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BBA	SEMESTER IV	UNIVERSITY OF KERALA	COURSE CODE: UK4DSCMGT202

ORGANISATIONAL BEHAVIOUR AND GROUP DYNAMICS

EXAM REVISION NOTES

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MODULE I

EVOLUTION AND FOUNDATIONS OF ORGANISATIONAL BEHAVIOUR

Concept and Foundations of Organisational Behaviour: Organisational Behaviour (OB) is an applied behavioral science discipline that systematically investigates the impact that individuals, groups, and organizational structures exert on human behavior within workplaces, applying this diagnostic knowledge toward improving organizational effectiveness and employee well-being. Unlike pure administrative science that treats workers as uniform economic inputs, OB recognizes enterprises as dynamic social systems composed of self-conscious human actors with unique cognitive, emotional, and social needs.

Core Scientific Goals of Organisational Behaviour: OB fulfills four systematic managerial objectives: **Description** (documenting how individuals and workgroups behave across varying operational environments); **Understanding** (diagnosing the root psychological, sociological, and environmental causes behind employee behavior); **Prediction** (anticipating future turnover, resistance to change, and performance swings); and **Control and Direction** (designing actionable leadership interventions, motivational incentives, and team structures to channel effort toward corporate strategic goals).

Tri-Level Analytical Framework: OB analyzes workplace phenomena across three ascending levels: **Individual Level** (personality traits, perception, values, attitudes, learning, motivation, and emotional intelligence); **Group Level** (group norms, cohesiveness, communication dynamics, leadership styles, power, and conflict resolution); and **Organizational Systems Level** (organizational design, structural formalization, corporate culture, change management, and cross-cultural diversity).

Historical Evolution Across Five Management Eras: The discipline evolved through: **Classical Scientific Management (F.W. Taylor)** emphasizing time-motion studies, functional foremanship, economic man models, and piece-rate incentives; **Classical Bureaucratic Theory (Max Weber)** establishing rational-legal authority, clear scalar chains, and impersonality; **Human Relations Movement (Elton Mayo)** demonstrating that social cohesion, friendly supervision, and informal group norms drive productivity; **Behavioral Science Era (Maslow, McGregor, Herzberg)** focusing on self-actualization, participatory leadership, and intrinsic motivation; and **Contingency and Open Systems Era (Lawrence & Lorsch)** positing that effective management practices depend on environmental turbulence.

The Landmark Hawthorne Experiments (1924–1932): Conducted by Elton Mayo at Western Electric, the studies revealed: **Illumination Experiments** proving that psychological awareness of being observed (the Hawthorne Effect) influences output far more than physical lighting; **Relay Assembly Test Room** showing that warm social climates and non-authoritarian supervision elevate sustained productivity; **Mass Interviewing Program** establishing the cathartic value of active empathetic listening; and **Bank Wiring Observation Room** proving that informal peer norms enforce production quotas and override formal financial incentives.

Interdisciplinary Foundations of Organisational Behaviour: OB synthesizes five core social sciences: **Psychology** (individual learning, personality profiling, perception, stress, and motivational dynamics); **Sociology** (group behavior, bureaucratic design, corporate culture, status hierarchies, and institutional power); **Social Psychology** (behavioral conformity, attitude change, communication channels, and group decision-making); **Anthropology** (comparative cultural values, organizational rituals, and symbolic environments); and **Political Science** (corporate politics, coalition building, bargaining, and resource allocation conflicts).

Chris Argyris' Immaturity-Maturity Continuum Theory: Postulates that human personal development naturally transitions along a psychological continuum from infant immaturity to adult maturity characterized by seven transformations: passive dependence to active independence, limited behaviors to diverse responses, erratic shallow interests to deep commitments, short-term outlooks to long-term perspectives, subordinate positions to egalitarian peers, lack of self-awareness to conscious self-control. Classical bureaucratic structures with tight controls force mature employees into childlike passivity, inducing frustration, sabotage, absenteeism, and union militancy.

Geert Hofstede's Cultural Dimensions Framework: Explains cross-cultural behavioral variations across six bipolar dimensions: **Power Distance Index (PDI)** (deference to hierarchical authority vs egalitarian consultation); **Individualism vs Collectivism (IDV)** (personal autonomy vs in-group loyalty); **Masculinity vs Femininity (MAS)** (assertive competition vs empathetic work-life harmony); **Uncertainty Avoidance Index (UAI)** (rigid procedural rules vs comfort with ambiguity); **Long-Term vs Short-Term Orientation (LTO)** (patient strategic persistence vs immediate quarterly returns); and **Indulgence vs Restraint (IND)** (free gratification of leisure desires vs strict social discipline).

Modern Workplace Paradigms and Psychological Safety: Amy Edmondson's concept of **Team Psychological Safety** demonstrates that high-performing teams require a shared belief that members will not be embarrassed, rejected, or punished for speaking up, admitting mistakes, or challenging consensus. Organizations deploy **High-Performance Work Systems (HPWS)** and foster **Organizational Citizenship Behavior (OCB)** across altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

MODULE II

PERSONALITY DETERMINANTS, PERCEPTION, AND INDIVIDUAL BEHAVIOUR

Personality Concepts and Determinants: Personality represents the dynamic psychological organization of traits, emotional dispositions, and behavioral tendencies that uniquely characterize an individual across situations. Determinants comprise: **Heredity / Biological (Nature)** contributing 40% to 50% of trait variance through genetics and brain wiring; **Environmental and Cultural (Nurture)** instilling societal values, family socialization, and religious ethics; and **Situational Factors** where "strong situations" enforce strict behavioral conformity and "weak situations" permit full expression of personal traits.

The Big Five (OCEAN) Personality Framework: Universally validated five-factor model: **Openness to Experience** (creative, curious, imaginative vs conventional, routine-bound); **Conscientiousness** (disciplined, organized, dependable, high perseverance; the single strongest predictor of overall job performance across all occupations); **Extraversion** (assertive, sociable, outgoing vs reserved, introverted); **Agreeableness** (cooperative, warm, trusting, empathetic vs cynical, confrontational); and **Emotional Stability / Neuroticism** (calm, resilient, poised under stress vs anxious, insecure, prone to mood swings).

The Myers-Briggs Type Indicator (MBTI): Based on Carl Jung's typologies, categorizes individuals into 16 personality types across four cognitive preferences: **Extraversion (E) vs Introversion (I)** (directing mental energy outward vs inward); **Sensing (S) vs Intuition (N)** (relying on concrete factual data vs abstract future possibilities); **Thinking (T) vs Feeling (F)** (deciding via objective logic vs subjective human values); and **Judging (J) vs Perceiving (P)** (preferring planned closure vs flexible adaptability).

Specific Targeted Personality Traits in Management: Locus of Control distinguishes internals (believing effort determines outcomes) from externals (attributing results to luck or fate); **Machiavellianism** measures pragmatic, emotionally detached manipulation where the end justifies the means; **Self-Monitoring** reflects behavioral adaptability to situational social cues; **Type A Behavior** exhibits impatient, hyper-competitive, time-urgent hostility vulnerable to cardiovascular strain, while **Type B** is relaxed, patient, and reflective; **Proactive Personality** takes initiative to drive environmental change.

Daniel Goleman's Emotional Intelligence (EI) Architecture: Demonstrates that emotional competence accounts for over 85% of star leadership performance compared to pure IQ. Goleman establishes five interrelated psychological dimensions: **Self-Awareness** (accurately recognizing one's own emotional triggers, strengths, and limits); **Self-Regulation** (controlling disruptive impulses and adapting flexibly); **Internal Motivation** (passionate drive to achieve for intrinsic satisfaction rather than external status); **Empathy** (discerning the emotional makeup and unspoken needs of others); and **Social Skills** (managing interpersonal relationships, inspiring followers, and resolving friction).

Workplace Attitudes and Cognitive Dissonance Theory: Attitudes comprise three components: **Cognitive** (beliefs and knowledge), **Affective** (feelings and emotional states), and **Behavioral** (action intentions). Leon Festinger's **Cognitive Dissonance Theory** shows that psychological distress arises when an individual perceives incompatibility between attitudes and overt actions, prompting behavioral adjustments or rationalizations to restore internal harmony.

Perceptual Errors and Cognitive Distortions: Perception filters and interprets sensory data to construct subjective reality. Common errors include: **Selective Perception** (filtering data to match pre-existing beliefs); **Halo Effect** (drawing general positive impressions from a single trait, contrasted with the Horns Effect); **Stereotyping** (judging individuals based on demographic group generalizations); **Contrast Effect** (distorting evaluations through recent comparisons); and **Projection** (attributing personal unethical impulses to others).

Harold Kelley's Covariation Model of Attribution: Explains how individuals attribute behavior to internal personal traits or external situational causes based on three informational cues: **Distinctiveness** (does the employee act this way across different tasks?); **Consensus** (did everyone facing identical conditions act the same way?); and **Consistency** (does the employee respond identically over time?). Distorted by the **Fundamental Attribution Error** (blaming others' failures on internal flaws) and the **Self-Serving Bias** (crediting personal success to ability while blaming failure on external scapegoats).

Learning Theories and Reinforcement Architecture: Classical Conditioning (Pavlov) pairs unconditioned and conditioned stimuli to trigger automatic conditioned reflexes. **Operant Conditioning (Skinner)** asserts behavior is governed by consequences, utilizing: Positive Reinforcement (rewarding desired actions), Negative Reinforcement (removing unpleasant stimuli), Extinction (withholding rewards to extinguish behavior), and Punishment (applying negative sanctions). **Social Cognitive Learning (Bandura)** demonstrates modeling through Attention, Retention, Motor Reproduction, and Reinforcement.

The Job Characteristics Model (Hackman & Oldham): Analyzes jobs across **Five Core Dimensions**: Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback. These trigger experienced meaningfulness, experienced responsibility, and knowledge of actual results, calculated via the **Motivating Potential Score (MPS)**: MPS = [(Variety + Identity + Significance) / 3] * Autonomy * Feedback, moderated by individual Growth Need Strength.

MODULE III

GROUP DYNAMICS, TEAM PROCESSES, AND CONFLICT MANAGEMENT

Workgroups Versus High-Performance Work Teams: Workgroups share information with individual accountability and neutral synergy. Work teams generate positive synergy through coordinated effort, complementary technical and interpersonal skills, and mutual collective accountability. Modern typologies include Problem-Solving Teams, Self-Managed Work Teams (SMWTs), Cross-Functional Teams, and Virtual Teams collaborating across digital platforms.

Bruce Tuckman's Five Stages of Group Development: Sequential team maturation: **Forming** (high uncertainty; testing boundaries and establishing leadership orientation); **Storming** (intragroup conflict and interpersonal friction over role allocation and authority); **Norming** (cohesion solidifies; shared expectations and operating standards emerge); **Performing** (structure is fully functional; collective energy is channeled into task execution); and **Adjourning** (wrapping up project deliverables and managing emotional transition).

Structural Properties of Workgroups: Roles encompass role perception, role expectation, and role conflict; **Norms** are acceptable behavioral codes enforced through social peer pressure; **Status** creates structural hierarchies; **Size** affects dynamics, where expanding group size triggers **Social Loafing (Ringelmann Effect)** unless individual accountability is preserved; **Cohesiveness** drives productivity only when group performance norms align with corporate objectives.

The Johari Window Interpersonal Awareness Model: Developed by Joseph Luft and Harry Ingham, maps interpersonal disclosure and feedback across four perceptual quadrants: **Open Area / Arena** (known to self and known to others; facilitates transparent collaboration); **Blind Spot** (unknown to self but visible to others; requires constructive feedback); **Hidden Area / Façade** (known to self but concealed from others; shrinks through psychological safety and self-disclosure); and **Unknown Area** (unconscious potentials or anxieties unknown to both self and others, discovered during novel crises).

Eric Berne's Transactional Analysis (TA): Examines interpersonal communications through three Ego States: **Parent** (taught concept: critical, nurturing, or moralizing rules learned from authority figures); **Adult** (thought concept: objective, rational, data-driven processing); and **Child** (felt concept: impulsive, emotional, creative, or rebellious reactions). Interactions manifest as **Complementary Transactions** (parallel, harmonious communication), **Crossed Transactions** (divergent ego-state collisions causing acute conflict), or **Ulterior Transactions** (hidden psychological motives masking superficial adult statements).

Group Decision-Making Pathologies and Remediation: Groupthink (Irving Janis) occurs when deep desires for group harmony override critical evaluation, characterized by illusions of invulnerability, collective rationalization, direct pressure on dissenters, and appointed mindguards. **Groupshift / Polarization** exaggerates initial member tendencies, triggering risky shifts in boardrooms. Remediation techniques include: **Brainstorming** (uninhibited idea generation with zero criticism); **Nominal Group Technique (NGT)** (silent generation, round-robin recording, and mathematical voting); and **Delphi Technique** (iterative anonymous expert questionnaires).

Bases of Power and Political Influence Tactics: French and Raven isolated five power bases: Formal powers comprising **Coercive** (fear of punishment), **Reward** (distribution of positive benefits), and **Legitimate** (structural positional authority); Personal powers comprising **Expert** (specialized technical knowledge) and **Referent** (charisma and interpersonal identification). Personal powers cultivate deep intrinsic commitment. Organizational politics is managed through coalition building, information control, and impression management.

Conflict Dynamics and the Thomas-Kilmann Resolution Grid: Conflict evolves from functional (constructive cognitive debate stimulating innovation) to dysfunctional (destructive emotional hostility). The Thomas-Kilmann model maps five handling styles across Assertiveness and Cooperativeness: **Competing** (win-lose, vital emergencies); **Collaborating** (win-win, integrative solutions); **Compromising** (splitting differences under tight deadlines); **Avoiding** (sidestepping trivial disputes); and **Accommodating** (self-sacrificing to preserve relationships).

Occupational Stress and Karasek's Demands-Control Model: Workplace stress arises from role ambiguity, role conflict, task overload, and job insecurity. Robert Karasek's model demonstrates that psychological strain results from the interplay of **Job Demands** (workload quotas) and **Job Control / Decision Latitude** (employee autonomy). High-strain jobs (high demands, low control) trigger physical and emotional exhaustion; active jobs (high demands, high control) foster personal growth and resilient performance.

Meredith Belbin's Nine Team Roles Architecture: Successful teams balance nine complementary behavioral roles: Action-oriented (Shaper, Implementer, Completer Finisher); People-oriented (Coordinator, Teamworker, Resource Investigator); and Thought-oriented (Plant, Monitor Evaluator, Specialist). Balanced role distribution prevents team functional blind spots.

MODULE IV

ORGANISATION STRUCTURE, STRUCTURAL DESIGN, AND BEHAVIOUR

Foundations and Strategic Role of Organisational Structure: Structure defines the formal framework of task allocation, coordination, authority relationships, and communication channels directing collective efforts toward corporate goals. It balances the **Formal Organization** (officially documented administrative charts and standard operating procedures) with the **Informal Organization** (spontaneous interpersonal friendship networks, peer cliques, and grapevine communication).

Six Foundational Dimensions of Organizational Design: (1) **Work Specialization** (sub-dividing tasks into separate jobs to expand initial technical efficiency, balanced against human boredom); (2) **Departmentalization** (grouping jobs functionally, geographically, or by product); (3) **Chain of Command** (unbroken line of authority enforcing unity of command); (4) **Span of Control** (number of subordinates a manager directs, determining tall vs flat structures); (5) **Centralization vs Decentralization** (hierarchical locus of decision-making authority); and (6) **Formalization** (extent of explicit written rules and SOPs governing behavior).

Contingency Determinants of Structural Design: Corporate Strategy (Chandler) dictates that structure follows strategy: innovation requires organic flexibility, cost-minimization requires mechanistic efficiency, and imitation requires hybrid structures. **Enterprise Size** drives differentiation and vertical tiers. **Technology (Woodward)** matches unit/custom production to organic designs and mass production to mechanistic bureaucracies. **Environmental Uncertainty** requires agile organic designs to survive market volatility.

Mechanistic Versus Organic Structural Archetypes (Burns and Stalker): Tom Burns and G.M. Stalker demonstrated that organizational viability hinges on aligning structural archetype with external environmental volatility. **Mechanistic Systems** fit stable market conditions, characterized by rigid task specialization, centralized hierarchical decision-making, vertical downward command instructions, and strict procedural formalization. **Organic Systems** fit turbulent, rapidly innovating markets, characterized by fluid task redefinition, decentralized expertise-based authority, lateral consultative communication networks, and adaptive team problem-solving.

Classical Structural Archetypes: Simple Structure features low departmentalization, wide spans, and authority centralized in an entrepreneurial owner; **Functional Structure** groups specialists by function, achieving economies of scale but suffering from departmental silos; **Divisional Structure** decentralizes into self-contained units organized around products or regions, ensuring clear profit accountability but duplicating administrative costs.

Contemporary and Agile Structural Designs: Matrix Structure overlays functional and project lines, creating a dual-command system that optimizes specialist deployment across projects while violating unity of command and creating role ambiguity for two-boss managers; **Network / Modular Structure** retains core competencies internally while outsourcing non-core manufacturing and logistics; **Virtual / Boundaryless Organization (Jack Welch)** eliminates internal vertical hierarchies, horizontal functional walls, and external supplier boundaries; **Spotify Agile Model** organizes work across autonomous cross-functional Squads, Tribes, Chapters, and Guilds.

V.A. Graicunas' Mathematical Theory of Span of Control: Proved that as direct subordinates (n) expand arithmetically, interpersonal relationships (direct single, direct group, and cross relationships) expand exponentially: Total Relationships = n * [2^(n-1) + n - 1]. Supervised relationships surge from 44 at n=4, to 100 at n=5, and 222 at n=6, demonstrating why complex executive spans must be restricted to 4 to 7 reports.

Henry Mintzberg's Five Structural Configurations: Organizations coordinate through five component parts: Strategic Apex, Middle Line, Operating Core, Technostructure, and Support Staff, configuring into: Simple Structure (direct supervision), Machine Bureaucracy (standardization of work processes), Professional Bureaucracy (standardization of skills), Divisionalized Form (standardization of outputs), and Adhocracy (mutual adjustment among specialists).

MODULE V

ORGANISATIONAL CULTURE, LEARNING, AND CHANGE MANAGEMENT

Concept and Significance of Organisational Culture: Culture is a system of shared assumptions, core values, beliefs, and behavioral norms that governs how members perceive, think, and interact within an enterprise. It acts as institutional social glue providing boundary definition, shared identity, and unwritten rules of conduct. Strong cultures foster high behavioral consistency and loyalty, but risk groupthink and resistance to change during industry disruptions.

Edgar Schein's Three Levels of Culture: (1) **Observable Artifacts** (surface physical layouts, dress codes, corporate logos, annual ceremonies, and language); (2) **Espoused Values** (consciously stated strategies and published philosophies, which may diverge from enacted values); and (3) **Basic Underlying Assumptions** (deep, unconscious, taken-for-granted beliefs regarding human nature and reality that form the true bedrock of organizational action).

Charles Handy's Four Cultural Typologies: Power Culture (Zeus / Web) concentrates decisive influence in a central entrepreneurial spider figure with minimal formal rules; **Role Culture (Apollo / Temple)** relies on functional bureaucratic pillars, strict job descriptions, and predictable stability; **Task Culture (Athena / Matrix)** brings interdisciplinary teams together to tackle project challenges with dynamic resource allocation; and **Person Culture (Dionysus / Cluster)** serves individual professional autonomy where the enterprise exists purely to facilitate personal expertise.

Cultural Typologies and Transmission Channels: Cultures are transmitted via **Stories and Folklore** (legends illustrating core values in action), **Rituals and Ceremonies** (repetitive sequences reinforcing key values), **Material Symbols** (physical workspace egalitarianism vs executive perks), and **Specialized Language**. The **Competing Values Framework (Quinn & Cameron)** maps cultures into: Clan (collaborative family), Adhocracy (creative pioneer), Market (competitive driver), and Hierarchy (controlled efficiency).

Peter Senge's Five Disciplines of the Learning Organisation: In *The Fifth Discipline*, Senge established five component technologies enabling continuous enterprise self-transformation: (1) **Systems Thinking** (the cornerstone discipline perceiving interconnected feedback loops rather than linear cause-effect snapshots); (2) **Personal Mastery** (continuous individual growth and vocational mastery); (3) **Mental Models** (surfacing, challenging, and testing hidden cognitive assumptions); (4) **Building Shared Vision** (fostering genuine collective commitment); and (5) **Team Learning** (transforming dialogue into collective intelligence).

Action Research and Appreciative Inquiry in OD: Organization Development (OD) employs planned interventions to elevate organizational health. **Action Research (Lewin)** follows a cyclical scientific methodology: Data Gathering / Diagnosis, Analysis, Feedback to Stakeholders, Action Planning, Execution, and Evaluation. **Appreciative Inquiry (Cooperrider)** replaces deficit-based problem-fixing with strength-based transformation across the **4D Cycle**: Discovery (identifying what gives life to the organization), Dream (envisioning ideal future possibilities), Design (co-constructing institutional structures), and Destiny (sustaining continuous positive evolution).

Hybrid Work Culture and Digital Transformation: Modern enterprises transition from physical face-time monitoring to outcome-based performance metrics. Virtual collaboration demands intentional psychological safety, asynchronous communication documentation, and combating remote employee isolation through structured onboarding rituals and in-person summits.

Forces Driving Organisational Change: External forces include rapid technological disruptions (AI, automated robotics), macroeconomic shifts, competitive pressures, shifting workforce demographics, and government regulations. Internal forces include profitability shortfalls, leadership succession, and operational reorganizations.

Individual and Organizational Resistance to Change: Resistance stems from individual factors: habit, economic insecurity, fear of the unknown, and selective perception. Organizational resistance stems from structural inertia, departmental silos, threat to established power allocations, and threat to specialized expertise.

Kurt Lewin's Three-Step Change Model and Force Field Analysis: Lewin conceptualized change as: (1) **Unfreezing** (overcoming inertia and breaking current equilibrium by increasing driving forces and reducing restraining forces); (2) **Changing / Moving** (active execution, workflow restructuring, training personnel, and migrating to the new state); and (3) **Refreezing** (institutionalizing new behaviors into permanent culture and reward systems to prevent regression).

John Kotter's Eight-Step Implementation Framework: Systematic transformation roadmap: Step 1 (Create Urgency); Step 2 (Build a Guiding Coalition); Step 3 (Form Strategic Vision); Step 4 (Enlist Volunteer Army); Step 5 (Enable Action by Removing Barriers); Step 6 (Generate Short-Term Wins); Step 7 (Sustain Acceleration); and Step 8 (Institute Change by Anchoring in Culture).

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