1.0 INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

1. Point out the input variables of organizational behaviour system.

**Individual processing variables**
- Biological characteristics
- Ability
- Values
- Attitudes
- Personality
- Emotions, etc.

**Group level variables**
- Task characteristics
- Group composition
- Group size, etc.

**Organizational level variables**
- Organization structure
- Culture
- Leadership, etc.

2. Define organization and behaviour.
An organization is a consciously coordinated social unit, composed of two or more people that functions on a relatively continuous basis to achieve a common goal or set of goals. Behaviour refers to anything that a person does and can be observed in some way.

3. Define organizational behaviour.
Organizational behaviour is directly concerned with the understanding, prediction, and control of human behaviour in an organization. In other words, organizational behaviour is a field of study that investigates the impact that individuals, groups and structures have on behaviour within an organization with the purpose of applying such knowledge for improvement of organizations effectiveness.

4. Enlist the few importance of OB.
Some of the major importance of OB are listed as follows:
- It helps to understand organization and employee in a better way.
- It motivates employees.
- It helps to improve labor relations.
• It assists in prediction and control of human behaviour.
• It helps in maximization of human resources.

5. List out the critical behaviour issues confronting today’s managers.

The critical behavioural issues confronting today’s managers are enlisted as follows:

• Globalization
• Workforce diversity (heterogeneity)
• Quality and production
• Improving people skills
• Empowerment of employees
• Managing organization change
• Improving ethical behavior

6. What are the outputs of Organizational Behaviour system?

The key outputs of OB system are enlisted as follows:

• Productivity
• Absenteeism
• Turnover
• Organization citizenship behavior
• Job satisfaction

7. Sketch a figure showing key elements of OB.

The figure is shown below:

![Figure: Elements of OB](image)

8. Why is it important to understand organizational behaviour?

Need for Understanding Organizational Behaviour
Organizational behaviour is directly concerned with the understanding, prediction, and control of human behaviour in an organization. In other words, organizational behaviour is a field of study that investigates the impact that individuals, groups, and structures have on behaviour within an organization with the purpose of applying such knowledge for improvement of organizations' effectiveness.

Understanding organization is important because we spend our lives interacting with them. If the world is a stage, it is a stage filled with organizations. We play our roles/part on an organizational stage. By acting our parts, we influence organizations and organizations also influence us. In this regard, it is extremely important to understand these behavioural aspects of organization. The necessity to understand OB is explained through the following points.

The study of OB helps us understand ourselves and others in a better way. This helps greatly in improving our inter-personal relations in the organizations. Friendly and cordial relations between employees and management and also among the employees create a congenial work environment in organizations.

The knowledge of OB helps the managers know individual employees better and motivate employees to work for better results. It helps managers apply appropriate motivational techniques in accordance to the nature of individual employees who exhibit glaring differences in many respects. One of the basic characteristics of OB is that it is human in nature. So to say, OB tackles human problems humanly. It helps understand the cause of the problem predicts its future course of action and controls its evil consequences. Thus, treating employees as human beings enables the managers to maintain cordial industrial relations which, in turn, create peace and harmony in the organization.

Another popular reason for studying OB is to learn how to predict human behaviour and, then, apply it in some useful way to make the organization more effective. Thus, knowledge of OB becomes a pre-requisite to students of BBS who is going to assume a managerial job. Finally, all organizations are run by human. Human working in the organizations makes all the difference. This is where OB comes into the picture. OB helps managers to efficiently manage human resources in an organization. It enables managers to inspire and motivate employees towards productivity and better results.

**9. State briefly the levels of analysis of OB.**

**Levels of OB**

OB is the systematic study of what people do in an organization and how their behaviour affects organization’s performance. Analysis of organizational behaviour can be done in reference to three key levels explained below:

i. **Individual level:** OB views organization as individual's behaviour. It studies the individual behaviour of people and how they react to organizational plan, policies, etc. Psychological theories like learning, motivation and leadership are also considered in studying the behaviour of
an individual. It also studies the factor iike learning, perception, belief, and attitude of each individual.

ii. **Group level:** OB views organization as the group behaviour. It studies how the group interacts with each other? How they work? What types of task the groups are performing? How does leadership influence to the group? Etc.

iii. **Organizational level:** OB is the behavioural science. It studies the behaviour of organization as a whole. In studying the organization, it applies the knowledge of behavioural science. OB analyzes how the organizational structure, designs, technology influences the organizational effectiveness. It tries to focus the relationship between organization and environmental factor that directly or indirectly affects the organization.

10. **What are the various disciplines contributing to the field of organizational behaviour? Explain.**

**Contributing Disciplines of OB**

Organization behaviour is applied sciences that is built up on contribution from a number of behavioural science. Some of the key disciplines that contribute OB are explained briefly.

i. **Psychology:** It is a science which describes the change if behaviour of human and other animals. The major contributions of psychology in the field of OB have been in the following subject matter:
   - Learning
   - Perception
   - Personality
   - Individual decision-making
   - Performance appraisal
   - Attitude measurement
   - Employee selection
   - Work design
   - Motivation
   - Emotions
   - Work stress
   - Job satisfaction

ii. **Social Psychology:** It is an area within psychology that blends concepts from psychology and sociology and focuses on the influence of people on one another. The major contributions of social psychology to OB are in the following subject matter:
   - Behavioural change
   - Attitude change
   - Communication
iii. Sociology: It is the study of society, social institution and social relationship. The main contributions of sociology to the field of OB are in the following subject matter:

- Group dynamics
- Communication
- Power
- Conflict
- Inter group behaviour
- Formal organizational theory
- Organizational culture
- Organizational technology
- Organizational change

iv. Anthropology: It is the study of human, past and present. The major contributions of Anthropology in the field of OB are in the following subject matter:

- Comparative values
- Cross-culture analysis
- Organization culture
- Comparative attitudes
- Organization environment

v. Political Science: It is the study of the behaviour of individuals and group within a political environment. The main contribution of political science in the field of OB has been concerned with the following subject matter:

- Conflict
- Intra-organizational politics
- Power

11. Why is the understanding of behaviours of people at work necessary? Discuss the critical behavioural issues the modern managers are facing.

Necessity of understanding behaviours of people of work necessary

Organizational behaviour is directly concerned with the understanding, prediction, and control of human behaviour in an organization. In other words - organizational behaviour is a field of study that investigates the impact that individuals, groups and structures have on behaviour within an organization with the purpose of applying such knowledge for improvement of organization's effectiveness.
Understanding organization is important because we spend our lives interacting with them. If the world is a stage, it is a stage filled with organizations. We play our roles/parts on an organizational stage. By acting our parts, we influence organization and organizations also influence us. In this regard, it is extremely important to understand these behavioural aspects of organization. The necessity to understanding OB is explained through the following points.

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Critical behavioural issues faced by Modern Manager

Human beings are a complex phenomenon. Two people act differently in same situation. As behaviour of an individual and group are different, complexities occur. Regulating an organization smoothly hence has become a challenge. In this regard, the critical behavioural issues confronting the managers are explained briefly:

i. Responding to globalization: Globalization has turned the world into one small village. Managers of today are required to work with people from different cultures. Globalization requires managers to modify their management practices to suit differences among people from different cultures and countries.

ii. Work force diversity: Work force diversity refers to different types of work force in organization in terms of gender, race and ethnicity. Due to work force diversity, there is a great challenge for the manager to manage and coordinate them towards the goal of the organization.
iii. Skill deficiency: Skill deficiency is another critical behavioural issue for the manager. Due to the development of IT sector, companies are installing advance technologies to cope with competition. Company at one hand install the advanced technology, oh the other hand they lack the required skill to operate. The existing human resources do not possess the required skill and can't be replaced. Providing training to the existing staff to eliminate the deficiencies in skill is another critical issue.

iv. Managing change: Change is an on-going activity for most of the organizations. Change is essential for both employee and managers. Employee needs change to continually update their knowledge and skill to meet new job requirements. Managers need change to sustain and succeed in complex work environment. In this regard, it is important to manage change in organization which is a critical issue to confront.

v. Improvising ethical behaviour: Managers of today face a lot of ethical dilemmas. Managers need to create an ethically healthy climate for employee. They should establish codes of conduct and offer training and seminars to improve ethical behaviour.

12. What is organizational behaviour? Explain the critical behavioural issues confronting the managers.

Concept of OB

Organizational behaviour is directly concerned with the understanding, prediction and control of human behaviour in an organization. In other words, organizational behaviour is a field of study that investigates the impact that individuals, groups and structures have on behaviour within an organization with the purpose of applying such knowledge for improvement of organization's effectiveness. It is a human tool for human benefit and seeks to know the behaviour of people in all types of organizations.

To sum up, OB is concerned with the study of how and what people act in organizations and also how their behaviour affects the performance of the organization. Likewise, it applies knowledge gained about an individuals and groups in order to make organizations work more effectively.

Critical Behavioural issues Confronting the Managers

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13. Explain the fundamental concepts of OB

Fundamental Concepts of OB

Like all other discipline/subjects, OB is also based on certain key elements also called Fundamental concepts or assumptions. There are four key elements in OB which are explained below.

People

Organizations are run by people. People consist of individuals and groups. Though people have much in common (they become happy by having gains and sad by losing something valuable), yet they differ from each other. One can find glaring differences in people’s trait, intelligence,
personality, etc. Manager cannot adopt one formula or standard across the board for dealing with employees. Manager has to treat employees with individual differences differently. It is because of individual differences, the subject matter of OB begins with individual.

An individual joins organization along with his/her social background, likes and dislikes, pride and prejudices. An individual's family life cannot be separated from organizational life. Therefore, OB studies an individual as a whole person.

Human behaviour is always caused. Behaviour is directed towards some goals. There is always a cause behind every human behaviour or act. For example, when a worker is absent from work, there is a cause behind. The manager must know the cause to solve the problem. People think, feel and react. The manager, therefore, needs to treat them with human dignity, not just as a machine.

**Structure**

Organizations are social systems. There are two types of social systems that exist side by side in an organization. One is the formal and other is the informal social system. The formal relationship of people in organizations is called structure. Different jobs are required to accomplish the organizational goals and objectives. For example, there are managers, accountants and assemblers. These all people performing different jobs at different levels have to be related in some structural way so that their work can be effectively coordinated.

That people need organizations and organizations also need people. It means that OB is based on mutuality of interest. It is mutual interest that unites people and organization to work in tandem for accomplishing individual and organization goals.

**Technology**

Technology provides the resources with which people work. It also affects the tasks that they perform. The great benefit of technology is that it allows people to do work in an advanced and efficient manner. However, it also reduces the human impact.

**Environment**

No organization work in vacuum. They operate within a given internal and external environment. An organization is a part of a larger system that contains other factors or elements, such as a government, the family, and other organizations. This entire factor mutually influences one another in a complex way. Thus, organizations are influenced by the environment. Environment affects people by influencing their attitudes, working conditions, etc. It will not be wrong to mention that an organization is the effect for which environment is the cause. Hence, environment is another key element in the study of OB.