

# **Introduction : Understanding Organizational Behaviour, Nature of Concept and Importance, Management and OB, Models of OB, Trends and changes**

Prepared by Prof. Mukesh Ranga

Please subscribe -

[https://www.youtube.com/channel/UCYkmKHFTds\\_c\\_vRY45GnGbw?view\\_as=subscriber](https://www.youtube.com/channel/UCYkmKHFTds_c_vRY45GnGbw?view_as=subscriber)

Comment/ clarification please join - google classes-  
Code-3o6xxk7

General perspective of the pre scientific era	
Time Span	AD 1000-1880
Economy	Agrarian
Level of Workers	Illiterate
Worker's expectation	To take care of family
Management tools and techniques	Crude
Managerial role	No formal management

Perspective of the classical era		
Time span	Administrative Management	Scientific Management
Economy	Industrial	Industrial
Level of workers	Literate	Literate
Workers' expectation	Economic	Economic
Management tools and techniques	Crude to sophisticated	Standardized tools and techniques
Management Role	Follow 14 principles of management	Control by principles of scientific management

## Table 2.1 Fayol's 14 Universal Principles of Management

1. **Division of work.** Specialization of labor is necessary for organizational success.
2. **Authority.** The right to give orders must accompany responsibility.
3. **Discipline.** Obedience and respect help an organization run smoothly.
4. **Unity of command.** Each employee should receive orders from only one superior.
5. **Unity of direction.** The efforts of everyone in the organization should be coordinated and focused in the same direction.
6. **Subordination of individual interests to the general interest.** Resolving the tug of war between personal and organizational interests in favor of the organization is one of management's greatest difficulties.
7. **Remuneration.** Employees should be paid fairly in accordance with their contribution.
8. **Centralization.** The relationship between centralization and decentralization is a matter of proportion; the optimum balance must be found for each organization.
9. **Scalar chain.** Subordinates should observe the formal chain of command unless expressly authorized by their respective superiors to communicate with each other.
10. **Order.** Both material things and people should be in their proper places.
11. **Equity.** Fairness that results from a combination of kindness and justice will lead to devoted and loyal service.
12. **Stability and tenure of personnel.** People need time to learn their jobs.
13. **Initiative.** One of the greatest satisfactions is formulating and carrying out a plan.
14. **Esprit de corps.** Harmonious effort among individuals is the key to organizational success.

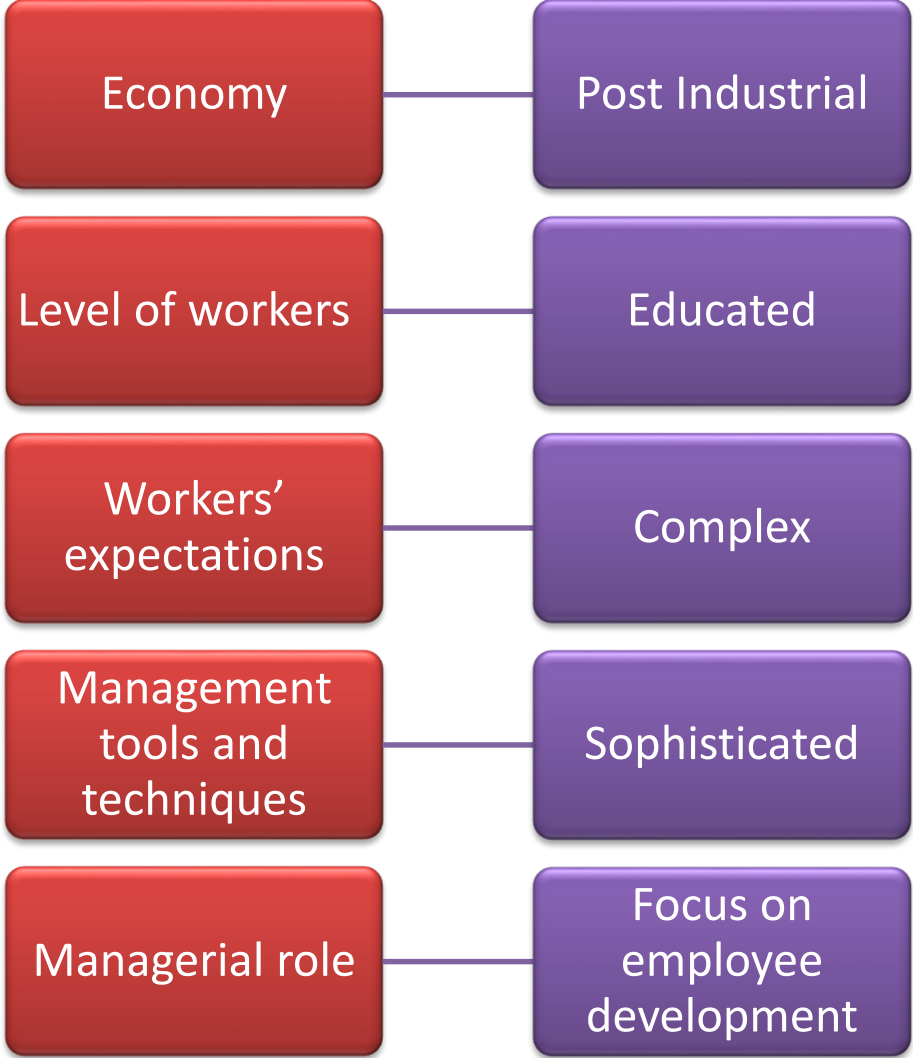
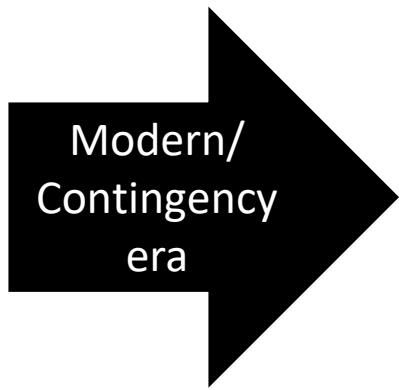
*Source:* Adopted from Henri Fayol, *General and Industrial Management*, trans. Constance Storrs (London: Isaac Pitman & Sons, 1949). Copyright 1949 by Lake Publishing Company. Reprinted by permission.



## McGregor X - Y Theories

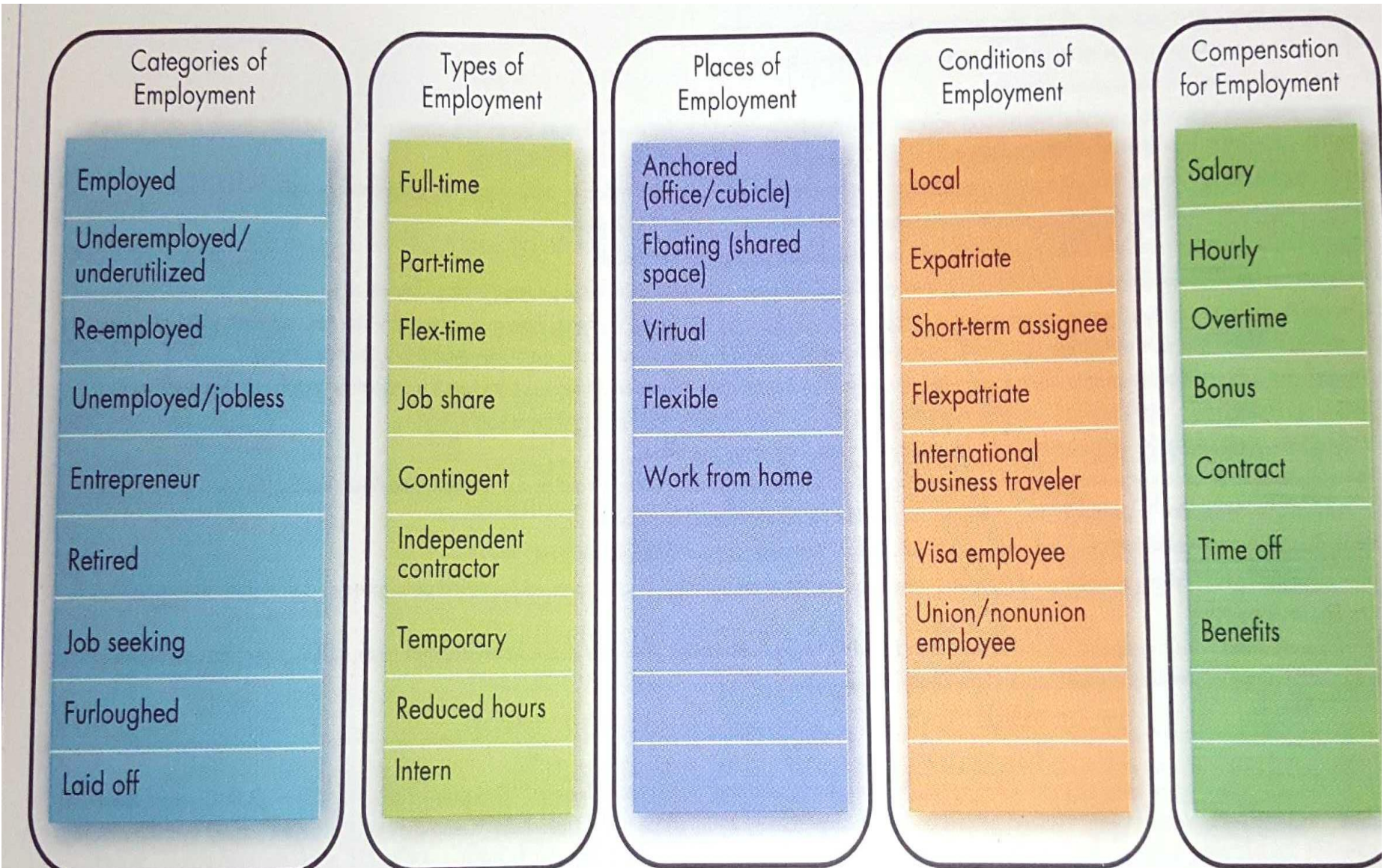


Theory X	Theory Y
<ul style="list-style-type: none"> <li>* people need close supervision</li> <li>* will avoid work when possible</li> <li>* will avoid responsibility</li> <li>* that they desire only money</li> <li>* people must be pushed to perform</li> </ul>	<ul style="list-style-type: none"> <li>* people want independence in work</li> <li>* people seek responsibility</li> <li>* people are motivated by self-fulfilment</li> <li>* people naturally want to work</li> <li>* people will drive themselves to perform</li> </ul>

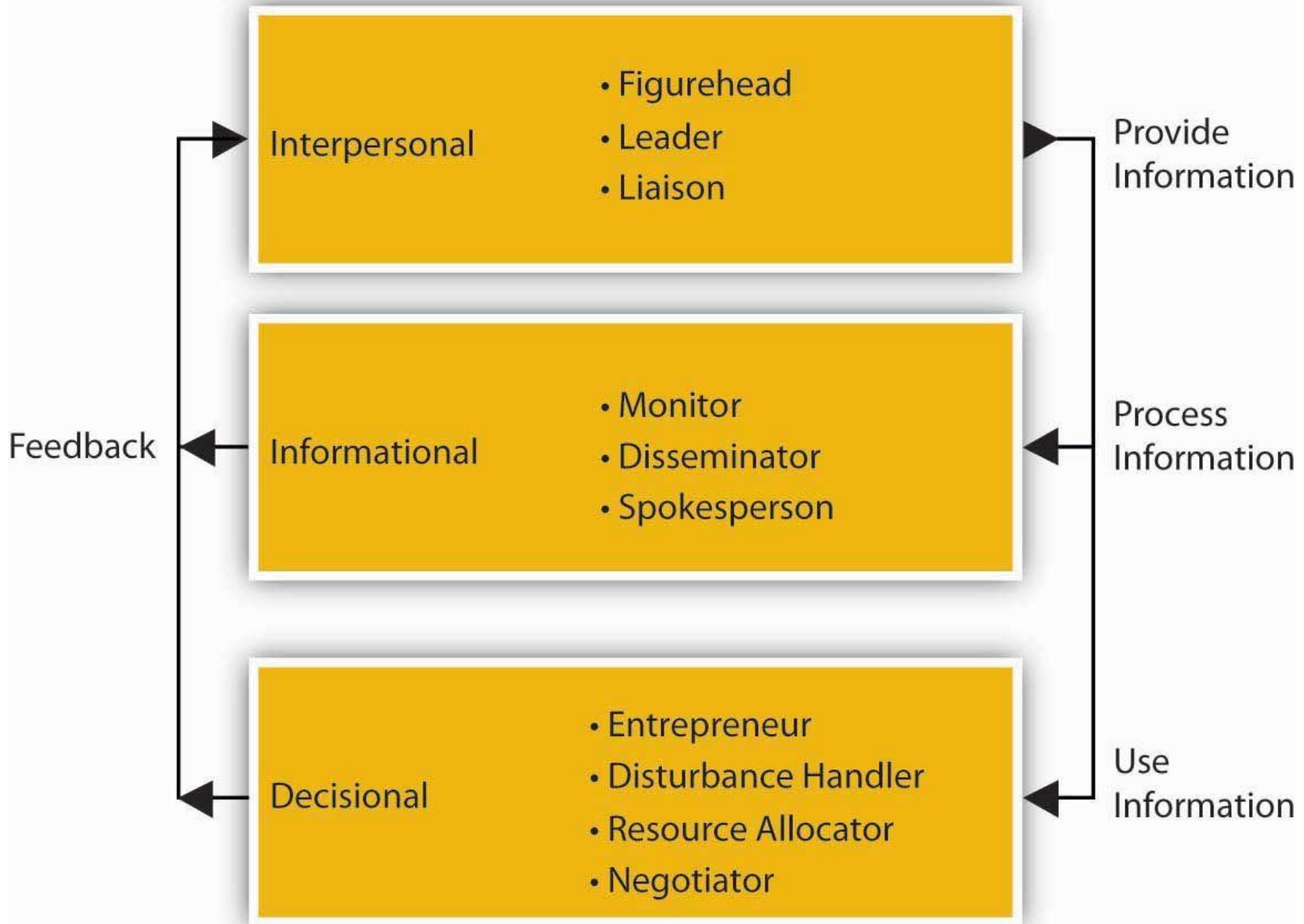




## Employment Changes in contemporary period

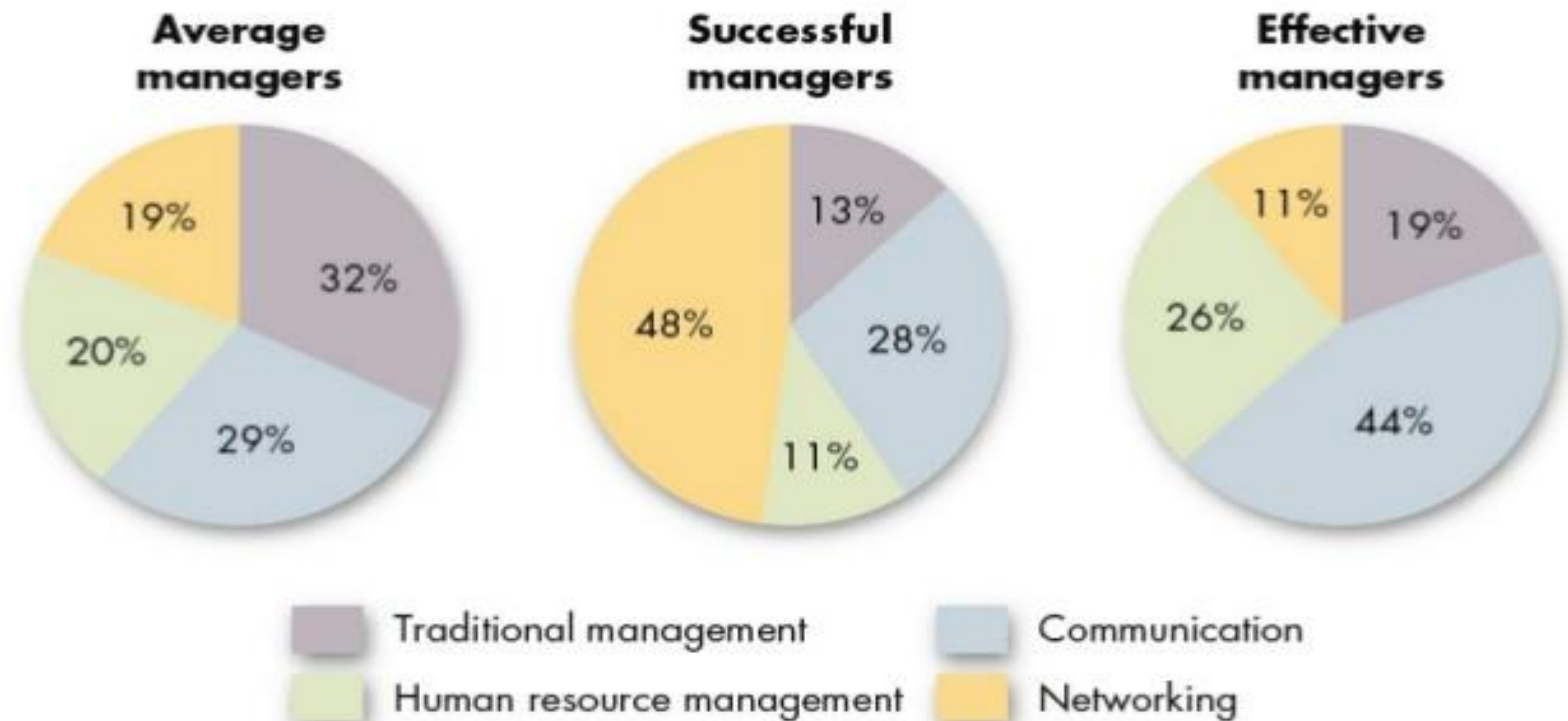


**Compensatory time-off** plan is the practice of giving employees paid **time off** as a **compensation** for their overtime work: if they worked more than 40 hours per week.





# Allocation of Activities by Time



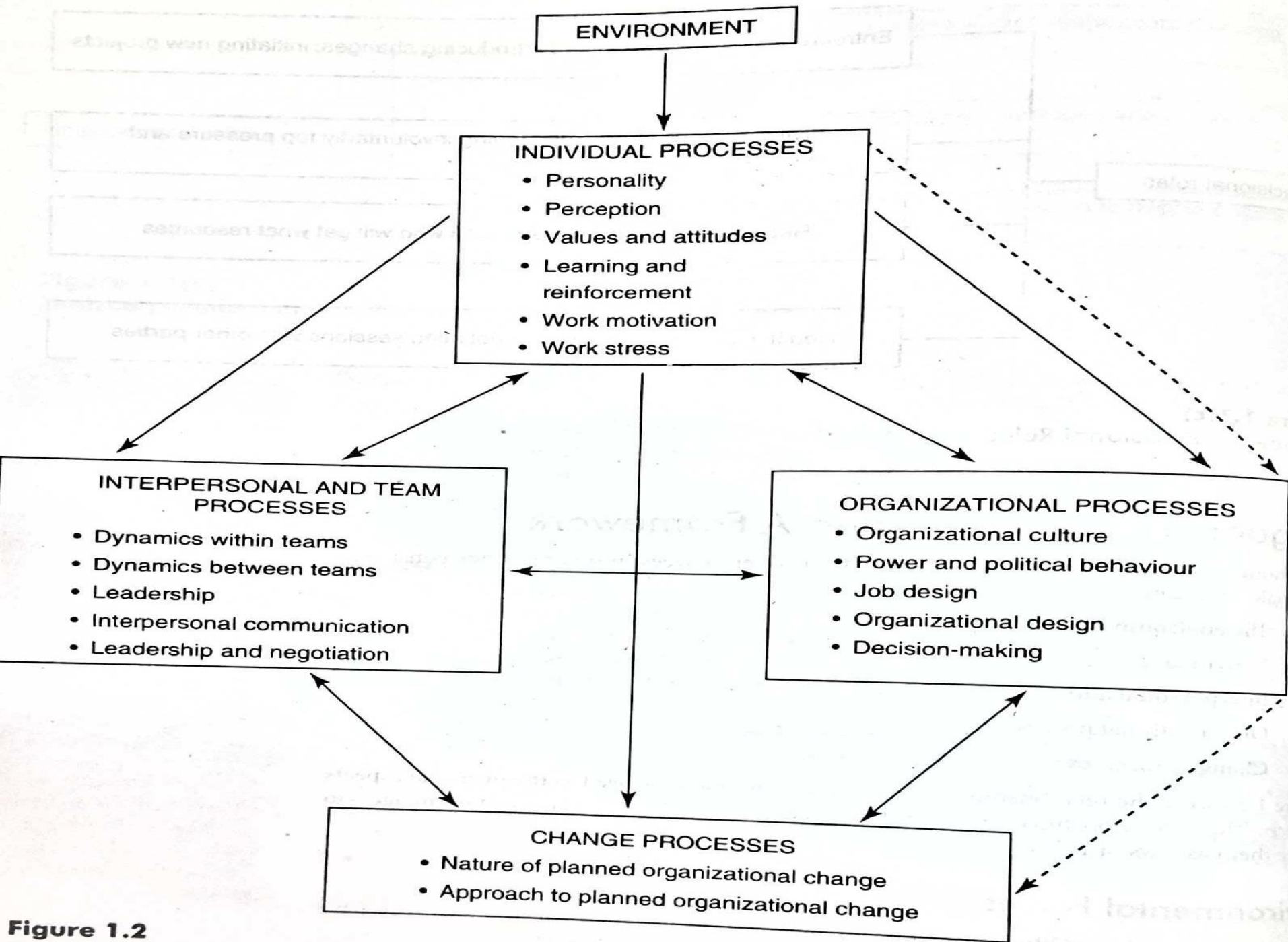
Effective Versus Successful Managerial Activities (Luthans)

- **Traditional management:** Decision making, planning, and controlling
- **Communication:** Exchanging routine information and processing paperwork
- **Human resource management:** Motivating, disciplining, managing conflict, staffing, and training
- **Networking:** Socializing, politicking, and interacting with others



Henry Mintzberg's  
Managerial Roles





**Figure 1.2**  
Organizational Behaviour

# ORGANIZATIONAL BEHAVIOR

## A Basic OB Model

### INPUTS

#### Individual level

- Diversity
- Personality
- Values

#### Group level

- Group structure
- Group roles
- Team responsibilities

#### Organizational level

- Structure
- Culture

### PROCESSES

#### Individual level

- Emotions and moods
- Motivation
- Perception
- Decision making

#### Group level

- Communication
- Leadership
- Power and politics
- Conflict and negotiation

#### Organizational level

- Human resource management
- Change practices

### OUTCOMES

#### Individual level

- Attitudes and stress
- Task performance
- Citizenship behavior
- Withdrawal behavior

#### Group level

- Group cohesion
- Group functioning

#### Organizational level

- Productivity
- Survival

OB and other subjects

Psychology

The word 'psychology' is derived from two Greek words, 'psyche', meaning the mind, soul or spirit and 'logos', meaning discourse [Slide 17](#) or to study. Tords combined produce the 'Study of the mind'. **Scientific study of the human mind and its functions, especially those affecting behaviour in a given context.**

Sociology

Sociology literally means the study of companionship. It comes from the Latin "socius" meaning "companion" and the Greek "logos" meaning "the study of." Another way to think about this: what makes up #social membership? How and why do people form different social groups? What are the societal structures that shape social interaction and subsequently give our lives meaning?

Social Psychology

Social [psychologists](#) study how individuals think about, relate to, and influence one another.

Anthropology

Anthropology –Greek-Anthropos-Human/ Logos means study, is the scientific study of humanity, concerned with human behavior, human biology, cultures and societies, in both the present and past, including past [human](#) species.

Political Science

Political science is the scientific study of politics. It is a social science dealing with systems of governance and power, and the analysis of political activities, political thoughts, political behavior, and associated constitutions and laws

Engineering and Technology

Engineering is the use of scientific principles to design and build machines, structures, and other items, including bridges, tunnels, roads, vehicles, and buildings.

Economics

Economics is the social science that studies how people interact with value; in particular, the production, distribution, and consumption of goods and services. Economics focuses on the behaviour and interactions of economic agents and how economies work.

Medical

an examination to assess a person's state of physical health or fitness.

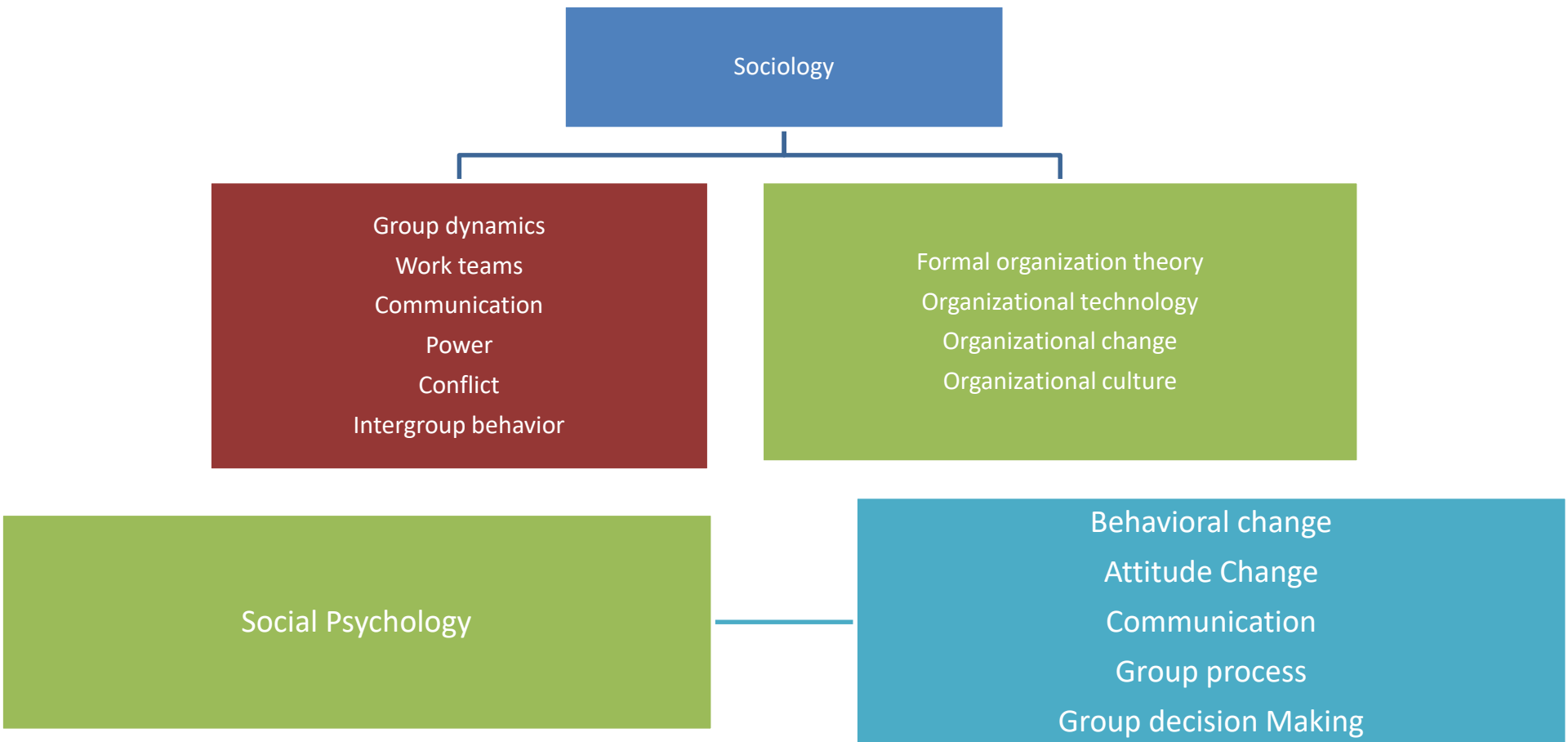


# Psychology-

Learning  
Personality  
Motivation  
Perception  
Training  
Emotion  
Leadership effectiveness

# Communications

Job satisfaction  
Individual decision making  
Performance appraisal  
Attitude measurement  
Employee selection  
Work design  
Work stress



# Anthropology

Comparative Values  
Comparative attitudes  
Cross Cultural Analysis

Organizational culture  
Organizational environment

Political Science

Structural Conflict  
Inter organizational conflict  
Allocation of Power  
Political Behavior  
Decision making

Economics

Motivation  
Learning  
Decision making

Engineering and Technology



Technology

Information Technology



Perception  
Communication  
Work environment  
Teamwork

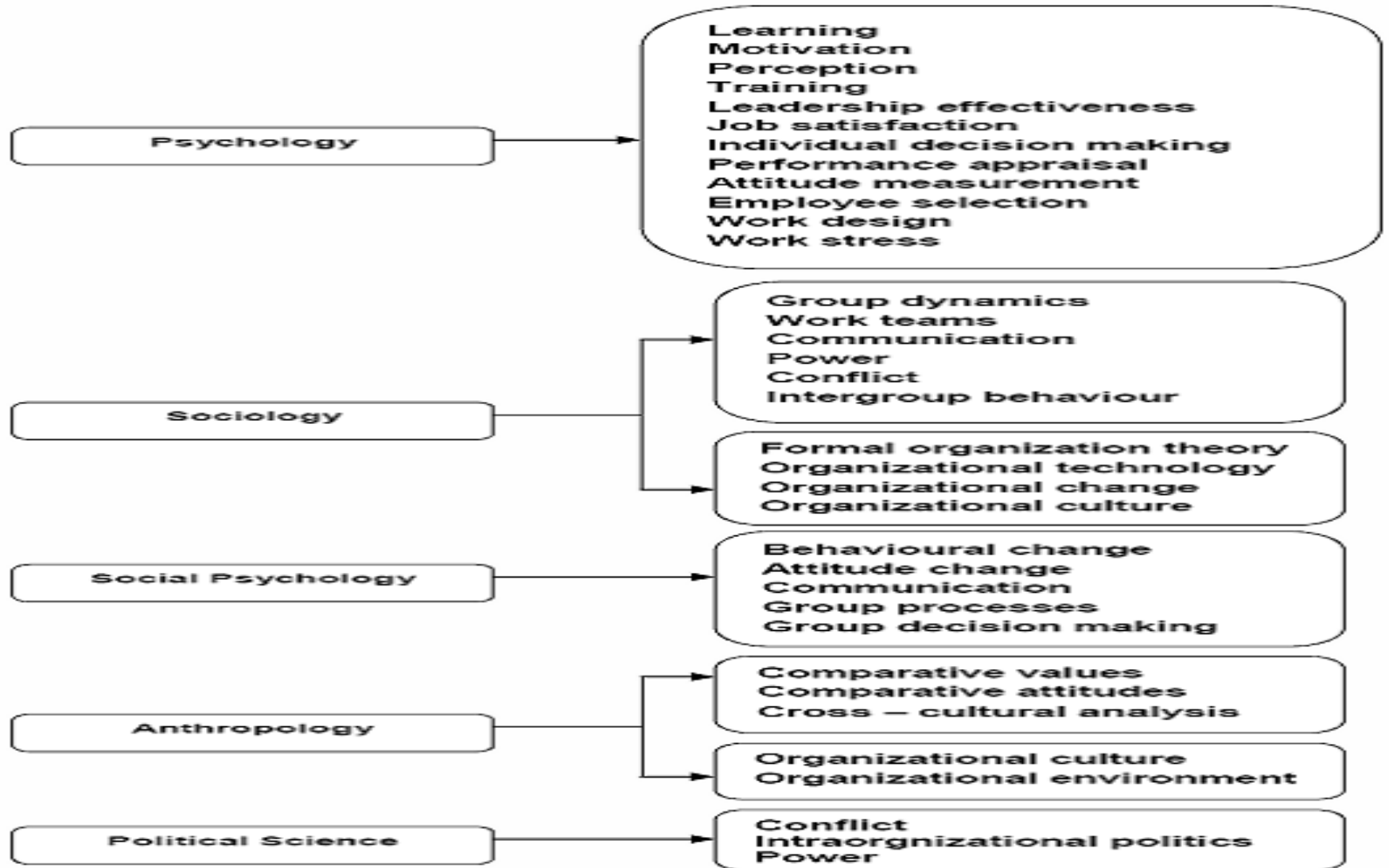


Team dynamics  
Decision making  
Communication  
Knowledge management



**Behavioral Science**

**Contribution**







# ● Elements of an Organizational Behavior System

Management's  
Philosophy • Values • Vision • Mission • Goals

Formal  
Organization

Organizational Culture

Social  
Environment

Informal  
Organization

Leadership • Communication •  
Group Dynamics

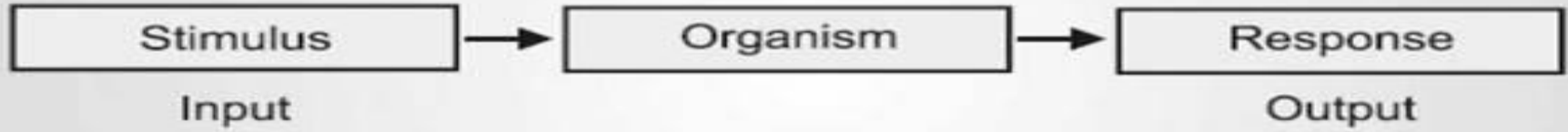
Quality of Work Life (QWL)

Motivation

Outcomes:  
• Performance  
• Employee satisfaction  
• Personal growth and development

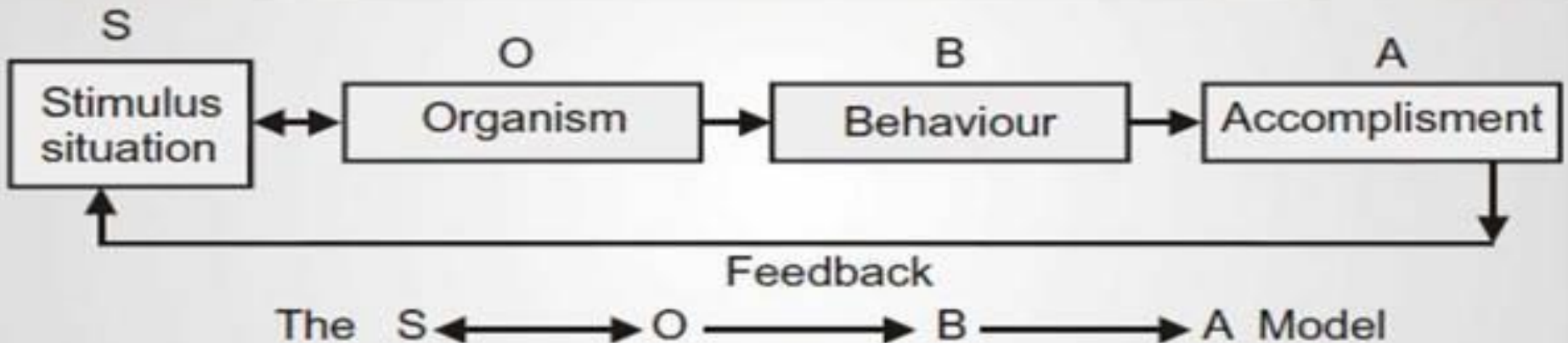


## S R Model



<https://www.yourarticlelibrary.com/organization/organizational-behaviour/organizational-behavior-and-other-fields-of-study/63745>

## SOBA Model



# Model of OB

	<b>AUTOCRATIC</b>	<b>CUSTODIAL</b>	<b>SUPPORTIVE</b>	<b>CO</b>
<b>Basis of model</b>	Power	Economic Resources	Leadership	Part
<b>Managerial orientation</b>	Authority	Money	Supportive	Team
<b>Employee orientation</b>	Obedience	Security & Benefits	Job Performance	Resp Beh
<b>Employee psychological result</b>	Dependence on boss	Dependence on organization	Participation	Self-
<b>Employees need met</b>	Subsistence	Security	Status & recognition	Self actu
<b>Performance result</b>	Minimum	Passive Cooperation	Awakened drives	Mod enth

## Importance of OB

Development of behavioral skill

Better behavioral pattern

Better customer satisfaction

Coping with changes

Maintaining work-life balance

Employee satisfaction

## Limitations of OB

Lack of unified theory

Behavioral bias

Law of diminishing returns

Unethical manipulation of people





Responding economic pressure

# Challenges and opportunities

Responding to globalization

- Increased Foreign Assignments
- Different culture
- Counties with low cost