

Fundamental of Organisational Behaviour

SECTION - A, B & C (Mixed) Very Short, Short & Long Answer Questions (3, 7.5 & 15 Marks)

Q1. What is Organisational Behaviour ?

[3 Marks]

Ans. Organisational Behaviour :

Organisational behaviour is the study of the human behaviour at work. In other words, organisational behaviour is the study and application of knowledge about how people as individuals and as groups behave or act in an organisation. The study of organisation behaviour is primarily concerned with psychological and behavioural changes in the organisation.

The term Organizational Behaviour is composed of two terms 'Organization' and 'Behaviour'. Organization is a consciously coordinated social unit composed of two or more persons that functions on a continuous basis to achieve some common goals. 'Behaviour' in simple words means the reaction to a stimulus.

Thus, Organizational Behaviour is concerned with the study of behaviour of people within the organizational setting. Management is interested in understanding Organizational Behaviour i.e. the behaviour of individuals and groups primarily because human behaviour influences directly the accomplishment of organisational goals. In short, OB is a field of study that investigates the impact that individuals, groups, and structure have on the behaviour within the organization, for the purpose of applying such knowledge towards improving an organization's effectiveness. It studies three determinants of behavior in organizations, individuals, groups and structure.

Q2. Define OB.

[3 Marks]

Ans. Definition of Organisational Behaviour :

Organisational behaviour has been variously defined by different authors.

1. "Organisational behaviour is the study and application of knowledge about human behaviour

related to other elements of the organisation such as structure technology and social system."

2. According to Fred Luthans, "Organisational behaviour is the understanding, predicting and controlling human behaviour at work."

3. According to Joe Kelly, "Organisational behaviour is concerned with the study of the behaviour and attitudes of man in an organisational setting, the organisation's effect on his perceptions, feelings and actions, and particularly on his behaviour for the achievement of the organisation's purposes."

4. According to Callhan, "Organisational behaviour is a subset of management activities concerned with understanding, predicting and influencing individual behaviour in organisational settings." It focuses on the individuals, groups and the organisation and also on their interactional relationships. OB attempts to understand individuals in an organisation as the basis of meeting individual needs and achieving organisational objectives.

These definitions emphasise that the basic ingredients of OB are the same, that is understanding and controlling human behaviour. It studies the human behaviour at individual level, group level and organisational level. It applies knowledge gained about individuals, groups and the organisation structure on behaviour towards the end of making organisations work more effectively.

Q3. Explain the fundamental concept of organisational behaviour.

[7.5 Marks]

Ans. Fundamental Concept :

Following are the fundamental concept of organisational behaviour :

I. The Nature of People :

1. Individual Differences : People have much in common, but each person in the world is

also individually different. The idea of individual differences is supported by science. From the day of birth each person is unique and individual experiences after both tend to make people even more different.

2. **Perception** : People look at the world and see things differently. Even when presented with the same object, two people may view it in two different ways. Employees see their work worlds differently for variety of reasons. They may differ in their personality needs, demographic factors and past experiences or they may find themselves in different physical setting time periods or social surroundings.
3. **A Whole Person** : Different human traits studied separately, but in final analysis they are all parts of one system making up a whole person. When management practices organisational behaviour it is trying to develop a better employee, but it also wants to develop a better person in terms of growth and fulfillment.
4. **Motivated Behaviour** : Motivation is essential to the operation of the organisations. No matter how much technology and equipment an organisation has, these resources can't be put to use until they are released guided by people who have been motivated.
5. **Desire for Involvement** : The desire is reflected in their drive for self efficiency, or belief that one has the necessary capabilities to perform a task, fulfill role expectations and make meaningful contribution. Organisation need to provide opportunities for both parties.
6. **Value of the Person** : People deserve to be treated differently from other factors of production because they are of a higher order in the universe. Because of this distinction, they want to be treated with care respect and dignity, increasingly, they demand such treatment for employees.

II. The Nature of Organisations :

1. **Social System** : From social system we learn that organisations are social system. Consequently, activities there in are governed by social laws as well as psychological laws. Just as people have psychological needs, they also have social roles and status. Their behaviour is influenced by their group as well as by their individual drives.
2. **Mutual Interest** : Organisations need people and people need organisation. Organisations have a human purpose. They are formed and maintained on the basis of some mutuality of interest among their participants.
3. **Ethics** : In order to attract and retain valuable employees in an era which good workers are constantly recruited away, ethical treatment is necessary. To succeed, organisation must treat employees in an ethical fashion.

Q4. Explain the nature of Organisational Behaviour?

[7.5 Marks]

Ans. Nature of Organisational Behaviour :

The nature of organisational behaviour are as follows:

1. **Behavioural Approach** : Organisational behaviour is part of general management and not the whole of it. It represents the behavioural approach to management. So organisational behaviour has assumed the status of different fields of study.
2. **Different fields of study** : Organisational behaviour has emerged as a distinct field of study. It contains a body of research theory and application associated with a growing concern for people in the workplace. Its study helps in understanding the organisational behaviour.
3. **Practical oriented** : Organisational behaviour understands the theories and research experiences of organisational behaviour, which also provides us education needed for creative thinking to solve human problems in organisation.
4. **Multidisciplinary** : The discipline of organisational behaviour is heavily influenced by several behavioural sciences and social sciences. The importance among these are psychology, sociology and anthropology.
5. **Satisfaction of individual and organisational needs** : Every employee in the organisation wants to fulfill his needs through organisational activities and the organisation's responsibility is to provide

reasonable climate in the organisation so that people may get need satisfaction and organisation may achieve its goal.

6. Applied science : Organisational behaviour relies upon scientific methods to build, evaluate and modify theories about behaviour in organisations. Scientific methods involved (a) Making predictions about the real world, (b) Making observations in the real world to determine the accuracy of our prediction.

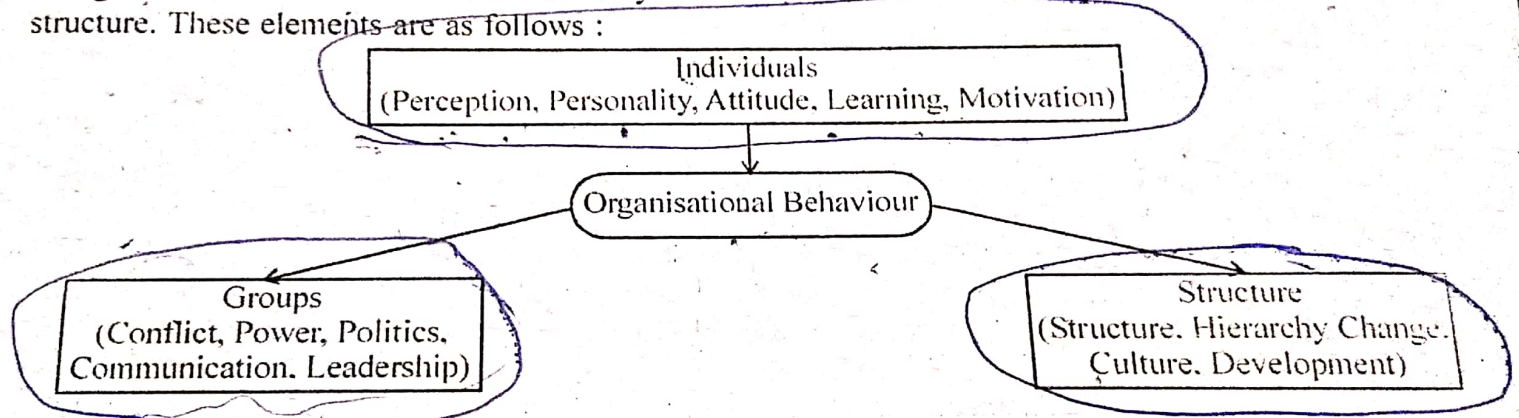
Q5. What is the scope of organisation behaviour.

[7.5 Marks]

Ans. Organisation behaviour is the study and application of knowledge about how people act within organisations. It is a human tool for human benefit. It applies broadly to the behaviour of people in all types of organisations such as business, government, schools and service organisations.

Scope of Organisational Behaviour :

Organisational behaviour includes the study of three elements : individuals, groups and organisational structure. These elements are as follows :



1. Individuals : Organisations are like association of individuals, who are different from each other in many respects. These individuals may come from different socioeconomic backgrounds, belongs to different cultures, many have divergent perception and attitude towards life and may exhibit different level of motivations and learning. The study of individuals includes the study of features such as perception, personality, attitude, values, learning, motivation and job satisfaction.

2. Groups : Group is a place where the individual gets an opportunity to transfer his feelings, make friends and make common cause with others. Organisation use groups to ensure effective performance of tasks the presence of groups include aspects such as group dynamic, communication – conflict, leadership and power in the study of organisational behaviour.

3. Organisation Structure : The structure includes the elements such as the formation of organisational level hierarchy, authority and obedience, relationships, division of work, chain of command, scalar principles, culture change and development among others, so structure is the part of the organisation.