VI SEMESTER BBA

CALICUT UNIVERSITY

ORGANIZATIONAL BEHAVIOR

2018 ADMISSION

Prepared by

ANNATH K

Assistant professor

Department of Psychology

CPA College of Global Studies, Puthanathani

UNIVERSITY OF CALICUT

BACHELOR OF BUSINESS ADMINISTRATION

TITLE OF THE COURSE :BBA6B12-ORGANISATIONAL BEHAVIOR

SIXTH SEMESTER

LECTURES HOURS PER WEEK:5

NO. OF CREDITS: 4

NO. OF CONTACT HOURS :80 HOURS

OBJECTIVES OF THE COURSE

- **To familiarize the students with the basic concepts of individual behavior and organizational behavior**
- **To enable the students to catch an idea about interpersonal and group behavior**
- **To acquire knowledge regarding the organizational change and organizational development**

LEARNING OUTCOMES

On learning the course the students will be able to

- **Understand the different concepts of organizational behavior**
- **Analyze individual and group behavior**
- **Understand and deal with organizational change, development and stress.**

MODULE 1

INTRODUCTION TO ORGANIZATIONAL BEAHVIOR

ORGANISATION: Organizations are social inventions for accomplishing goals through group efforts.

MEANING AND CONCEPTS OF OB
Organizational behavior is the study and application of knowledge about how people act within the organizations.

HISTRONIC BACKGROUND FOR OB
- Scientific management approach
- Bureaucratic approach
- Hawthorne studies

NATURE OF OB
- **A separate field of study and not a discipline only**
- **An inter disciplinary approach**
- **An Applied Science**
- **A Normative Science**
- **A Humanistic and Optimistic Approach**
- **Total system approach**

OB AS AN INTERDISCIPLINARY APPROACH
  A. **Psychology**
  B. **Sociology**
  C. **Social psychology**
  D. **Anthropology**
  E. **Economics**
  F. **Political science**

IMPORTANCE AND SCOPE PF OB
- **Interpersonal level**
- **Group level**
- **Inter-group level**
- **Leadership**
- **Communication**
- **Organizational climate etc..**

MODELS OF OB
  A. **Autocratic model**
  B. **Custodial model**
  C. **Supportive model**
  D. **Collegial model**

MODULE 2
INDIVIDUAL BEHAVIOUR

Individual behavior can be defined as a mix of responses to external and internal stimuli. It is the way a person reacts in different situations and the way someone expresses different emotions like anger, happiness, love, etc.

CAUSES OF INDIVIDUAL BEHAVIOR

Certain individual characteristics are responsible for the way a person behaves in daily life situations as well as reacts to any emergency situations. These characteristics are categorized as

Inherited characteristics
1. Learned characteristics
2. other factors

❖ **Inherited Characteristics**

The features individuals acquire from their parents or from our forefathers are the inherited characteristics. In other words, the gifted feature an individual possesses by birth is considered as inherited characteristics.

1. Physical characteristics
2. Intelligence
3. Gender
4. Age
5. Religion

❖ **Learned characteristics**

Nobody learns everything by birth. First our school is our home, then our society followed by our educational institutions. The characteristics an individual acquires by observing, practicing and learning from others and the surroundings is known as learned characteristics.

1. Personality
2. Perception
3. Attitude
4. Motivation
5. Learning
6. Values

❖ **Other factors:**
   1.Environmental factors
   2.Creativity

PERSONALITY:

It is a general sum of traits or qualities of an individual.

- According to Allport personality is the dynamic organization with in the individual of that psychological system that determines his unique adjustment to his environment.

FACTORS AFFECTING PERSONALITY:

1. Biological factors
- Physical features
- Brain
- Heredity
   2. Cultural factors
   3. Family and social factors
- Socialization process
- Identification process
- Home environment
- Family members
- Parental influence
- Social group
- Socialization process
- Identification process
- Home environment
- Family members
- Parental influence
- Social group
   4. Situational factors

PERSONALITY TRAITS: the stable features that describes an individual's behavior. That is traits reflects people's characteristic pattern of behavior, thought and feelings. Eg: loving, kindness, self-control, sincerity, loyalty etc.

TRAIT THEORY:
1. Allport theory: He proposed personality traits are of three- central trait (unique and limited in numbers), cardinal traits (most pervasive) and secondary traits (peripheral).
2. Cattel theory: he identified two set of traits such as surface traits and source traits.
   Surface traits: traits lie on the surface of personality of the individual(directly observed)
   Source traits: building blocks of personality.

PERCEPTION: it refers the way we try to understand the world around us. It is the meaningful sensation.
   According to Stephen P. Robbins Perception as a process by which individual organize and interpret their sensory impressions in order to give meaning to their environment.

- **PERCEOTUAL PROCESS**:
   1. Receiving Stimuli
   2. Selection Of Stimuli
   3. Organization Of Stimuli
   4. Interpretation Of Stimuli
- **FACTORS INFLUENCING PERCEPTION:**
   Internal factors:

   1. Learning

2. Motivation and interest
3. Age difference
4. Interest
5. Experience
6. Personality
7. Economic and social background
   External factors:

   1. Nature
   2. Location
   3. Intensity
   4. Size
   5. Contrast
   6. Movement
   7. Repetition
   8. Novelty and familiarity

LEARNING:

According to E.R Hilgrad learning as a permanent change in behavior that occurs as a result of prior experience.

- **Theories of learning:**
  1. ***Classical conditioning:***
     It is learning through association and was discovered by Pavlov. There two stimuli are linked together to produce a new learned response in a person or animal.

     Before conditioning

     US (food)   = UR (salivation)

     During conditioning:

     Bell + US (food)   = UR (salivation)

     After conditioning:

     CS   = CR

- ***Operant conditioning:***
  It is a type of associative learning process through which the strength of the behavior is modified by reinforcement and weak by punishment. This theory is proposed by B.F Skinner.

- ***Social learning theory:*** It is a theory of learning process and social behavior which proposed that new behavior can be acquired by observing and imitating others.

MODULE: 3

GROUP

<u>**Groups:**</u> it is basically a collection of two or more persons. Group is defined as two or more individuals interacting and interdependent, who gave come together to achieve particular objectives.

<u>**Group dynamics**</u>: deals with the attitudes and behavioral patterns of a group. Group dynamics concern how groups are formed, what is their structure and which processes are followed in their functioning. Thus, it is concerned with the interactions and forces operating between groups.

<u>**Classification of groups:**</u>

1. Formal group
2. Informal group
3. Command group
4. Task group
5. Interest group
6. Friendship group
7. Reference group

Formal group: These groups are the ones that are created as per official authority, so as to fulfill the desired objectives.

Informal group: The group that is neither formally structured nor organizationally determined; appears in response to the need for social contact.

Stages of group development:

1.Forming: the beginning stage of group development. In this stage group is just formed and members see each other for the first time. Here the personal relations are characterized by dependence.

2. Storming: The storming stage is where dispute and competition are at its greatest because now group members have an understanding of the work and a general feel of belongingness towards the group as well as the group members.

3.Norming: In this stage, the group becomes fun and enjoyable. Group interaction are lot more easier, more cooperative, and productive, with weighed give and take, open communication, bonding, and mutual respect.

4. Performing: Once a group is clear about its needs, it can move forward to the third stage of group development, the norming stage. This is the time where the group becomes really united.

5.Adjourning: This stage of a group can be confusing and is usually reached when the task is successfully completed. At this stage, the project is coming to an end and the team members are moving off in different directions.

Group norms

Group norms are a set of beliefs, feelings and attitudes commonly shared by group members. Norms are rules of behavior or proper ways of action which are accepted as legitimate by group members.

Group cohesiveness:

It means the degree of attachment of the members to their group.

Factors affecting cohesiveness:Interaction, attitude and values, degree of dependence, status of group, leadership, group decision making, competition etc.

Team: team is a group of people committed to a common purpose, and performance goals, for which the team members hold themselves mutually accountable.

Team building is the process of turning a group of individual contributing employees into a cohesive team.

Forming – storming – norming – performing – adjourning

Types of teams:

1. Problem solving team

2. Self-managed team

3. Cross functional team

4. Virtual team

MODULE IV
MOTIVATION AND LEADERSHIP
 The word motivation is derived from 'motive', which means an active form of a desire, craving or need that must be satisfied.

Definition:
According to George R. Terry, "Motivation is the desire within an individual that stimulates him or her to action."

Features of motivation
• It is an internal feeling and forces a person to action.

• It is a continuous activity.

• It varies from person to person and from time to time.

• It may be positive or negative.

• It is a psychological phenomenon

• It is dynamic

• Goal oriented process

• Complex process

• based on motives

Importance of motivation
• effective utilization of human resources

• make employee quality oriented

• maintain good human relation

• basis of good cooperation

• better image

• less absenteeism and turn over

• improvement of skill and knowledge

• create willingness to work

Motivation process
1. stage 1- Need deficiency
2. stage 2- selection of the course of action
3. stage 3-assessment of the employee's performance
4. stage 4-rewad or punishment
5. stage 5-Re-evaluation of needs

1.Vroom's expectancy theory

• Val ence

• Instrumental ity

• Expectancy

2.Equity theory

3.Reinforcement theory

4.Mc Gregor' theory X and theory Y

THEORIES OF MOTIVATION
CONTENT THEORIES PROCESS THEORIES
1*. Maslow's need hierarchy theory*

Physiological needs
• Safety needs

• Social needs

• Esteem needs

• Self- actualization needs

2. *Herz berg's two factor theory*

• Motivational factor

• Hygiene or maintenance factors

3. *Aldefer's ERG theory*

• Existence needs

• Relatedness needs

• Growth needs

4. *MC Clelland's achievement motivation theory*

• Need for affiliation

• Need for power

• Need for achievement

Assumptions of theory X and theory Y
Theory of X :-
Following are the assumptions of managers who believe in the "Theory of X" regarding their employees.
• Employees dislike work.
• Employees must be coerced, controlled or threatened to do the work.
• Employees avoid responsibilities and seek formal direction.
• Most employees consider security of job, most important of all other factors in the job and have very little ambition.

Theory of Y :-
Following are the assumptions of managers who believe in the "Theory of Y" regarding their employees.
• Employees love work as play or rest.
• Employees are self-directed and self-controlled and committed to the organizational objectives. • Employees accept and seek responsibilities.
• Innovative spirit is not confined to managers alone, some employees also possess it.

Financial and non-financial motivation
➤   Financial motivation
▪   Wages and salaries

▪   Piece work

▪   Bonus

▪   Commission

▪   Fringe benefits

▪   Performance related pay

▪   Profit sharing

▪   Share ownership
➤   Motivating employees- non financial rewards
▪   Job rotation

▪   Job enrichment

▪   Job enlargement

▪   Team working

▪   Empowerment

Need for incentive programs for motivation
▪   Incentive program improves performance

▪   Engage participants

▪   Attract quality employees

▪   Long term programs outperforms short term program

▪   Executives and employee value incentive program

▪   Work value

▪   Emotional appeal

LEADERSHIP

Definition
Leadership is the art of influencing and inspiring subordinates to perform their duties willingly, competently and enthusiastically for achievement of group's objectives.
Leadership is a function of the leader, the followers and other situational variables:
L=F (l, f, s)

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.

TYPES OF LEADERSHIP

- **Autocratic or authoritarian**
- **Democratic or participative**
- **Laissez-faire or free rein**
- **Bureaucratic**
- **Manipulative**
- **Paternalistic**
- **Expert**

THEORIES OF LEADERSHIP

- **Trait theory**
- **Behavior theory**
- **Contingency theory**
- **The path-Goal theory**
- **The Vroom-Yetton-Jago theory**

MODULE V

STRESS MANAGEMENT

<u>**STRESS**</u>

 Stress is a condition or feeling experienced when a individual perceives that demands exceed the personal and social resources the individual is able to mobilize.

<u>**TYPES OF STRESS**</u>

- Mental stress
- Emotional stress
- Physical stress
- Eustress
- Distress
- Acute stress
- Chronic stress
- Hyper stress
- Hypostress

<u>**JOB STRESS**</u>

Job stress is the harmful physical and emotional responses that occur. when the requirements of the job do not match the capabilities, resources, or needs of the worker.

<u>**CAUSES OF JOB STRESS**</u>

- High workloads
- Insufficient workloads
- Ineffective management
- Work roles
- Career concerns
- Poor working relations
- Insufficient experience or training
- Poor working environment etc.

<u>**CONSEQUENCES OF JOB STRESS**</u>

a) *PHSIOLOGICAL EFFECTS*: Increase heartbeat, high blood pressure, ulcers etc.
b) *PSYCHOLOGICAL EFFECTS*: Mental pressure..
c) *BEHAVIOURAL EFFECTS*: Moody, lazy, irritable etc.

<u>**STRESS MANAGEMENT**</u>

- Managing job stress
- Counseling-Individual counseling, group counseling etc.

CONFLICT

It has been related with tension and defined as expression of hostility, negative attitude, antagonism, misunderstanding, aggression, rivalry, stereotypes, etc.

TYPES OF CONFLICTS

- Individual level conflict
- Inter –group conflict
- Inter –organizational conflict
- Intra-organizational conflict

CONFLICT RESOLUTION AND ACTION

- Problem solving
- Avoidance
- Accommodation
- Compromising
- Dominance
- Confrontation

ORGANIZATIONAL DEVELOPMENT

It is a process of planned change designed to help organizations achieve their goals and to operate more effectively.

- Objectives
- Needs
- Process of OD
- Techniques

ORGANIZATIONAL CHANGE

Organizational change is the alteration of work environment in an organization.