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BBA	SEMESTER I	UNIVERSITY OF KERALA	COURSE CODE: UK1MDCMGT101

ORGANISATIONAL BEHAVIOUR

EXAM REVISION NOTES

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MODULE I

INTRODUCTION TO ORGANISATIONAL BEHAVIOUR AND BEHAVIOURAL SCIENCE

Foundations and Nature of Organisational Behaviour: Applied multidisciplinary science replacing workplace folklore with empirical evidence:

- **Multidisciplinary Lineage:** Psychology (individual cognition, learning, motivation, perception, personality, emotions, stress); Sociology (group dynamics, communication networks, social stratification, power structures); Social Psychology (attitude formation, behavioral change, group decision-making, cognitive dissonance); Anthropology (organizational subcultures, cross-cultural comparative values, organizational rituals); Political Science (resource bargaining, coalition formation, corporate politics).
- **Three Analytical Tiers:** Micro-Level (individual employee traits, motivation, values, decision biases); Meso-Level (group and team dynamics, leadership, norms, conflict resolution); Macro-Level (system-wide organizational culture, structural configuration, environmental adaptation).
- **Classical Management Theories:** Frederick Winslow Taylor's Scientific Management (time-and-motion studies, piece-rate wages, eliminating soldiering); Henri Fayol's 14 Administrative Principles (division of work, unity of command, scalar chain with gangplank, esprit de corps); Max Weber's Ideal Bureaucracy (rational-legal authority, fixed jurisdictional hierarchy, written files, impersonal rules, career orientation).
- **Human Relations Paradigm (Hawthorne Studies):** Elton Mayo, Fritz Roethlisberger, William Dickson at Western Electric (1924-1932); Illumination experiments (productivity tied to psychological awareness of observation - Hawthorne Effect); Relay Assembly Test Room (cohesive supportive social climate driving performance); Bank Wiring Observation Room (informal group production norms and social ostracism of rate busters and chisellers).
- **Neo-Classical & Modern Paradigms:** Mary Parker Follett (Law of the Situation, Constructive Conflict via integration, Power-With); Chester Barnard (Acceptance Theory of Authority, Zone of Indifference, cooperative social systems); Open Systems Perspective (inputs, transformation, outputs, feedback loops, equifinality, negative entropy); Contingency Approach (rejecting universal best ways; optimal managerial action is contingent upon situational variables).
- **Five Classical Models of OB:** Autocratic (formal power, strict obedience, subsistence needs, minimal effort); Custodial (economic resources, security benefits, organizational dependence); Supportive (leadership, performance participation, recognition needs); Collegial (partnership, mutual teamwork, self-discipline, moderate enthusiasm); System (trust, shared purpose, community, holistic commitment).
- **Research Methodologies & Core Dependent Variables:** Field surveys, laboratory experiments, field experiments, meta-analyses; Core outcome variables: Productivity, Absenteeism, Turnover, Deviant Workplace Behaviour (CWB), Organizational Citizenship Behaviour (OCB), and Job Satisfaction.
- **Psychological Contracts & Learning Principles:** Transactional contracts (short-term economic exchange) vs Relational contracts (broad socio-emotional trust, career development); Psychological Contract Breach triggering perceived contract violation, cynicism, and turnover; Operant conditioning (Skinner: positive/negative reinforcement, punishment, extinction; fixed/variable interval and ratio schedules); Bandura Social Learning (modeling, self-efficacy); Luthans OB Modification (ABC model).
- **Psychological Safety & Resilience:** Amy Edmondson's construct of psychological safety (shared belief that team is safe for interpersonal risk-taking, proven by Google Project Aristotle); Positive Organizational Scholarship (PsyCap HERO: Hope, Efficacy, Resilience, Optimism).

MODULE II

INDIVIDUAL BEHAVIOUR IN ORGANIZATIONS

Personality Determinants and Psychometric Models: Dynamic organization of internal psychophysical systems:

- **Nature vs Nurture:** Heredity (Minnesota twin studies showing 40-50% variance rooted in genetic biology and temperament); Environment (socio-cultural socialization, family, education, norms); Situational Strength Theory (strong situations restrict personality variance; weak situations allow full personality expression).
- **Myers-Briggs Type Indicator (MBTI):** Four dichotomies yielding 16 types: Extraversion vs Introversion (energy source); Sensing vs Intuition (information gathering); Thinking vs Feeling (decision criteria); Judging vs Perceiving (lifestyle orientation).
- **Big Five Personality Model (OCEAN):** Openness to Experience (intellectual curiosity, artistic creativity); Conscientiousness (dependability, discipline, universal predictor of job performance); Extraversion (social assertiveness, energy); Agreeableness (trust, empathy, cooperative team focus); Emotional Stability (neuroticism; resilience under psychological stress).
- **Personality Trait Archetypes:** Locus of Control (internals attribute outcomes to personal effort; externals attribute to luck or fate); Machiavellianism (emotional detachment, pragmatic manipulation, ends justify means); Self-Monitoring (behavioral adaptability to external situational cues).

Interpersonal Awareness and Transactional Analysis: Diagnostic frameworks for interpersonal communication:

- **Johari Window (Luft & Ingham):** Open / Arena pane (known to self and others); Blind Spot pane (known to others, unknown to self; reduced via feedback seeking); Hidden / Facade pane (known to self, concealed from others; reduced via self-disclosure); Unknown pane (dormant potential unknown to all).
- **Transactional Analysis (Eric Berne):** Ego States (Parent: Critical vs Nurturing; Adult: objective rational data processor; Child: Natural, Adapted, Rebellious); Transactions: Complementary (parallel arrows, smooth communication), Crossed (conflicting ego states, conversational breakdown), Ulterior (hidden psychological manipulation); Life Positions: "I'm OK, You're OK" (healthy collaborative stance).

Values, Attitudes, Perception, and Emotional Intelligence: Cognitive processing of workplace reality:

- **Values & Attitudes:** Rokeach Terminal values (end-states of existence) vs Instrumental values (behavioral modes); Tripartite Attitude model: Cognitive (belief), Affective (feeling), Behavioral (action intention); Leon Festinger's Cognitive Dissonance (psychological tension resolved through behavioral change or attitude rationalization); EVLN Model of dissatisfaction (Exit, Voice, Loyalty, Neglect).
- **Emotions & Emotional Intelligence:** Discrete intense emotions vs diffuse enduring moods; Arlie Hochschild's Emotional Labor (surface acting inducing emotional exhaustion vs deep acting); Daniel Goleman's 5 EI competencies: Self-Awareness, Self-Regulation, Internal Motivation, Empathy, and Social Skills.

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- **Perception & Cognitive Distortions:** Selective perception, Halo/Horns effect, Stereotyping, Contrast effects, Projection; Harold Kelley's Attribution Theory (evaluating Distinctiveness, Consensus, Consistency to determine internal vs external causes); Fundamental Attribution Error (overestimating personal factors in others' failures) and Self-Serving Bias (crediting self for success, blaming environment for failure).

Content and Process Motivation Architectures: Energizing, directing, and sustaining human effort:

- **Content Theories:** Abraham Maslow's Need Hierarchy (physiological, safety, social, esteem, self-actualization); Frederick Herzberg's Motivation-Hygiene Theory (extrinsic hygiene factors eliminate dissatisfaction; intrinsic motivators create true satisfaction and performance); Douglas McGregor's Theory X (pessimistic, lazy, coerced) vs Theory Y (optimistic, natural effort, creative self-direction); William Ouchi's Theory Z (long-term employment, consensus decision-making, holistic care); David McClelland's Acquired Needs (nAch for personal mastery, nPow for institutional influence, nAff for friendly acceptance).
- **Process Theories:** Victor Vroom's Expectancy Theory [Motivation = Expectancy (E→P) × Instrumentality (P→R) × Valence (Reward Value)]; Stacy Adams' Equity Theory (comparing personal outcome/input ratio against referents; resolving under-reward distress); Edwin Locke's Goal-Setting Theory (specific, challenging goals with continuous feedback produce peak performance).
- **Job Characteristics Model (Hackman & Oldham):** Core dimensions (Skill Variety, Task Identity, Task Significance, Autonomy, Feedback); Motivating Potential Score: MPS = [(Variety + Identity + Significance) / 3] × Autonomy × Feedback; Job Enrichment and proactive Job Crafting.

MODULE III

GROUP DYNAMICS, TEAMWORK AND LEADERSHIP

Group Structures and Bruce Tuckman's Developmental Lifecycle: Small group sociology:

- **Group Classifications:** Formal groups (command hierarchies, project taskforces) vs Informal groups (interest alliances, friendship networks); Traditional work groups (individual accountability, neutral synergy) vs High-Performing Teams (mutual accountability, complementary skills, positive synergy).
- **Tuckman's Five-Stage Model:** (1) Forming (uncertainty, polite testing of boundaries); (2) Storming (intragroup conflict over control and roles); (3) Norming (cohesion, shared norms, operational camaraderie); (4) Performing (autonomous problem solving, task synergy); (5) Adjourning (temporary taskforce wrapping up and disbanding).
- **Foundational Group Properties:** Norms and conformity (Solomon Asch line conformity experiments); Roles and Role Conflict (divergent incompatible expectations); Status hierarchies and status incongruence; Group size and Social Loafing (Ringelmann effect mitigated by individual accountability); Cohesiveness and performance norms interaction governing group productivity.
- **Group Decision Methodologies:** Brainstorming (uninhibited ideation without criticism); Nominal Group Technique - NGT (silent idea generation, structured round-robin presentation, secret ballot ranking); Delphi Technique (anonymous expert questionnaires across multiple iterative rounds eliminating dominant personalities); Electronic collaborative meetings.
- **Group Pathologies:** Irving Janis' Groupthink (mode of thinking where desire for unanimity overrides realistic appraisal; symptoms: illusion of invulnerability, collective rationalization, self-censorship, mindguards; countered by appointing a formal Devil's Advocate); Groupshift / Group Polarisation (discussion exaggerating initial conservative or risky inclinations).
- **Organizational Citizenship Behaviour (OCB):** Dennis Organ's five dimensions: Altruism (helping peers), Conscientiousness (exceeding minimum role requirements), Civic Virtue (active institutional participation), Sportsmanship (positive tolerance of inconveniences), and Courtesy (proactive politeness).

Classical, Contingency, and Contemporary Leadership Frameworks: Directing human effort toward collective visions:

- **Trait and Behavioural Theories:** Trait theories (Big Five correlations with extraversion, conscientiousness, EI); Ohio State studies (Initiating Structure task orientation vs Consideration relationship orientation); University of Michigan studies (Production-oriented vs Employee-oriented); Blake & Mouton's Managerial Grid [(9,9) Team Management representing optimal integration of production and people concerns].
- **Contingency Leadership Theories:** Fred Fiedler's Contingency Model (Least Preferred Co-worker LPC scale; matching task/relationship style with situational favorableness); Hersey & Blanchard's Situational Leadership Theory (SLT matching follower readiness R1-R4 with leadership styles S1 Telling, S2 Selling, S3 Participating, S4 Delegating); Robert House's Path-Goal Theory (directive, supportive, participative, achievement-oriented styles clarifying paths to rewards).
- **Transformational vs Transactional Leadership:** Transactional leadership (contingent reward exchanges, management by exception); Transformational leadership (inspiring followers to transcend self-interest via the Four Is: Idealized Influence charisma, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration).
- **Contemporary Leadership Paradigms:** Robert Greenleaf's Servant Leadership (serving followers first, ethical stewardship, empathy); Charismatic leadership (House & Conger: vision, personal risk-taking, unconventional action; avoiding dark-side narcissism); George Graen's LMX Theory (In-Group high trust vs Out-Group contractual relationships); Authentic and Ethical leadership; GLOBE cross-cultural leadership dimensions.
- **Team Architectures & Followership:** Self-Managed Work Teams (SMWTs), cross-functional teams, virtual teams; Belbin's nine team roles; Robert Kelley's Followership Model (Exemplary, Alienated, Conformist, Passive, Pragmatic Survivor); Trust dynamics (calculus-based, knowledge-based, identification-based trust and trust repair).

MODULE IV

ORGANISATIONAL PROCESSES, STRUCTURE AND TECHNOLOGY

Organizational Structure Dimensions and Classical Building Blocks: The architectural framework of the enterprise:

- **Three Core Structural Dimensions:** Complexity (Horizontal occupational specialization, Vertical hierarchical depth, Spatial geographic dispersion); Formalization (standardization via written rules, manuals, SOPs); Centralization (concentration of decision authority at senior executive apex vs decentralized delegation).
- **Six Foundational Building Blocks:** Work Specialization (division of labor); Departmentalization (functional, geographic, product, process, customer); Chain of Command (authority and unity of command); Span of Control (tall hierarchies with narrow spans vs flat hierarchies with wide spans); Centralization/Decentralization; Boundary Spanning across institutional interfaces.

Structural Configurations and Emerging Network Topologies: Patterns of organizational structuring:

- **Classical Functional Structure:** Grouping by specialized functional disciplines; high economies of scale and technical depth, but suffers from functional silo mentalities and slow inter-departmental coordination.
- **Divisional Structure:** Self-contained product, market, or regional units with complete functional departments; clear profit-and-loss accountability, but duplicates functional resources.
- **Matrix Architecture:** Dual reporting hierarchy combining functional departments (technical standards) and project teams (deliverable timelines); violates unity of command; fosters expert resource flexibility, but induces role ambiguity and power struggles.
- **Boundaryless & Virtual Organizations:** Jack Welch concept dismantling vertical, horizontal, external, and geographic barriers; Virtual modular organizations outsourcing primary manufacturing/distribution to independent specialists; Holacratic self-governing circles.
- **Mechanistic vs Organic Designs (Burns & Stalker):** Mechanistic (rigid hierarchy, high formalization, centralized authority, ideal for stable markets); Organic (flat hierarchy, low formalization, decentralized, ideal for volatile innovative tech environments).

Technological Contingencies, Configurations, and Information Processing: Technology as a structural determinant:

- **Joan Woodward's Manufacturing Technology:** Unit and Small-Batch (custom craft, low complexity, organic, wide spans); Large-Batch and Mass Production (assembly lines, standardized goods, tall mechanistic hierarchy, narrow spans); Continuous Process (automated flow refineries, chemical plants, organic engineer teams).
- **Charles Perrow's Technology Matrix:** Task Variability (exceptions) × Problem Analyzability: Routine Technology (mechanistic, centralized), Engineering Technology (analyzable exceptions), Craft Technology (un-analyzable low exceptions), Non-Routine Technology (highly organic, decentralized matrix).
- **Henry Mintzberg's Five Configurations:** Basic parts (Strategic Apex, Middle Line, Operating Core, Technostructure, Support Staff); Five archetypes: Simple Structure (apex dominance), Machine Bureaucracy (technostructure SOPs), Professional Bureaucracy (operating core skills), Divisionalized Form (middle line outputs), Adhocracy (support/operating core expert mutual adjustment).
- **Lawrence & Lorsch Contingency Model:** Differentiation (subsystem differences in goals, time, interpersonal orientation, formality) and Integration (coordinating mechanisms required to harmonize differentiated units).
- **Galbraith Information Processing Model:** Managing task uncertainty via reducing needs (slack resources, self-contained units) or expanding capacity (vertical digital systems, lateral cross-functional relations); Greiner Growth Model (five evolutionary phases punctuated by revolutions: leadership, autonomy, control, red tape, collaboration); Socio-Technical Systems (joint optimization); Ambidexterity (Exploitation vs Exploration); Dynamic Capabilities (Sensing, Seizing, Transforming); Hub-and-Spoke spatial layouts.

MODULE V

IMPROVING ORGANISATIONAL PERFORMANCE, CULTURE AND CHANGE GOVERNANCE

Power Dynamics, Organizational Politics, and Impression Management: The anatomy of workplace influence:

- **Power vs Authority:** Authority is formal downward institutional right; Power is capacity to influence rooted in dependency (control over scarce, important, non-substitutable resources).
- **French & Raven's Five Power Bases:** Legitimate Power (structural hierarchical title); Reward Power (control over valued economic/psychological outcomes); Coercive Power (threat of disciplinary sanctions, fear-based); Expert Power (specialized knowledge, technical competence); Referent Power (interpersonal charisma, admiration, emotional identification).
- **Organizational Politics & Impression Management:** Political behaviors influencing advantage distribution; Impression Management tactics (ingratiation, self-promotion, exemplification, conformity).

Organisational Culture Architecture and Cultural Stewardship: Shared meaning and organizational social glue:

- **Seven Cultural Characteristics:** Innovation and risk-taking, Attention to detail, Outcome orientation, People orientation, Team orientation, Aggressiveness, Stability.
- **Functions & Liabilities of Culture:** Boundary definition, member identity, commitment to mission, social stability; Liabilities: Barrier to Change (cultural inertia), Barrier to Diversity (excessive conformity), Barrier to Mergers & Acquisitions (cultural clash).
- **Culture Creation and Transmission:** Founder value imprinting; sustaining via selective hiring, top executive role modeling, and socialization (stories, rituals, material symbols, organizational jargon).

Workplace Conflict and the Thomas-Kilmann Resolution Modes: Managing structural and interpersonal friction:

- **Functional vs Dysfunctional Conflict:** Functional (constructive task and process conflict stimulating creative debate and improving decisions); Dysfunctional (relationship interpersonal friction and hostility destroying collaboration).
- **Five Stages of Conflict:** Potential opposition → Cognition and personalization (perceived vs felt conflict) → Intentions → Behavior → Outcomes.
- **Thomas-Kilmann Conflict Modes (Assertiveness × Cooperativeness):** Competing / Forcing (high assertiveness, low cooperativeness; vital emergencies); Collaborating (high assertiveness, high cooperativeness; win-win solutions); Compromising (moderate assertiveness and cooperativeness; temporary settlements); Avoiding (low assertiveness, low cooperativeness; trivial issues); Accommodating (low assertiveness, high cooperativeness; preserving social credit).
- **Negotiation Paradigms:** Distributive Bargaining (zero-sum, fixed pie, win-lose) vs Integrative Bargaining (expanding the pie, win-win collaborative problem solving); Negotiation lifecycle and BATNA anchor (Best Alternative To a Negotiated Agreement); Third-party interventions (Mediators, Arbitrators, Conciliators, Consultants).

Workplace Stress Etiology, Consequences, and Management Pedagogies: Sustaining workforce psychological health:

- **Stress Etiology & Symptoms:** Eustress (constructive growth) vs Distress (destructive strain); Environmental, Organizational (role conflict, role ambiguity, role overload), and Individual (Type A vs Type B personality) stressors; Physiological, Psychological (anxiety, depression, burnout), and Behavioral consequences.
- **Psychological Hardiness & Burnout Dynamics:** Suzanne Kobasa's 3 Cs of Hardiness: Commitment (active involvement), Control (belief in personal influence), and Challenge (viewing change as opportunity); Maslach Burnout Inventory (MBI) three dimensions: Emotional Exhaustion, Depersonalization (cynicism), and Reduced Personal Accomplishment.
- **Stress Interventions:** Individual coping (time management, exercise, mindfulness); Organizational interventions (realistic goal setting, job redesign, employee involvement, flexible hybrid schedules, Employee Assistance Programs - EAPs, Mental Health First Aid).

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Change Management, Organizational Development, and Learning Systems: Driving systemic transformation:

- **Resistance to Change:** Individual sources (habit, economic fear, security, fear of the unknown) and Organizational sources (structural inertia, threat to power); Overcoming resistance via Education, Participation, Facilitation, Negotiation, Manipulation/Co-optation, and Coercion.
- **Kurt Lewin's Three-Step Model:** Unfreezing (Force Field Analysis: expanding driving forces, reducing restraining forces) → Movement (learning new behaviors and processes) → Refreezing (institutionalizing new routines into policies and rewards).
- **Force Field Analysis Mechanics:** Diagnostic mapping of organizational equilibrium; identifying Driving Forces (technological innovation, competitive rivalry, regulatory shifts) and Restraining Forces (worker fear of skill obsolescence, rigid union contracts, middle-management territoriality); equilibrium shifts most effectively by removing restraining forces rather than escalating driving pressure.
- **John Kotter's Eight-Stage Process:** Establish urgency → Form guiding coalition → Create vision → Communicate vision → Empower broad action → Generate short-term wins → Consolidate gains → Anchor in corporate culture.
- **Organisational Development (OD) Interventions:** Humanistic democratic philosophy; Survey Feedback, Process Consultation (Schein), Team Building exercises, Sensitivity Training (T-groups), Intergroup Development.
- **Double-Loop Learning & Appreciative Inquiry:** Chris Argyris (Single-loop behavioral error correction vs Double-loop questioning of underlying organizational assumptions; defensive routines); David Cooperrider's Appreciative Inquiry 4-D Cycle (Discovery, Dream, Design, Destiny); Peter Senge's Five Disciplines of the Learning Organization (Personal Mastery, Mental Models, Shared Vision, Team Learning, Systems Thinking).

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