

An Introduction to

Organizational Behaviour

(PSYC-6223)

Organizational Behaviour

- **Organizations**

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

- **Organizational Behavior**

- The study of what people think, feel, and do in and around organizations



Organizational Behavior

A field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness.



What is Organizational Behavior?

Organizational behavior (OB) is the study of:

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

The Importance of Organizational Behavior

Organizations can have a powerful influence on our lives:

- Most people are born and educated in organizations
- Most people acquire most of their material possessions from organizations
- Most people die as members of organizations
- Many of our activities are regulated by governmental organizations
- Most people spend most of their lives in organizations

Why Study OB?

Studying organizational behavior can clarify factors that affect how managers manage by:

- Describing the complex human context of organizations
- Defining the associated opportunities, problems, challenges, and issues
- Isolating important aspects of the manager's job
- Offering specific perspectives on the human side of management

Why Study OB? (cont'd)

Studying OB helps managers understand:

- The behaviors of others in the organization
 - Personal needs, motives, behaviors, feelings and career dynamics
 - Attitudinal processes, individual differences, group dynamics, inter group dynamics, organization culture, power, and political behavior
- Interactions with people outside of the organization and other organizations
- The environment, technology, and global issues

Why study OB?

Understand
organizational
events

After studying this subject, you would be able

To understand what is the nature, types and functions of organizations.

Predict
organizational
events

To influence the organizational life by promoting right practices and avoiding inappropriate activities.

Influence
organizational
events

To predict the success and failure of the organizations in different conditions.

OB and Related Disciplines

| SUBJECT | CONTRIBUTION IN ORGANIZATIONAL BEHAVIOUR |
|-----------------------|----------------------------------------------------|
| Psychology | Perception, personality, motivation and learning |
| Sociology | Nature and functions of groups in organizations |
| Anthropology | Culture, norms, values and ethics in organizations |
| Political Science | Power and politics in organizations |
| Communication Studies | Nature and function of business communication |



Psychology

The science that seeks to measure, explain, and sometimes change the behavior of humans and other animals.

Unit of Analysis:

- Individual

Contributions to OB:

- Learning, motivation, personality, emotions, perception
- Training, leadership effectiveness, job satisfaction
- Individual decision making, performance appraisal attitude measurement
- Employee selection, work design, and work stress

Social Psychology

An area within psychology that blends concepts from psychology and sociology and that focuses on the influence of people on one another.

Unit of Analysis:

- Group

Contributions to OB:

- Behavioral change
- Attitude change
- Communication
- Group processes
- Group decision making



Sociology

The study of people in relation to their fellow human beings.

➤ UNIT OF ANALYSIS:
-- **Organizational System**

-- Group

Contributions to OB:

- Group dynamics
- Work teams
- Communication
- Power
- Conflict
- Intergroup behavior
- Formal organization theory
- Organizational technology
- Organizational change
- Organizational culture

Anthropology

The study of societies to learn about human beings and their activities.

- UNIT OF ANALYSIS:
-- **Organizational System**

-- Group

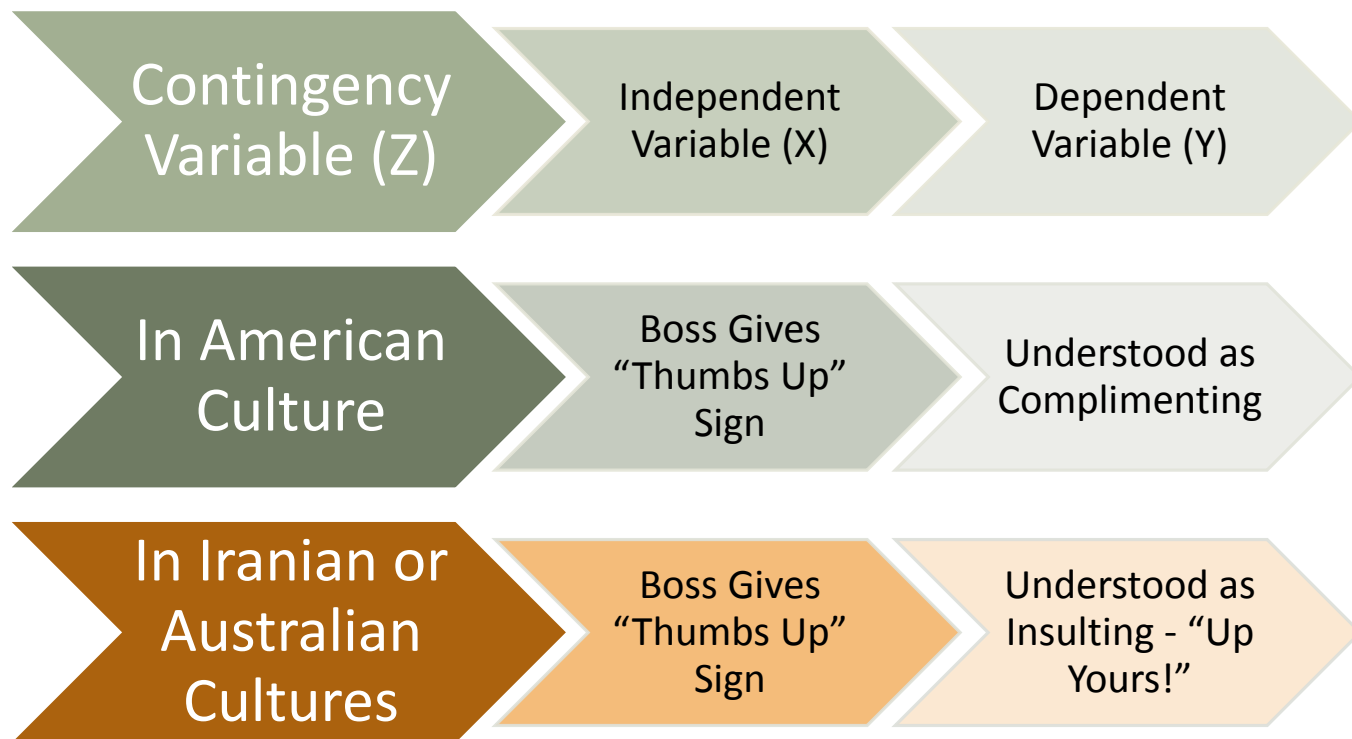
Contributions to OB:

- Organizational culture
- Organizational environment
- Comparative values
- Comparative attitudes
- Cross-cultural analysis



Few Absolutes in OB

Situational factors that make the main relationship between two variables change—e.g., the relationship may hold for one condition but not another.



Organizational Behavior and the Management Process

Management Functions

- Planning
- Organizing
- Leading
- Controlling

Resources Used by Managers

- Human
- Financial
- Physical
- Information

Functions of Management

Planning

Determining an organization's desired future position and the best means of getting there

Organizing

Designing jobs, grouping jobs into units, and establishing patterns of authority between jobs and units

Leading

Getting organizational members to work together toward the organization's goals

Controlling

Monitoring and correcting the actions of the organization and its members to keep them directed toward their goals

Organizational Behavior and the Manager's Job

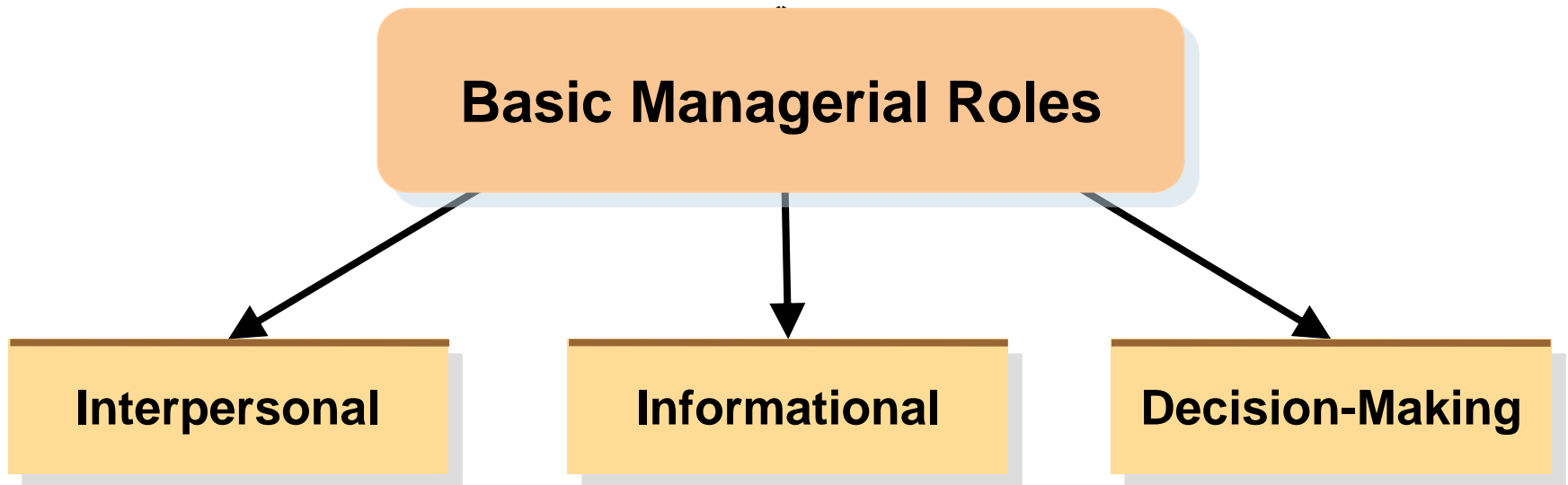


Table 1.1**Important Managerial Roles**

| Category | Role | Example |
|------------------------|---------------------|---------------------------------------------------------------|
| Interpersonal | Figurehead | Attend employee retirement ceremony |
| | Leader | Encourage workers to increase productivity |
| | Liaison | Coordinate activities of two committees |
| Informational | Monitor | Scan business publications for information about competition |
| | Disseminator | Send out memos outlining new policies |
| | Spokesperson | Hold press conference to announce new plant |
| Decision Making | Entrepreneur | Develop idea for new product and convince others of its merit |
| | Disturbance handler | Resolve dispute |
| | Resource allocator | Allocate budget requests |
| | Negotiator | Settle new labor contract |

Critical Managerial Skills

Technical

Skills necessary to accomplish specific tasks within the organization

Interpersonal

Skills used to communicate with, understand, and motivate individuals and groups

Conceptual

Skills used in abstract thinking

Diagnostic

Skills to understand cause-effect relationships and to recognize optimal solutions to problems

Contemporary Organizational Behavior

Characteristics of the Field

- Interdisciplinary in focus
- Descriptive in nature

Basic Concepts of the Field

1. Individual processes
2. Interpersonal processes
3. Organizational processes/characteristics

Studying OB form Micro to Macro Levels

Individual Level of Analysis

- Personality
- Motivation
- Perception
- Stress Management



Group Level of Analysis

- Leadership
- Decision Making
- Conflict Management
- Power and Politics
- Nature and Functions of Groups



Organizational Level of Analysis

- Organizational culture
- Organizational structure
- Business communication



Methods of Research in OB

Case Studies

Survey Research

Qualitative Research

Experimental Research

Observational Research



THANKS

