the organization it deals with the thinking and feeling of human beings.

⊛ Total system approach:-

The system approach is one that integrates all the variables affecting organisational funⁿ.

Scope of OB:-

→ There are ~~two~~ four type of scope of OB.

- 1) People
- 2) Structure
- 3) Technology
- 4) Social system

⊛ People:-

Date: 21.01.20

→ The people constitute the internal social system of the organization.

→ They consist of individual & group. Group may be formal or informal, large or small, official or unofficial.

⊗ Structure:—

- Structure defines the relationship of people in an organization.
- Different people in an organization, are given different roles & they are certain relationship with others.
- It leads to division of labor so that people can perform their duties or work to accomplish the organisational goal.

⊗ Technology:—

- Technology impacts the physical & economic conditions within which people work.
- With the bayer hands people can do nothing, so they are given assistance of buildings, machines, tools processes & devices.

⊗ Social system:—

- Social system provide internal environment which the organization operates.
- A single organization can't exist also.

Date: 22.01.20

Evaluation of OB:—

- 1) Classical approach
- 2) Neo classical approach
- 3) The modern approach

47
1) Classical approach : —

- ⇒ Conventionally the classical approach is considered as constituting the traditionally ~~and~~ expected and view and not those views that have become classical due to time factor (old concept of the past)
- ⇒ Classical ~~does not~~ here does not mean that the concepts and ideas are noted way back in time and has very old.
- ⇒ The classical approach of management emphasise on organisational efficiency as a tool to ensure organisational success.
- ⇒ It believes in functional ~~and~~ inter relationship following certain principle based on experience, bureaucratizing structure and the ~~reward~~ ^{reward} punishment system. So c

2) Neo classical approach : —

- ⇒ The neo classical approach emphasise on human relations, the importance of the man ^{beyond} ~~below~~ the machine, the importance of ^{group relationship} ~~individual~~ ^{individual} as well as social aspects etc. These approach ^{was} pioneered in 1930 by Elton Mayo and his associates.

3) The Modern Approach:-

- Modern management thought combines the concepts of the classical approach with the social and natural sciences. It emerged basically from system analysis.

Date: - 28.01.20

Limitations of OB:-

- ⇒ OB can't solve completely but only reduce them. But not an absolute ans to problem.
- ⇒ It is only one of the many systems operating within a large social system.
- ⇒ The concept implies that any situation there is an optimum amount of a desirable practice.

Ex- ~~Too much~~ much security may lead to less employee, initiative & growth.

→ The relationship shows that the organisational effective is achieved not by maximizing one human value but by working on system variables together in a balanced way.

- OB has ^(b) individual to understand human behavior only at work place or he/she may be a failure at domestic front.
- OB has not contributed to improve interpersonal relatⁿs in an organisation. Tealovey, batch studying, harassment, govt side by side with never, lecture, discuss, smile etc.
- OB is selfish and exploiting with emphasis and motivatⁿ, productivity efficiency there exist a kind of competitⁿ among workers and they are not able to leave in harmony.

Date: 29.01.20

Theoretical framework of OB:—

- 1) Cognitive framework
 - 2) Behavioristic framework
 - 3) Social cognitive framework
- 1) Cognitive
- Cognitⁿ can be simply defined as the act of knowing an item of informatⁿ.
- In cognitive framework cognitⁿ perceived into behavior and constitute input into

human
she
the person thinking, perception, progress
solving and information processing. So
this cognitive concept of expectancy
implies that organizing is thinking about
or is conscious or aware of the goal and
result of a behavior exhibited by it.

It means that a person desires a goal
and also knows the behavior that will
lead to achievement of the goal.

2) Behavioristic framework :-

Behavior should be best understood
in terms of stimulus and response (S-R).

This theory has been developed by
Ivan Pavlov and John B. Watson.

The examine the impact of stimulus
and feel that learning occurs when
the stimulus response was made.

Behavioristic approach is based on
observable behavior and environmental
variable (which are observable)

3) Social cognitive framework

The person and the environmental
situation don't function as independent units
but in conjunction with behavior itself, each

precisely interact to determine

→ It means that cognitive variable & environmental variable are not needed but experience has denoted generate by previous behavior also part-wise determine what a person's become & can do, which in turn affect sub-behavior.

Second Modul

Date: 01.02.20

Attitude

- Attitude represents how a person thinks or feels about someone or something.

Behavior:

- Behavior represent an individual's reaction to a particular act, person or environment.

→ It has been said that a person's attitude affect thoughts. While his/her behavior affects act.

⊗ Difference betⁿ attitude & behavior

Basic	Attitude	Behaviour
i) Meaning	i) Attitude refers to a person's mental view regarding the way he/she thinks or feels about some or someone.	i) Behaviour implies the act, moves, conduct or function of an individual or group towards other persons.
ii) Based on	ii) Attitude based on emotional expression.	ii) It is based on situation.
iii) Trait	iii) Human.	iii) Inborn
iv) What is it	iv) A person's mind set	iv) Outward expression of attitude.
v) Defined by	v) The way we perceive things.	v) Social norms.

Developing emotional intelligence at the workplace:—

Emotional intelligence describes the ability, capacity, skill or self-perceived ability to identify, assess and manage the emotions of one's self, of others and of groups.

→ People who possess a high degree of emotional intelligence know themselves very well and are also able to sense the emotions of others. They are affable, optimistic.

Job attitude

- A job attitude is a set up evolution of one's job that contribute one's feeling towards believes about and attachment to one's job.
- Each person has a different level of attitude about their job and that attitude can be rated, if you will by how involved the individual each is in his/her job.

Barriers to changing attitude: —

1) Employee's attitude can be changed & some times it is in the best interest of the management to try to do so.

Ex- If employees believes that their employees do not look after their well being, the management should try to change employees attitude & help to develop a more +ve attitude towards them.

→ Barriers to changing

- i) They are common
- ii) Balance and consistency
- iii) Lack of resources
- iv) Improper reward system
- v) Resistance to change

PERSONALITY:

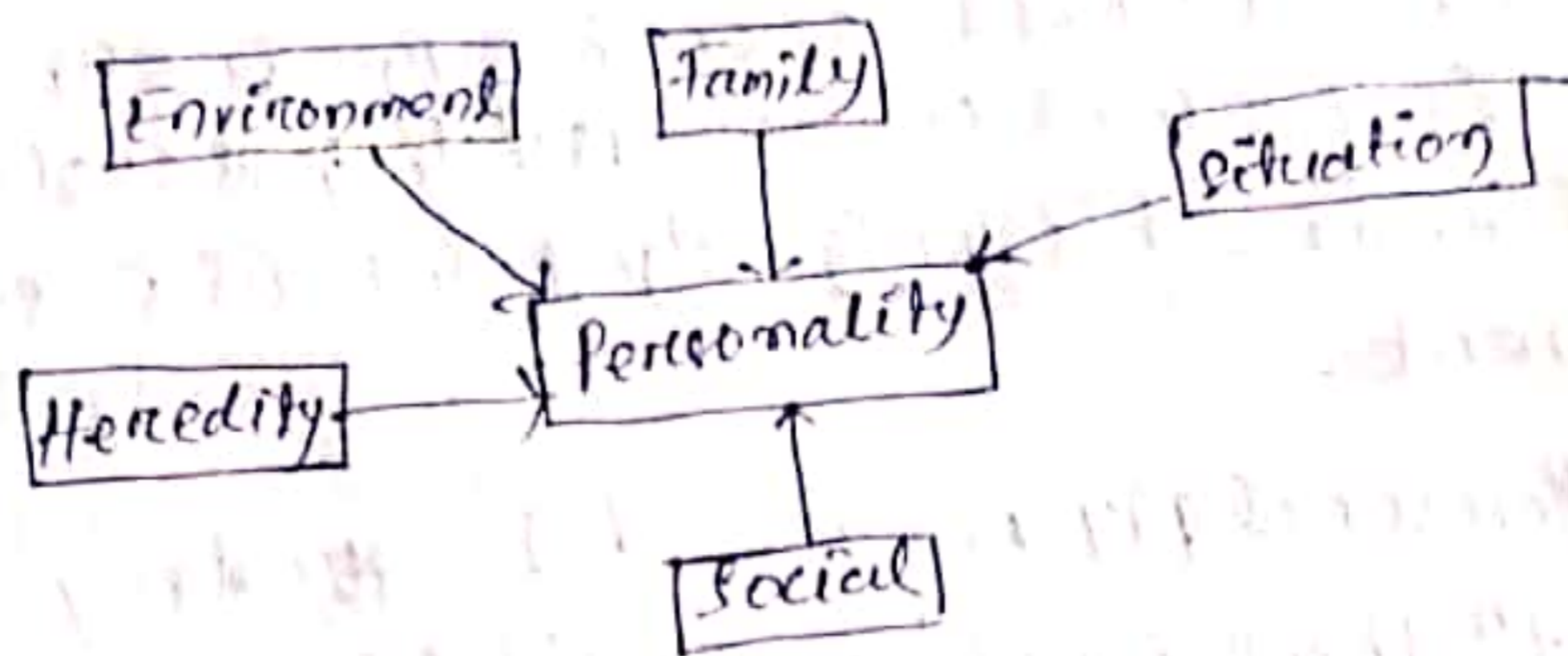
Personality is a dynamic organization within the individual of those psychological systems that determine his unique adjustment to his environment.

- ⇒ Personality is one of the psychological factors that implies individual behavior.
- ⇒ Personality refers to the set of traits & behaviors that characterize an individual.

Nature of Personality: — Date: 06.02.20

- ⇒ Personality has both internal & external elements. External traits are observable behaviors that will be noticed in an individual.
- ⇒ Internal traits are thought values & genetic characteristics.
- ⇒ An individual's personality is relatively stable.
- ⇒ As individuals are unique in nature, there are striking differences among individuals.
- ⇒ An individual's personality is both inherited as well as shaped by the environment. Partly inherited genetically from our parents. These genetic personality characteristics are also shaped by life experiences.

Determinants of Personality:



Date: 08.02.20

MBTI (MEYER-BRIGGS TYPE INDICATOR):

- 1920 the swiss psychologist Carl Jung proposed this theory after 20 years the mother-daughter team of Katherine Briggs and Isabel Briggs Myers developed the MBTI.

→ It is mainly used in the employee ^{hiring} process. It measures how people prepare to focus their attention (extroverts & introverts).

② collect information (sensing & intuition), process and

③ evaluate information (thinking & feeling) and

④ orient themselves to the outer world (Judging & perceiving).

→ It is widely used for personality analysis.

Extroversion

→ Outgoing talkative, sociable, speak then think.

Introversion

→ Quiet shy, think then speak.

<u>Sensing</u>	<u>Intuition</u>
→ View an organised structure to accrue factual, preferably quantitative detail.	→ collect information systematically
→ Capable of synthesizing vast volume of data for a quick conclusion.	→ Rely more on subjective evidence as well as their intuition and even inspiration.

Common point

The work of management demands a combination of intuitive & sensing abilities.

<u>Thinking</u>	<u>Feeling</u>
→ Rely on ^{rational} conscious effect. Logic & scientific method to make decision (Rely on interpersonal analysis)	→ Rely on personal values.

<u>Judging</u>	<u>Perceiving</u>
→ Struct ⁿ time oriented (recessive problem quickly)	→ flexible open ^{ended} exploring spontane ^{ous} .

Common point
employing

Besides MBTI is used in team building too.

BIG FIVE PERSONALITY TRAITS:-

- 1) Extraversion
- 2) Agreeableness
- 3) Conscientiousness
- 4) Emotional stability
- 5) Openness to experience

1) Extraversion:-

- ⇒ Persons comfortable with relationship.
- ⇒ They are cooperative & trusting of others.
- ⇒ Sociable, talkative, open to establish new relationship.

2) Agreeableness:-

- ⇒ It is the person's ability to get along with others.
- ⇒ They are cooperative & trusting of others.
- ⇒ They had good nature and are soft hearted or kind hearted.
- ⇒ Who score low agreeableness focus more on their own needs than the needs of other.

3) Conscientiousness:-

- ⇒ It refers to the no of goals that a person focuses on.

→ Organized, systematic, careful, thorough, self-discipline, responsible, oriented, achievement.

Ex- Mother

→ Highly conscientious people focus on a few goal at a time.

4) Emotional stability:—

→ Individual stability to cope with the stress.

→ Positive emotional stability tends to be a calm, enthusiastic and serene

→ Low emotional stability tends to be nervous, depressed and insecure.

3) Openness to Experience:—

→ It addresses one's range of interest.

→ Extravertly open people are fascinated by novel, noble and innovation.

Date: - 12.02.20

Types of Personality:—

- 1) Extrovert & Introvert
- 2) Judging & perceptive
- 3) Type A & Type B

Type A	Type B
<p>→ Hard working, achievement oriented, the impatient, how sense of time agency, agency of comparative drive such as people tell to be very productive & work very hard. They are workaholic.</p>	<p>→ Easy going, sociable, free from agency of time than non-comparative are the characteristics of Type-B.</p>
<p>→ Being impatient & aggressive such people are more prone to heart attack</p>	<p>→ such people do better on tasks involving judgment accurately rather than speed of time work.</p>

Theory of Personality: -

- 1) Type Theory
- 2) Trait Theory
- 3) Psychoanalytical theory
- 4) Social Learning theory
- 5) Self theory

1) Type theory: -

= Personality classification has made on 2-bases.

- 1) body build
- 2) Psychological factors.

1) Body Build :-

- Persons having short or plump body build where characterised as sociable and relaxed (Ectomorph)
- ⇒ Tall thin persons are ^{self} conscious and are found solitude life (Meso Morph)
- ⇒ Heavy set up muscular body as noisy, colours and found of physical activity.

2) Psychological Factor :-

- ⇒ Based on the assumption that personalities is the totality of the person interacting substance.

Ex- Extrovert & introvert

(2) Trait theory :-

- ⇒ Trait is an ~~entirely~~ ^{enduring} characteristics of a person in which he/she different from other.
- ⇒ It assesses the personality on the basis of characteristics of a person like shy, aggressive, somnive, lazy, ambitious, loyal, intelligent and emotional.
- ⇒ Trait and need's not ^{something} person's possess.

181
3) Psychoanalytical theory:— (Sigmund Freud)

⇒ Sigmund Freud has developed psychoanalytical theory.

⇒ This theory is based on that human behaviour is influenced more by unseen forces than conscience and rational thought.

⇒ The unconscious frame was composed of 3-elements.

a) id.

b) ego

c) superego

a) id: (It is unconscious part of human personality):—

⇒ It seeks immediate pleasure.

⇒ It obeys the pleasure principle.

⇒ It is dangerous for both the person and society as well.

(b) Ego

⇒ It is conscious part of the human personality.

⇒ It is associated with reality, interest.

⇒ It checks the id through logic and...

(c) Superego:—

- It represent system of values nongrand other the guide and govern a persⁿ to behave in the society.
- It provides norms and values to ego to determine what is ~~wrong~~ right or wrong at a given time in a given situation.

Date: - 13.02.20

4) Social Learning Theory:—

- It is of two types—
 - i) Reinforcement:—
 - The ^{process} ~~per~~ conditioning on establishing a believe or ~~learn~~ pattern of behavior.

ii) Observation:— (Vicarious)

- Learning by observing others is ~~known~~ called vicarious learning.

5) Self theory:—

- This theory is developed by Carl Rogers.
- There are 4-factors
 - i) self image
 - ii) ideal self } perception of an individual

201
iii) Looking glass self 3

iv) Real self

i) Self image:—

→ It indicate the reality of a person.

→ Self image is one's image of oneself.

ii) Ideal self:—

→ It implies the ideality of the person.

→ It reference to what one would like to look like.

iii) Looking glass self:—

- It reference to how others are perceiving the individual.

iv) Real self:—

→ The real self is one what one actually is.

5) Personality and Job-fit Theory:—

• Matching job and individuals?

Personality-Job Fit theory :-

- This theory postulates that a person's personality traits will reveal insights as to adaptability within an organization. The degree of congruence betⁿ a person and the organization is expressed as a person-^{organization} environment (P-O) fit. This is also referred to as a person-environment fit. A common measure of the P-O fit is work place efficiency; the rate at which workers are able to complete tasks. These tasks are mitigated by work place environments.

Ex - A worker who works more efficiently as an individual than in a team will have a higher P-O fit for a work place that stresses individual tasks (such as accountancy). By matching the right personality with the right job, company workers can achieve a better synergy and avoid pit falls such as high turnover and low job satisfaction. Employees are more likely

PERCEPTION:-

→ Percept? is the act of what's to be seen then to be seen, but what's seen is impacted by the individuals, the obj. and the situation?

Definition

- acc. to SP Robbins percept? is a process by which an individual organizes & interprets ^{their} the sensory impres? in order to give a meaning to their world.

Factors affecting or Influencing:-

Perceiver's characteristics	Situation factors	Characteristics of the perceived
→ Needs, past experiences, values, attitude, Personality	→ Needs, values, attitude, experiences, Physical setting, social setting, organization setting.	→ Nature, size, appearance, location.

Perceptual Process:-

- 1) Receiving stimuli
 - 2) Selecting stimuli
 - 3) Organising process
 - 4) Process of interpreting
 - 5) Process of checking
- } Input
- } Process

6) Process of reacting } off

B) Stimuli

= Stimuli mean something that causes a response in a body part in all organisms.

Receiving stimuli:

- Stimuli enter in to the ~~century~~ organism through the ~~century~~ organism.

Vision, Hearing, smell, Touch, Taste.

Selecting stimuli:

- After receiving stimuli some was selected for our attention. Stimuli screen and selected for further procession.

⇒ Two factors of select?

a) Internal

b) External

b) External:

i) Intensity

ii) size

iii) contrast

iv) Movement

v) Repeated?

vi) Familiarity

vii) Novelty

viii) Nature

vix) Location

251
After selectⁿ of stimuli they are orga-
nised in some form like -

- 1) ~~100~~ Grouping
- 2) Fig. ground
- 3) Perceptual constancy

1) Grouping

- i) Similarity
- ii) Proximity
- iii) Closure
- iv) Continuity

Date: 26.02.20

2) Interpreting: -

- Assign meaning to informatⁿ.

- 1) Perceptual set
- 2) Stereotyping
- 3) Halo effect
- 4) Perceptual defence
- 5) Attribution
- 6) Perceptual content
- 7) Impression

1) Perceptual Set: -

Perceptual set means previously held belief.

Ex. A manager may have developed general beliefs and attitudes that workers are lazy and they want to gain whatever is possible from the organisation without

(26)

giving on the best to it. He/Here
subsequent concept will be influenced
by this set, when he/she meets a group
of workers.

2) Stereotyping:-

- It is a tendency to assign attributes to someone solely on the basis of a category of people to which that person belongs.

Ex. Humans are a good manager.

3) Halo effect:-

- The halo effect refers to the tendency of perceiving people in terms of good or bad.

⇒ An individual may be downrated based on the negative evaluation of his/her behavior, the process is called Horns effect or rusty halo.

Attribution:-

Date:- 11.3.20

Contribution and context:

- The context in which an object is placed influences perceptⁿ.
- The organization culture & structure such a provided primary context in which workers & managers do their perceiving.