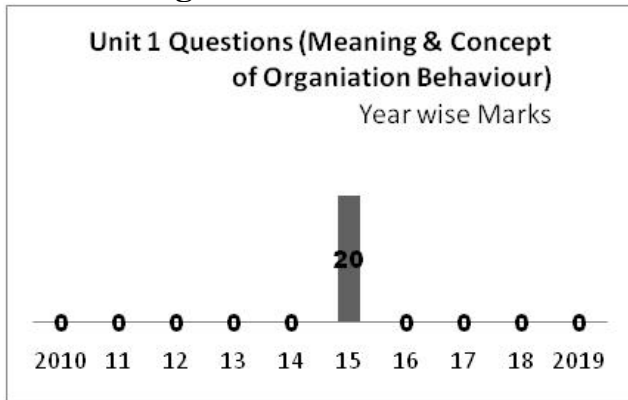


Organization Behavior

UNIT : 1: Meaning and Concept of Organisation Behaviour



SHORT NOTES:

- 2004:** Interdisciplinary approach to organisational behavior.
- 2000:** Organisation behavior as a dynamic system.
- 1983:** Organisational behavior as a dynamic system.

Long Answer Questions:

2015: 4(a): “S-O-B-C model gives only a bare bones sketch of organization behavior rather than a full blown explanation. However it can serve as a conceptual framework for organizational behavior.” What do you mean by this statement? Give suggestions to enrich this model. **20**

Answer: The acronym S-O-B-C represents the basic OB process that happens in any situation. **Simply put**, every person(Organism) behaves according to Stimulus or context. Stimulus meets organism or personality, perception, attitude, motives of the person. Accordingly that person Behaves with others such as cooperation at work, working with cool temper etc. Behavior brings/causes impact on the object, known as Consequence. It is known through feedback mechanism.

Above process can be used by managers in any OB task whether motivation, communication, leadership, conflict handling, change management etc. it can be illustrated as follows:

- **Motivation:** Managers should consider back-ground of worker, family needs as they act as strong **stimulus**. In addition to **stimulus, personality, perception, attitude** etc must also be considered before deciding compensation package. Accordingly worker will demonstrate **desired behaviour**. Feedback mechanism will let manager improve compensation.
- **Leadership:** while adopting leadership style, leader must consider situational demands(Stimulus) kind of subordinates, their level of education and skills(Organization). It will bring desired influence(Behaviour) among subordinates and success/failure of leader(consequences).

SOBC model can be enriched by adding details to its all four elements, such as:

- **Stimulus:** what are various factors that act as context for workers and managers such as: kind of organisational goals, technology in use, status in hierarchy, family background and needs, climatic conditions, organisational culture, team composition, kind of customers etc.
- **Organism-** what it constitutes such as personality, perception, attitude, emotions, feeling etc. what is its impact on behaviour, how these change and define stimulus. How they can be improved or modified.
- **Behaviour-** various kinds of behaviour as an outcome of Stimulus+Organism. Desirable, undesirable, avoidable & unavoidable behaviors etc. how it can be controlled?
- **Consequences-** various social-psychological, internal-external, individual & group consequences. How it can be known? How it can be used to improve OB.

As a basic framework SOBC relies heavily on behavioural sciences. More research and experimentation is needed to make this frame-work a **readymade model for better DUPC** of people behaviour at work.

1999 : What do you understand by the concept of organisation behaviour? Explain its nature as a dyanamic one illustrate it.

1990 : Discuss the fundamental elements that form the foundations of organisational behaviour. What is the influence of social system on these elements?

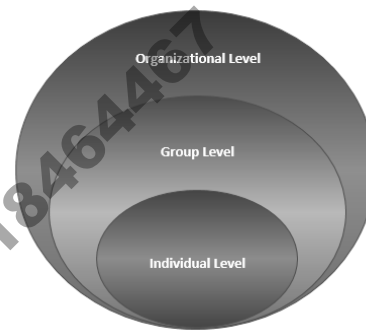
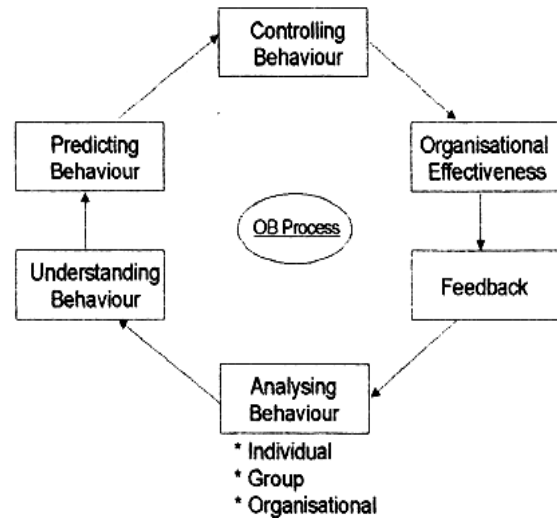
Answer: Organisation behaviour is science and art of getting work done with people. It examines into “*how people work in organisations and using that understanding to better manage people*”. By using knowledge gained from behavioural sciences organisation behaviour is founded on following fundamental elements:

1. **Describing or Analyzing behaviour** includes study of personality and personality of individuals, norms of group and culture and values of the organization.
2. **Understanding** involves drawing conclusions from above analysis in organizational context such as Mr. X is aggressive by nature. Understanding of people personality, perception, attitudes, needs etc are outcomes of this element.
3. **Predicting-** refers to the likely consequences that might emerge on account of environmental stimuli to Mr. X by customers, co-workers, new policies etc. Example Mr. X might be autocratic and go angry in situations of conflicts.
4. **Controlling** involves management steps to keep behaviour of people in right direction(productive) such as minimizing people contact with Mr. X or suitable job assignment or behaviour training.

These basic elements work in cyclic manner as described below-

Above four elements work at three levels of OB as presented below:

Basic OB Process



Influence of social system:

Social values and norms significantly affect all elements of OB:

- Every worker is social animal. He can not be **studied/described** in isolation.
- Social values and norms directly affect and determine personality, perception, attitude, temper, emotions etc. accordingly each member of organisation should be **understood**.
- Managers can better **predict behaviour** of people as we abide by social norms and values.
- Social values and ethics can be used to **control people behaviour** such as group control in team based working, impact of informal organisation etc.

Besides social system, political, economic, technological factors also affect working of above elements of OB.

Unit : 3. Perception.

2019: Perceptual Selectivity	10
<ul style="list-style-type: none"> • Define perception. 15-20 • Process chart, highlighting Perceptual mechanism 10 • Focus first step of Perceptual mechanism: <ul style="list-style-type: none"> perceptual selectivity- concept with examples. 2 principles with examples. 80-90 • OB utility of Perceptual Selectivity, its principles. 20 	
2018: Halo Effect	10
<ul style="list-style-type: none"> • Define perception • Phenomenon of short-cuts, various short-cuts • Explain Halo Effect: <ul style="list-style-type: none"> ✓ Concept ✓ Examples ✓ Usual areas ✓ Positives, negatives • How to avoid irrational halo effect. 	
2013: Figure Ground Principle	
<ul style="list-style-type: none"> • Define perception. 8-10 • Process chart. Briefly explain Selection Step. Mention 2 principles. 20 • Explain Figure Ground Principle. 80-90 • OB utility of Figure Ground Principle. 20-30 	
2000: Perception	
<ul style="list-style-type: none"> • Meaning, definition 40 • Features 30 • Process with chart 40 • Short cuts in perception 25 • Significance 25 	
1995: Perceptual process.	
<ul style="list-style-type: none"> • Meaning 15 • Intellectual process with chart • Elaborate steps 100 • Factors affecting the process 30 	