

Unit-1

Organizational Behaviour:

Organization Behaviour Studies the impact of individuals, groups and structures on the behaviour of people working in an organization. It studies the manner in which people interact with each other within the organization.

Importance of Organizational Behaviour

- * Organizational Behaviour helps in understanding how individuals interact with each other.
- * It studies and examines the pattern of communication that exists b/w individuals and groups within the organization.
- * Organizational Behaviour studies structure as well as culture of the organization.
- * It helps the management in effectively dealing any sort of conflicts with in the organization.
- * It provides greater insights to the management regarding individual and group behaviour into the organization.
- * Study of organizational behaviour helps in formulating better leadership styles-strategies.
- * It also helps in better understanding of inter-organizational relationship.
- * Study of organizational behaviour helps in understanding the perception, motivation, personality, values of employees. These elements play a key role in the success of the organization.
- * Study of organization behaviour aim at improving communication in the organization.

⇒ Errors in Perception:-

1) Selective Perception:-

It is a tendency to observe people selectively and accordingly interpret based on their interest, background, experience and attitudes.

For example:-

A production manager is always likely to identify the need to strengthen the production system; the marketing manager will focus only on the marketing research and sales promotion activities.

• Then it is one type of business act here.

In general, we tend to notice things which are similar to us.

{ we are more likely to notice the type of cars which are similar to us }

2) Projection:-

It is tendency to assign one's own personal attributes to others.

For example: A manager who is corrupt will tend to project that all others are also corrupt like him.

- Similarly, a manager who loves challenging work might project that all others like challenging work.

Manytimes, this is not true, and the manager who tries to enrich all the jobs as challenging might be leading to wrong motivational technique for other employees.

Thus, managers should guard themselves against perceptual biases through projection.

3) Stereotyping:-

It is tendency to judge people based on the perception of the group to which he belongs. we tend to attribute favourable (or) unfavourable characteristics to the individual based on widely held generalization about the group.

- For instance:-

we perceive that Japanese in general are hard working, quality conscious and industrious, and based on that we generalize that all Japanese are like that, but in reality it may not be so. There are some Japanese who may not possess these characteristics.

- Similarly we assume that women in general are soft, kind, caring, affectionate, gentle but there are some women who may not possess these characteristics.

Hence we are likely to make errors of judgment.

['Don't Judge a Book
By its cover']

4) Halo Effect:-

It is a tendency to draw a general overall impression about an individual based on single striking characteristic.

- For instance:-

If a person speaks English fluently, we tend to assume that person is very knowledgeable, intelligent, smart, clever etc.

- Similarly, if a man is abrasive, he may also be perceived as bad, awful, unkind, aggressive (or) harmful.

5) Contrast Effect:-

It is a tendency to evaluate a person's characteristics by just comparing with other people who happened to acquire higher (or) lower position on the same characteristics.

- For instance:-

While comparing the presentation of students, a good presentation made by one student just before you will probably make you feel that you won't be as good as you probably are. This contrast effect can distort our perception.

In general, a person will be evaluated in isolation. [single]

ATTRIBUTION # 112

Refers to way in which people explain / justify their own behaviour / behaviour of others.

Theories:-

- 3 step Process :-

- 1.) observing the behaviour.
- 2.) determining whether observed behaviour is intentional / not.
- 3.) determining whether the behaviour is caused external / internal factors.

Internal:- include Personal Factors, they are in control of person.

External:- outside the control of person, does not include personal factors.

→ This theory suggests that behaviour of others can be examined on the basis of distinctiveness, consistency and consensus.

Distinctiveness:-

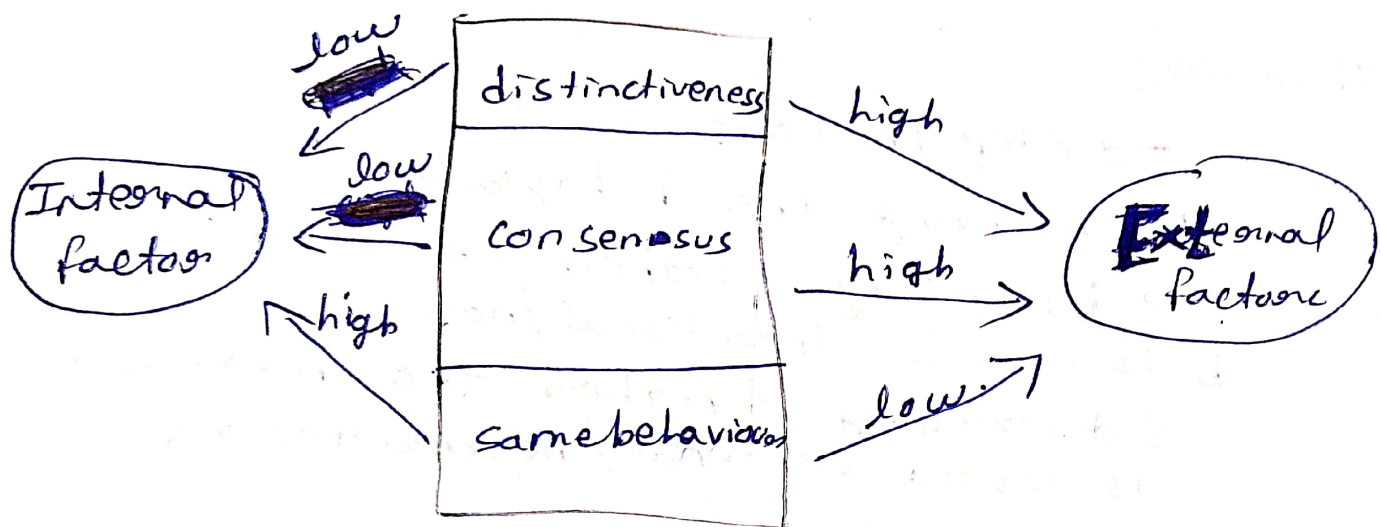
Behaving differently ~~at~~ different situations.

Consensus:-

Different ~~ly~~ people behaving on same situations.

consistency:-

same behaviour everytime.



LEARNING

- Learning is any relatively permanent change in behaviour that occurs as a result of experience.

Theories:- [4 theories]

- i) Classical conditioning theory
- ii) Operant conditioning theory
- iii) Cognitive learning theory
- iv) Social learning theory.

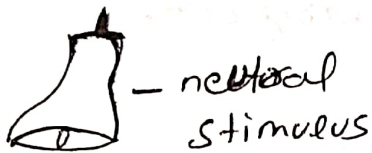
1) Classical Conditioning Theory:-

S - R

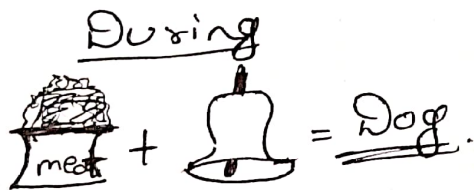
- By Ivan Pavlov:- [Response - stimulus.]

• This experiments to teach a dog to salivate in response to the ringing of a bell.

• Classical Conditioning introduces a simple cause and effect relationship and response. It also makes the response reflective between one stimulus (s) involuntary after the stimulus response relationship has been established.



- unconditioned stimulus.



After



conditioned stimulus.

2) Operant Conditioning theory:-

- By B.F. Skinner [R - S].

- It is the method of learning that employs rewards and punishments for behaviour.

The consequences of behaviour are used to influence:-

- Reinforcement
- Punishment
- Extinction.

- Reinforcement:-

Anything which increases strength of response and else to introduce repetition of behaviour.

- ① Positive:-

Bonus/Rewards

- ② Negative:-

Scolding, guilty feel, etc.

- Punishment:-

Suspension, Salary cut.

- Extinction:-

- elimination of any kind of reinforcement.

- ③ Cognitive learning theory:-

- Cognitive refers to individual's ideas, thoughts, knowledge, interpretation and understanding about the individuals and environment.

- cognitive learning depicts how mental processes operate and how human minds process information from external sources, stores and retrieves it.

Tolman has conducted an experiment to elucidate the Cognitive learning theory. He trained a rat to turn right in the

'T' maze in order to obtain food. one day, he started a rat from the opposite part of the maze, according to the operant conditioning theory, the rat should have turned right due to the past conditioning, but instead, it turned towards where the food was kept.

Thus, Tolman concluded that rat formed a cognitive map in its mind to figure out where the food has been placed.

④ Social learning theory:-

Social learning focuses on the learning that occurs within a social context. It considers how people learn from one another, encompassing such concepts as observational learning, imitation, and modelling. Others behaviour through reinforcement, environment and the interactions with the world and society/friends/parents/teachers.

- Principles:-

- People can learn by observing others behaviour
- learning can occur without any change in behaviour
- The consequences of behaviour play a role in learning.
- Cognition plays a role in learning.

Schedules of Reinforcement:-

i) Continuous reinforcement:-

When we try to teach a particular skill (or) trick to anything, we give a continuous reinforcement on a each single response that is known as continuous (or) non-intermittent reinforcement.

2) Partial reinforcement:-

In partial, reinforce the behaviour only some of the time, not every single response.

- Four types -

i) Fixed interval:-

After a fixed amount of time he gets the reward.

ii) Variable interval:-

He gets the reward after a variable amount of time, not a fixed interval.

iii) Fixed ratio:-

He gets the reward after a fixed number of responses.

iv) Variable ratio:-

Reinforce the behaviour on a variable responses.