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M.B.A

MANAGEMENT PRACTICES AND ORGANISATIONAL BEHAVIOUR

□ Course Code:	MBA603
□ Semester:	First
□ SLM Units:	5
□ E-LESSON :	4



MANAGEMENT PRACTICES AND
ORGANISATIONAL BEHAVIOUR

ORGANISATIONAL BEHAVIOUR & ITS DISCIPLINE

OBJECTIVES

Student will be able to :

- Understand the concept of organizational behavior.
- Apply the Knowledge of Scopes and natures of Organizational Behavior.
- Identify the primary behavioral disciplines that contribute to Organizational Behavior.
- Build the ability to Review the challenges and opportunities for Managers to use Organizational Behavior.

INTRODUCTION

- In this unit we are going to learn about the Introduction , nature and scope of Organizational behavior
- Under this unit you will also understand the Discipline contribution of organizational behavior.
- This Unit will also make students to get knowledge of Organizational behavior challenges .

TOPICS TO BE COVERED

- > Introduction of Organizational behavior
- > Definition, Nature and scope of organizational behavior
- > Discipline Contributing to organizational Behavior
- > Challenge of Organizational behavior



MANAGEMENT PRACTICES AND
ORGANISATIONAL BEHAVIOUR

❖ Introduction :

Why people form organization? Because they have learnt that they fulfill their needs more effectively in groups rather than as individuals. More specifically it helps them to divide their work and attain specialization leading to enhanced proficiency. This in turn results in greater productivity, more than what individual effort done can ever provide.

❖ Meaning:

An organization is a collection of people who work together to achieve individual and organizational goals. Organization may be defined as human group deliberately and consciously created for the attainment of certain goals with rational co-ordination of closely related activities.





❖ Definition :

- ✓ “Organizational behavior is directly concerned with the understanding, prediction, and control of human behavior in organizations.” — Fred Luthans.
- ✓ Stephen Robins defines as a “field of study that investigates the impact that individuals, groups, and structure have an organization for the purpose of applying such knowledge improving an organization’s effectiveness”.

NATURE OF ORGANIZATIONAL BEHAVIOR

1. A Separate Field of Study and not a Discipline Only:

Through definition, a subject is an generic technology that is primarily based on a theoretical foundation. However, O.B. Has a multi-interdisciplinary orientation and is, for that reason, no longer primarily based on a particular theoretical heritage.

2. An Interdisciplinary Approach:

Organizational behavior is essentially an interdisciplinary technique to observe human behavior at paintings. It attempts to combine the relevant expertise drawn from related disciplines like psychology, sociology and anthropology to make them applicable for studying and analyzing organizational behavior.

3. An Applied Science:

The very nature of O.B. Is carried out. What O.B. Essentially does is the software of diverse researches to solve the organizational issues related to human behavior. The basic line of difference among pure technology and O.B. Is that while the previous concentrates of fundamental researches, the latter concentrates on implemented researches.



NATURE OF ORGANIZATIONAL BEHAVIOR

4. A Normative Science:

Organizational behavior is a normative technology additionally. At the same time as the superb technology discusses simplest reason impact dating, O.B. Prescribes how the findings of applied researches can be applied to socially accepted organizational goals

5. A Humanistic and Optimistic Approach:

Organizational behavior applies humanistic approach toward humans working in the corporation. It, deals with the wondering and feeling of people. O.B. Is based totally on the belief that humans have an innate choice to be independent, innovative and effective.

6. A Total System Approach :

The device technique is one that integrates all of the variables, affecting organizational functioning. The structures method has been developed through the behavioral scientists to examine human behavior in view of his/her socio-psychological framework.



DISCIPLINES CONTRIBUTING TO ORGANISATIONAL BEHAVIOUR

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❖ There are some vital disciplines within the organizational conduct subject which evolved it substantially. Because of an boom in organizational complexity, diverse varieties of know-how are required and help in lots of approaches.

❖ 6 Contributing Disciplines to the Organization

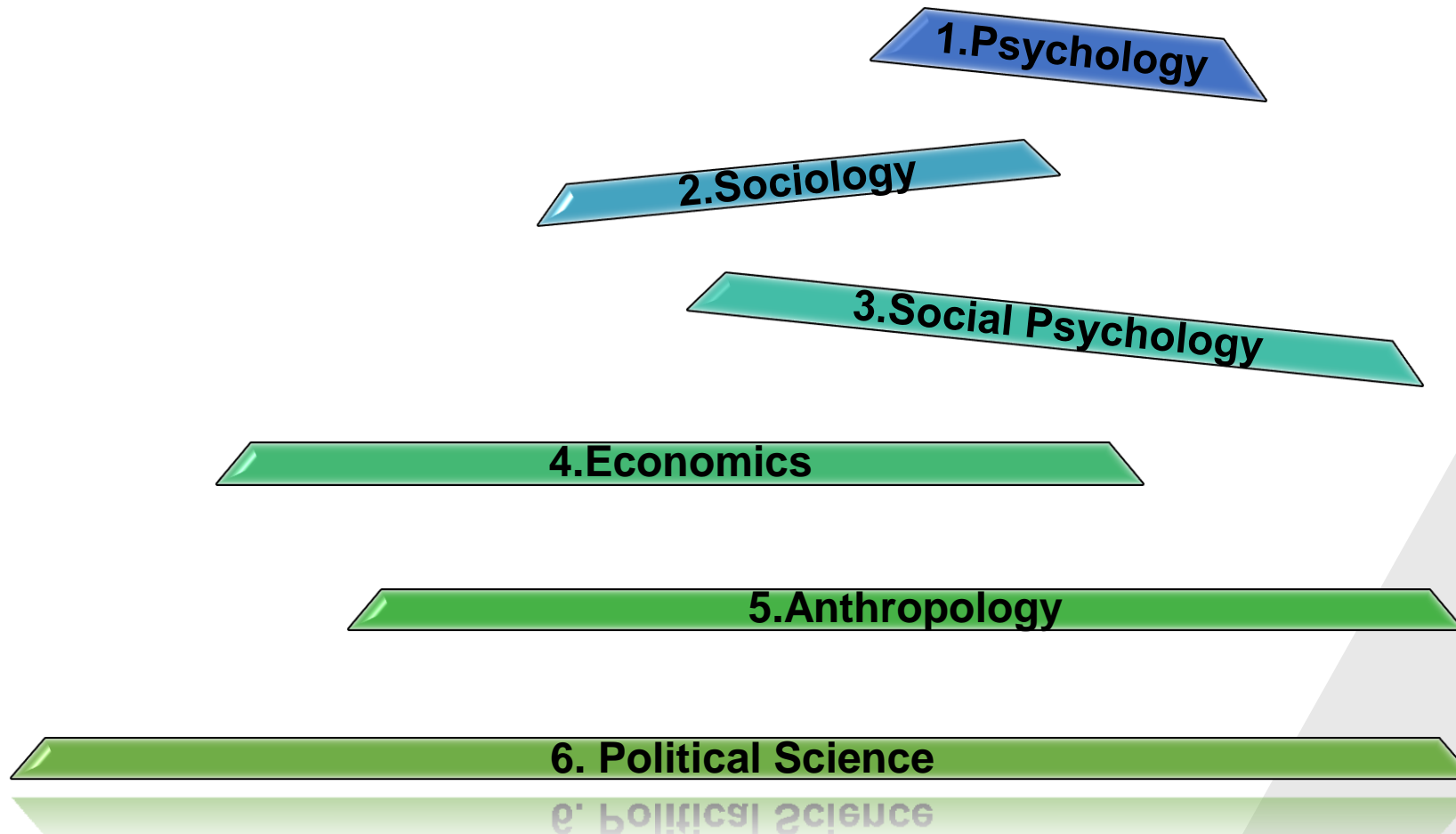
Behavior Field are:

- ✓ Psychology.
- ✓ Sociology.
- ✓ Social Psychology.
- ✓ Economics.
- ✓ Anthropology.
- ✓ Political Sciences.



DISCIPLINES CONTRIBUTING TO ORGANISATIONAL BEHAVIOUR

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1. Psychology

- ❖ Psychology has perhaps the primary influence on the sector of organizational conduct due to the fact it's far a technological know-how of conduct. A psychologist studies almost all factors of behavior. Psychology offers with analyzing human conduct that seeks to explain and sometimes change the conduct of humans and other animals.
- ❖ Psychologists are usually interested in predicting the conduct of people to a fantastic extent with the aid of gazing the dynamics of personal factors.
- ❖ Some of the numerous areas of interest within the disciplines of psychology are:
General Psychology, Experimental Psychology, Clinical Psychology, Consumer Psychology, Personality and Social Psychology, Industrial Psychology, Counselling Psychology, Educational Psychology, Consulting Psychology.
- ❖ Understanding psychological ideas and its fashions assist extensively in gaining the expertise of determinants of character behavior which include:
- ❖ The learning process, motivation techniques, personality determinants and development, perceptual process and its implications, training process, leadership effectiveness, job satisfaction, individual decision making, performance appraisal, attitude measurement, employee selection, job design and work stress.

2. Sociology



- ❖ The foremost attention of sociologists is on analyzing the social systems wherein people fill their roles. The point of interest is on institution dynamics.
- ❖ They have got made their brilliant contribution to OB thru their check of group behavior in agencies, particularly formal and complex agencies.
- ❖ Sociological thoughts, theories, fashions, and strategies help drastically to apprehend higher the business enterprise dynamics, organizational tradition, formal corporation concept and form, enterprise business enterprise generation, workplace work, communications, strength, conflict, and intergroup conduct.

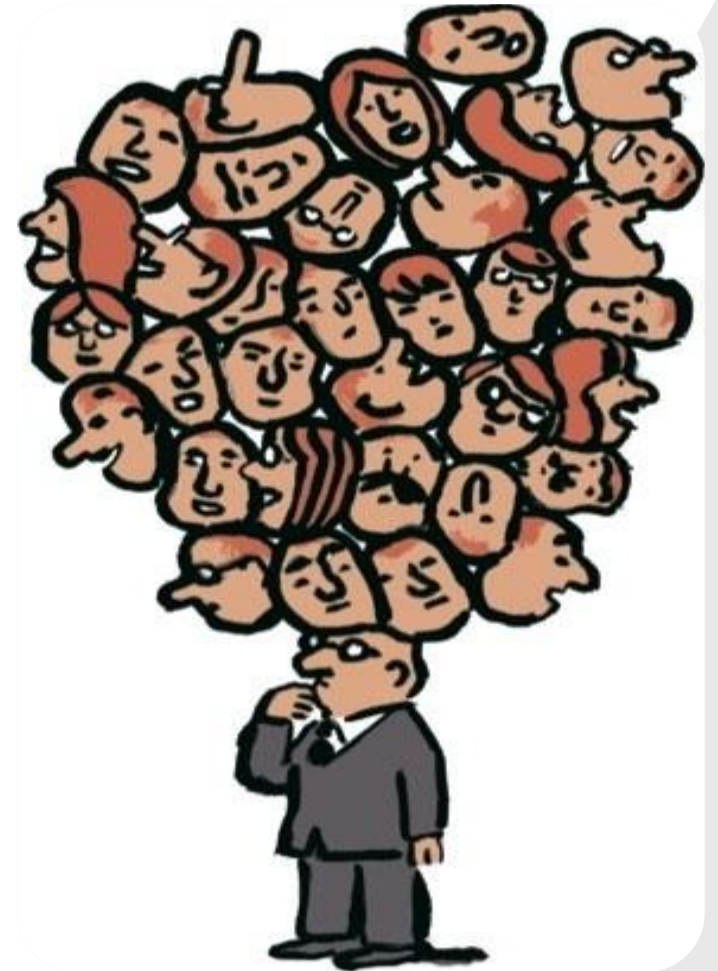
2. Sociology

- ❖ Maximum sociologists these days become aware of the subject by way of using one of the 3 statements:
 - ✓ Sociology offers with human interplay and this communication are the key influencing element amongst people in social settings.
 - ✓ Sociology is a look at of plural conduct. Or greater interacting individuals constitute a plurality pattern of behavior
- ❖ Sociology is the systematic take a look at of social systems:
 - ✓ A social device is an operational social unit this is established to serve a purpose.
 - ✓ It includes or more people of different popularity with numerous roles playing an element in a sample this is sustained by using a physical and cultural base.



3. Social Psychology

- ❖ It's been defined because the medical investigation of ways the mind, emotions, and behavior of people are encouraged through the real, imagined or implied the presence of others.
- ❖ It deals with how human beings are laid low with different individuals who are bodily gift or who're alleged to be gift or even whose presence is implied.
- ❖ In standard, sociology specializes in how companies, agencies, social classes, and societies are prepared, how they characteristic, how they exchange.
- ❖ The unit of evaluation is the institution as an entire rather than the people who compose the group.
- ❖ Social psychology deals with a number of the equal phenomena but seeks to give an explanation for entire character human interplay and human cognition impacts lifestyle and is stimulated through way of life.



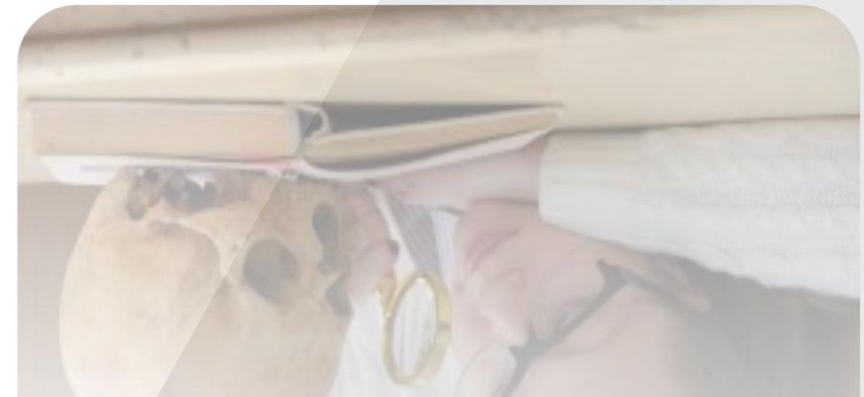
4. Economics

- ❖ Contributions of political scientists are enormous to the knowledge of behavior in corporations. Political scientists take a look at the behavior of people and agencies inside a political environment.
- ❖ They contribute to knowledge the dynamics of power centers, structuring of battle and warfare resolution tactics, allocation of strength and the way humans manage electricity for person self-hobby.
- ❖ In a commercial enterprise discipline, corporations wanted to attain supremacy of their subject and take pleasure in politicking sports to gain maximum blessings by way of following sure responsibilities like calculating , amalgamation, malpractices, etc.
- ❖ The expertise of political technology may be applied inside the take a look at the conduct of personnel, executives at micro as well as macro degree.



5. Anthropology

- ❖ The principle purpose of anthropology is to acquire a higher know-how of the connection between the man or women and the surroundings.
- ❖ Variations to environment constitute lifestyle. The manner in which human beings view their environment is part of the tradition.
- ❖ Way of life consists of those ideas shared by companies of people and languages by using which these thoughts are communicated. In essence, tradition is a gadget of found out conduct.
- ❖ Their work on lifestyle and surroundings has helped us to recognize differences in essential values, attitudes, and conduct among humans in special international locations and within one-of-a-kind agencies.
- ❖ The area is the laboratory of anthropologists, and human beings want to be studied within the natural habitat. Facts the importance of studying guy in natural settings over the years lets in one to recognize the sort of anthropology.



6. Political Sciences

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- ❖ In a commercial enterprise discipline, corporations wanted to attain supremacy of their subject and take pleasure in politicking sports to gain maximum blessings by way of following sure responsibilities like calculations , coalition formation, malpractices, etc.
- ❖ The expertise of political technology may be applied inside the take a look at the conduct of personnel, executives at micro as well as macro degree.

CHALLENGES TO ORGANISATIONAL BEHAVIOUR

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- ❖ Challenges and opportunities of organizational behaviour are massive and rapidly changing for improving productivity and meeting business goals.
- ❖ Although the problems with organizations and the solutions over the ages have not really changed, the emphasis and surrounding environmental context certainly have changed.
- ❖ Main challenges and opportunities of organizational behavior are:
 - ✓ Improving Peoples' Skills.
 - ✓ Improving Quality and Productivity.
 - ✓ Total Quality Management (TQM).
 - ✓ Managing Workforce Diversity.
 - ✓ Responding to Globalization.



- ✓ Empowering People.
- ✓ Coping with Temporariness.
- ✓ Stimulating Innovation and Change.
- ✓ Emergence of E-Organisation & E-Commerce.
- ✓ Improving Ethical Behavior.
- ✓ Improving Customer Service

1. Improving Peoples' Skills

- ✓ Technological changes, structural modifications, environmental modifications are expanded at a quicker rate inside the enterprise discipline.
- ✓ Except employees and executives are ready to own the specified skills to evolve to those changes, the centered goals can not be achieved in time.
- ✓ These distinct classes of skills – managerial abilities and technical competencies.
- ✓ A number of the managerial talents encompass listening abilities, motivating competencies, making plans and organizing capabilities, leading skills, problem-solving talent, choice-making talents.
- ✓ Those abilities can be improved with the aid of organizing a sequence of training and improvement applications, profession development packages, induction, and socialization.



2. Improving Quality and Productivity



- ❖ Quality is the extent to which the clients or users consider the services or products surpasses their wishes and expectancies. As an example, a patron who purchases an automobile has a sure expectation, one in every of that is that the auto engine will start when it's miles grew to become on.
- ❖ If the engine fails to start, the customer's expectations will not have been met and the customer will perceive the quality of the car as poor.
- ❖ An increasing number of managers are confronting to fulfill the demanding situations to meet the particular necessities of customers.

2. Improving Quality and Productivity

- ❖ The key dimensions of quality as follows:
- ✓ **Performance:** primary rating traits of a product which include signal coverage, audio quality, display nice, and many others.
- ✓ **Features:** Secondary traits, introduced functions, which include calculators, and alarm clock functions in headphone
- ✓ **Reliability:** the probability of a product's falling inside t a detailed time period
- ✓ **Durability:** it is a measure of a product's existence having each financial and technical measurement
- ✓ **Services:** decision of problem and proceedings, ease of restore
- ✓ **Response:** human to human interfaces, consisting of the courtesy of the supplier « aesthetics: sensory characteristics such exterior end
- ✓ **Reputations:** beyond overall performance and other intangibles, together with being ranked first.



3. Total Quality Management (TQM)

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Total Quality Management

Total Quality Management

- ❖ General best management (TQM) is a philosophy of management this is pushed by the regular attainment of patron pride thru the non-stop improvement of all organizational system.
- ❖ The components of TQM are;
 - (a) An intense focus on the customer,
 - (b) Concern for continual improvement,
 - (c) Improvement in the quality of everything the organization does.
 - (d) Accurate measurement and,
 - (e) Empowerment of employees.

4. Managing Workforce Diversity

- ❖ This refers to employing specific categories of employees who are heterogeneous in phrases of gender, race, ethnicity, relation, network, bodily deprived, elderly people, and so on.
- ❖ The number one motive to rent heterogeneous class of personnel is to faucet the abilities and prospects, harnessing the innovativeness, acquiring synergetic impact a number of the divorce personnel.
- ❖ The important undertaking for corporations is to turn out to be greater accommodating to various businesses of human beings by way of addressing their unique life, own family needs, and paintings patterns.



5. Responding to Globalization



- ❖ These days's business is in most cases marketplace-pushed; anywhere the demands exist irrespective of distance, locations, climatic situations, the commercial enterprise
- ❖ Operations are improved to advantage their marketplace share and to stay in the pinnacle rank, etc. Commercial enterprise operations are not limited to a particular locality or region.
- ❖ Business enterprise's products or services are spreading throughout the international locations the use of mass communication, the internet, quicker transportation, etc.
- ❖ More than 95% of nokia (now microsoft) handphones are being bought out of doors in their domestic country Finland.

6. Empowering People

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- ❖ The principle issue is delegating more power and responsibility to the decrease stage cadre of personnel and assigning greater freedom to make alternatives approximately their schedules, operations, approaches and the technique of solving their work-related issues.
- ❖ Encouraging the employees to participate in the work-related decision will big beautify their dedication to work.
- ❖ Empowerment is defined as placing personnel in fee of what they do by using eliciting a few sort of ownership in them.
- ❖ Due to the implementation of empowerment standards throughout all the tiers, the connection between managers and the employees is reshaped.
- ❖ Managers will act as coaches, advisors, sponsors, facilitators and assist their subordinates to do their mission with minimal steering.



6. Coping with Temporariness

- ❖ In recent times, the product lifestyles cycles are slimming, the methods of operations are improving, and models are converting very speedy. In the ones days, the managers needed to introduce important alternate programs a few times a decade.
- ❖ These days, alternate is an ongoing interest for maximum managers.
- ❖ The idea of continuous development implies steady change.
- ❖ In yesteryears, there used to be an extended duration of stability and once in a while interrupted by a quick length of exchange, however at gift, the trade procedure is an ongoing hobby because of competitiveness in developing new products and services with higher capabilities.

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7. Stimulating Innovation and Change



- ❖ Today's successful organizations ought to foster innovation and be gifted within the art of trade; in any other case, they will grow to be applicants for extinction in due direction of time and vanished from their field of business.
- ❖ Victory will go to those corporations that hold flexibility, usually enhance their best, and beat the competition to the market area with a regular circulation of modern products and services.

8. Emergence of E-Organisation & E-Commerce

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invest in e-commerce



- ❖ It refers back to the business operations involving the electronic mode of transactions. It encompasses providing products on websites and filling the order.
- ❖ The tremendous majority of articles and media attention given to using the net in business are directed at on-line purchasing. In this system, the advertising and marketing and promoting of products and offerings are being completed over the internet.
- ❖ In E-Commerce the subsequent sports are being taken area pretty frequently – the top notch numbers of folks who are purchasing at the internet, commercial enterprise homes are putting in place websites in which they can sell items, accomplishing the subsequent transactions which includes getting paid and satisfying orders.

9. Improving Ethical Behaviour

- ❖ The complexity in commercial enterprise operations is forcing the team of workers to face moral dilemmas, where they are required to define right and wrong behavior so as to complete their assigned sports.
- ❖ The ground guidelines governing the ingredients of true ethical conduct has now not been truly described, differentiating right things from incorrect conduct has become greater blurred.
- ❖ Following unethical practices have grow to be a not unusual practice consisting of successful executives who use insider data for private financial gain, personnel in competitor business taking part in large over-ups of defective products, etc.



10. Improving Customer Service

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CUSTOMER SERVICE



- ❖ OB can make contributions to enhancing organizational overall performance by using showing drat how employees' attitude and conduct are associated with client satisfaction.
- ❖ If so, provider ought to be the primary manufacturing-orientated through the use of technological opportunities like a pc, the internet, and many others.
- ❖ To improve the customer service want to provide sales carrier and also the after-income provider.

SUMMARY

❖ An organization is a collection of people who work together to achieve individual and organizational goals.

❖ **Nature Of Organizational Behavior :**

1. A Separate Field of Study and not a Discipline Only
2. An Interdisciplinary Approach
3. An Applied Science

4. A Normative Science

5. A Humanistic and Optimistic Approach

6. A Total System Approach

❖ **Disciplines Contributing To Organizational Behaviour :**

- ✓ Psychology.
- ✓ Sociology.
- ✓ Social Psychology.
- ✓ Economics.
- ✓ Anthropology.
- ✓ Political Sciences.

❖ **Challenges To Organizational Behaviour :**

- ✓ Improving Peoples' Skills.
- ✓ Improving Quality and Productivity.
- ✓ Total Quality Management (TQM).
- ✓ Managing Workforce Diversity.
- ✓ Responding to Globalization.

- ✓ Empowering People.
- ✓ Coping with Temporariness.
- ✓ Stimulating Innovation and Change.
- ✓ Emergence of E- Organization & E-Commerce.
- ✓ Improving Ethical Behavior.
- ✓ Improving Customer Service



MULTIPLE CHOICE QUESTIONS

1. The purpose of job enrichments to _____

a) expand the number of tasks as individual can do

b) Increase job efficiency

c) increase job effectiveness

d) increase job satisfaction of middle management

2. According to Herzberg, Which of the following is a maintenance factor _____

a) Salary

b) Work Itself

c) Responsibility

d) Recognition

3. The study of organizational behavior is concerned with:

a) Psychosocial, interpersonal, and organizational structure

b) Psychosocial, interpersonal, and work design

c) Interpersonal, group dynamics organizations, and work design

d) Psychosocial, interpersonal, and group dynamics in organizations

Answers: 1. (b) , 2. (d) , 3.(d)



Q1. Elucidate various disciplines contributing to OB?

Ans. Following are the various discipline contributing to OB:

❖ 6 Contributing Disciplines to the Organization Behavior Field are:

- ✓ Psychology.
- ✓ Sociology.
- ✓ Social Psychology.
- ✓ Economics.
- ✓ Anthropology.
- ✓ Political Sciences.

For further explanation please refer to SLM.

Q2. Identify the challenges and opportunities managers have in applying OB concepts.

❖ **Ans** Main challenges and opportunities of organizational behavior are;

- ✓ Improving Peoples' Skills.
- ✓ Improving Quality and Productivity.
- ✓ Total Quality Management (TQM).
- ✓ Managing Workforce Diversity.
- ✓ Responding to Globalization.

For further explanation please refer to SLM.



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THANK YOU

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