

DegreeLive

ORGANIZATIONAL BEHAVIOUR

BBA Semester 4 – Calicut University

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MODULE 1: FOUNDATIONS OF ORGANIZATIONAL BEHAVIOUR

Organizational Behaviour (OB)

1. Organizational Behaviour is the study of human behaviour in organizations.
2. Examines how individuals, groups and organizational structures influence performance.
3. Helps improve productivity, job satisfaction and workplace relationships.

Scope

1. Individual behaviour.
2. Group behaviour.
3. Organizational processes.
4. Leadership.
5. Communication.
6. Organizational culture.

Significance

1. Improves employee performance.
2. Enhances teamwork.
3. Reduces conflicts.
4. Supports effective management.

Evolution and Historical Development

Early Focus

1. Emphasis on productivity and efficiency.

Human Relations Movement

1. Highlighted importance of employee needs and social relationships.

Modern OB

1. Focuses on motivation, leadership, culture, technology and organizational change.

Current Trends, Challenges and Opportunities

Current Trends

1. Digital workplaces.
2. Flexible work arrangements.
3. Employee well-being.
4. Diversity and inclusion.
5. Data-driven HR practices.

Challenges

1. Managing remote teams.
2. Employee stress.
3. Technological disruptions.
4. Cultural differences.

Opportunities

1. Improved collaboration.
2. Global workforce access.
3. Innovation through diversity.

Theoretical Perspectives in OB

Classical Management Theories

1. Focus on efficiency, structure and control.
2. Includes Scientific Management and Administrative Theory.

Modern Theories

1. Focus on people, systems and changing environments.
2. Emphasize flexibility, motivation and adaptability.

Applications of OB and Future Directions

Applications

1. Recruitment and selection.
2. Employee motivation.
3. Leadership development.
4. Team management.
5. Conflict resolution.

Emerging Areas

1. Artificial Intelligence in workplaces.
2. Employee wellness programs.
3. Workplace analytics.
4. Hybrid work environments.

Future Directions

1. Increased automation.
2. Greater focus on mental health.
3. Technology-driven decision making.

Technology, Sustainability and Remote Work

Impact of Technology

1. Faster communication.
2. Improved productivity.
3. Data-based decision making.
4. Automation of routine tasks.

Sustainable and Ethical Practices

1. Responsible use of resources.
2. Ethical treatment of employees.
3. Social responsibility.

Remote Work

1. Employees work away from traditional offices.

Virtual Teams

1. Teams collaborating through digital platforms.

Benefits

1. Flexibility.
2. Reduced costs.
3. Access to global talent.

Challenges

1. Communication barriers.
2. Coordination difficulties.

3. Reduced social interaction.

MODULE 2: INDIVIDUAL BEHAVIOUR IN ORGANIZATIONS

Personality and Perception

Personality

1. Combination of characteristics influencing behaviour.

Psychoanalytic Theory

1. Proposed by Sigmund Freud.
2. Behaviour influenced by unconscious motives.

Trait Theory

1. Personality consists of identifiable traits.
2. Examples:
 - a. Confidence.
 - b. Honesty.
 - c. Extroversion.

Individual Differences

1. Differences in abilities, values, attitudes and personality.

Perception

1. Process of selecting and interpreting information.

Importance

1. Influences decision making.
2. Affects workplace relationships.

Motivation and Job Satisfaction

Motivation

1. Process of stimulating people to achieve goals.

Maslow's Hierarchy of Needs

1. Physiological Needs.
2. Safety Needs.
3. Social Needs.
4. Esteem Needs.
5. Self-Actualization Needs.

Herzberg's Two-Factor Theory

Hygiene Factors

1. Salary.
2. Working conditions.
3. Company policies.

Motivators

1. Achievement.
2. Recognition.
3. Growth opportunities.

Equity Theory

1. Employees compare rewards with their contributions and others' rewards.

Job Satisfaction

1. Positive feeling towards one's job.

Factors Influencing Job Satisfaction

1. Salary.
2. Promotion opportunities.
3. Work environment.
4. Leadership.
5. Recognition.

Learning Theories and Decision-Making Models

Behaviourism

1. Learning through rewards and punishments.

Cognitive Learning Theory

1. Learning through thinking, understanding and problem solving.

Social Learning Theory

1. Learning by observing others.

Rational Decision-Making Model

1. Logical and systematic decision process.
2. Assumes complete information.

Bounded Rationality Model

1. Decisions made with limited information and time.

Intuitive Decision-Making Model

1. Decisions based on experience and instincts.

Emotional Intelligence (EI)

Emotional Intelligence

1. Ability to understand and manage emotions.

Components

1. Self-awareness.
2. Self-regulation.
3. Motivation.
4. Empathy.
5. Social skills.

Importance at Work

1. Better teamwork.
2. Improved leadership.
3. Effective conflict handling.
4. Better communication.

Developing EI

1. Active listening.
2. Self-reflection.
3. Empathy practice.
4. Stress management.

MODULE 3: GROUP DYNAMICS AND TEAM BUILDING

Group Formation and Development

Group

1. Two or more individuals working together to achieve goals.

Stages of Group Development

1. **Forming:** Members meet and understand objectives.
2. **Storming:** Differences and conflicts emerge.
3. **Norming:** Cooperation develops.
4. **Performing:** Group works effectively.
5. **Adjourning:** Group disbands after completing objectives.

Group Norms

1. Shared expectations regarding behaviour.

Group Roles

1. Specific responsibilities performed by members.

Team Building and Team Effectiveness

Team Building

1. Process of improving teamwork and collaboration.

Characteristics of High-Performing Teams

1. Clear goals.
2. Trust.
3. Effective communication.
4. Shared responsibility.
5. Strong leadership.

Team Building Strategies

1. Training programs.
2. Team activities.
3. Open communication.
4. Goal setting.

Collaboration Techniques

1. Information sharing.
2. Joint problem solving.
3. Mutual support.

Conflict in Teams and Resolution Strategies

Conflict

1. Disagreement between individuals or groups.

Types of Conflict

1. Task Conflict.
2. Relationship Conflict.
3. Process Conflict.

Conflict Resolution Strategies

1. Avoidance.
2. Accommodation.
3. Competition.
4. Compromise.
5. Collaboration.

Effective Approach

1. Collaboration often provides long-term solutions.

Leadership Theories

1. **Contingency Theory:** Effective leadership depends on the situation.
2. **Transformational Theory:** Leaders inspire and motivate followers toward change.
3. **Transactional Leadership Theory:** Leadership based on rewards and punishments.
4. **Behavioral Leadership Theory:** Focuses on leader behaviour rather than traits.

Leadership Styles

1. **Autocratic Leadership:** Leader makes decisions alone.
2. **Democratic Leadership:** Employees participate in decision making.
3. **Laissez-Faire Leadership:** Employees receive high freedom.
4. **Participative Leadership:** Employees actively contribute ideas.
5. **Coaching Leadership:** Focuses on employee development.
6. **Affiliative Leadership:** Emphasizes relationships and harmony.
7. **Transformational Leadership:** Inspires innovation and change.
8. **Situational Leadership:** Leadership style changes according to circumstances.

MODULE 4: COMMUNICATION AND CONFLICT RESOLUTION

Effective Communication in Organizations

Communication

1. Process of sharing information and ideas.

Importance

1. Coordination.
2. Decision making.
3. Employee engagement.

4. Conflict reduction.

Barriers to Communication

1. Language differences.
2. Poor listening.
3. Information overload.
4. Cultural differences.
5. Noise and distractions.

Technology and Communication

1. Email.
2. Video conferencing.
3. Messaging platforms.
4. Collaboration software.

Non-Verbal Communication

1. Facial expressions.
2. Gestures.
3. Body language.
4. Eye contact.

Conflict and Negotiation

Causes of Conflict

1. Communication gaps.
2. Resource competition.
3. Personality differences.
4. Goal differences.

Conflict Resolution Strategies

1. Collaboration.
2. Compromise.
3. Mediation.
4. Negotiation.

Negotiation

1. Process of reaching mutually acceptable agreement.

Principles of Negotiation

1. Focus on interests.
2. Maintain respect.
3. Seek win-win outcomes.
4. Use clear communication.

Organizational Culture and Change Management

Organizational Culture

1. Shared values, beliefs and practices within an organization.

Importance

1. Shapes behaviour.
2. Influences employee performance.
3. Creates organizational identity.

Organizational Change

1. Modification of organizational structures, processes or culture.

Resistance to Change

Common Reasons:

1. Fear of uncertainty.
2. Loss of control.
3. Habit.
4. Lack of trust.

Mitigation Strategies

1. Communication.
2. Employee participation.

3. Training.
4. Support programs.

Feedback and Performance Communication

Feedback

1. Information regarding performance or behaviour.

Importance

1. Performance improvement.
2. Employee development.
3. Goal achievement.
4. Better communication.

Performance Communication

1. Continuous discussion about employee performance and expectations.

Constructive Feedback Techniques

Characteristics:

1. Specific.
2. Timely.
3. Objective.
4. Respectful.
5. Action-oriented.

Effective Feedback Process

1. Describe behaviour.
2. Explain impact.
3. Suggest improvement.
4. Encourage discussion.

Strategic Internal and External Communication

Strategic Communication

1. Planned communication supporting organizational goals.

Need and Importance

1. Consistent messaging.
2. Better stakeholder relationships.
3. Strong organizational image.

Features

1. Clear objectives.
2. Target audience focus.
3. Planned communication channels.
4. Performance evaluation.

External Communication Strategies

External Communication

1. Communication with customers, investors, media and public.

Strategies

1. Public relations.
2. Advertising.
3. Social media communication.
4. Press releases.
5. Corporate reports.

Objectives

1. Build reputation.
2. Strengthen stakeholder trust.
3. Promote organizational goals.

Internal Communication Planning

Internal Communication

1. Communication within the organization.

Objectives

1. Employee engagement.

2. Information sharing.
3. Coordination.
4. Organizational alignment.

Planning Steps

1. Identify objectives.
2. Identify audience.
3. Select communication channels.
4. Deliver message.
5. Gather feedback.
6. Evaluate effectiveness.

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