ORGANISATION BEHAVIOUR
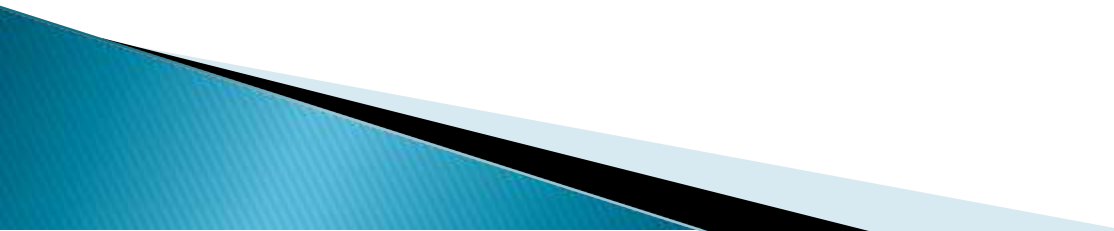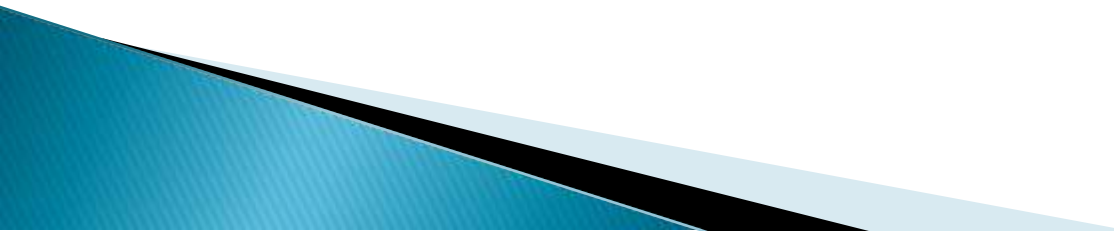
S.Y.B.B.I

MODULE –I

- PERSONALITY

- LEARNING

- PERCEPTION

- WORKPLACE EMOTIONS,VALUE AND ETHICS

- INDIVIDUAL DECISION MAKING

MODULE–II

- COMMUNICATION

- POWER AND POLITICS

- NEGOTIATIONS

- TRANSACTIONAL ANALYSIS

- VIRTUAL TEAM AND GROUP COHESIVENESS

- GROUP DECISION MAKING

MODULE –III

- ORGANIZATIONAL STRUCTURE

- ORGANISATIONAL CLIMATE AND FRUSTRATION

MODULE – IV

- ORGANISATION BEHAVIOUR APPLICATIONS

PERSONALITY

- INTRODUCTION AND DEFINATION
- UNIQUE.
- RELATIVE STABLE.

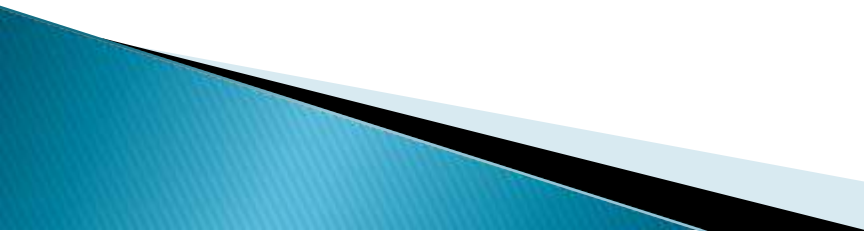- DETERMINANTS OF PERSONALITY
- Heredity
- Environment.

Prenatal environment (Before birth)
Postnatal environment (After birth)
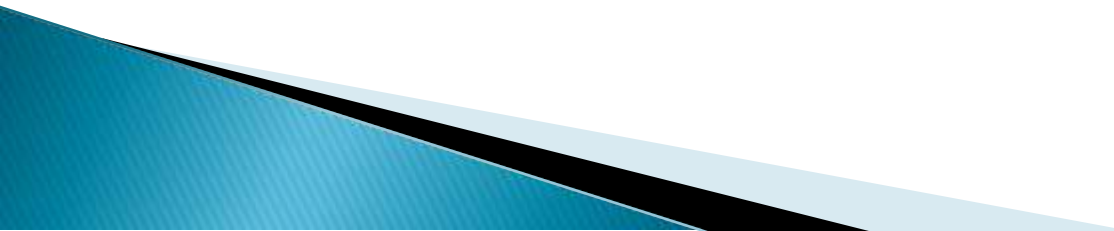Family, social, school, and cultural environment

GORDON ALLPORT TRAIT THORY

- CARDINAL TRAIT: SINGLE QUALITY IN PERSONALITY

- CENTRAL TRAIT: FIVE QUALITY IN PERSONALITY LIKE SENSITIVE,GENEROUS,CONFIDENT,HONESTY,ETC

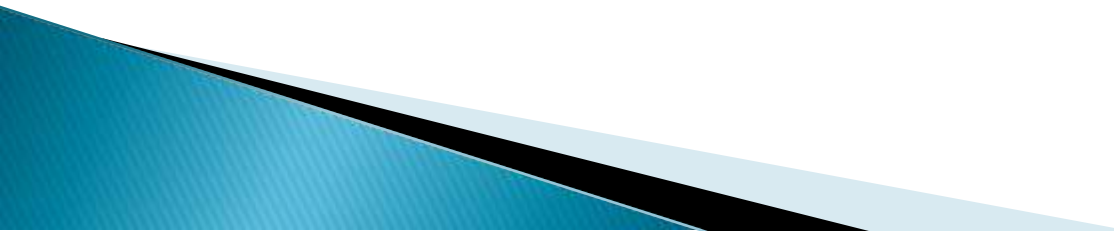- SECONDARY TRAIT: STYLE OF DRESSING FOOD PREFERENCE ETC

RAYMOND CATELL TRAIT THEORY

- ABILITY TRAIT: INTELLIGENCE

- TEMPERAMENT TRAIT:ENERGY LEVEL,SPEED OF ACTION AND EMOTIONAL REACTIVITY

HANS EYSENCK TRAIT THEORY

- EXTROVRSION

- NEUROTICISM

- PSHYCOTICISM

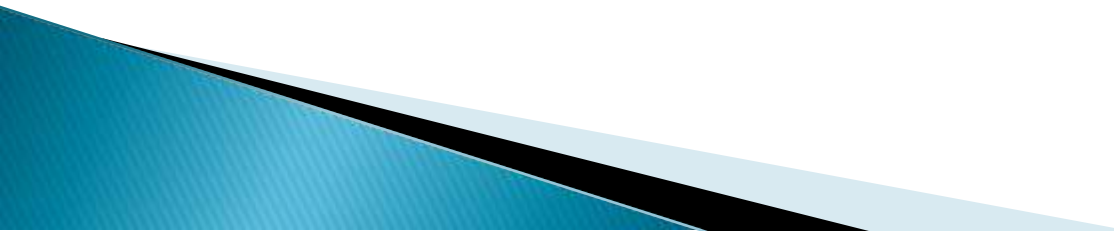# SIGMUND FREUD'S THEORY

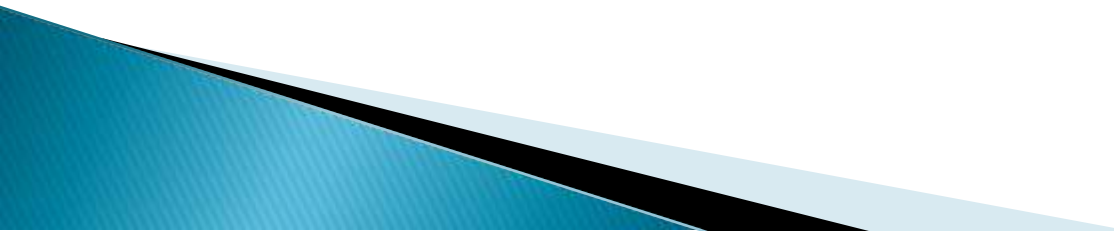- LEVEL OF CONSCIOUSNESS
- 1.CONSCIOUS

- 2.PRECONSCIOUS

- 3UNCONSCIOUS
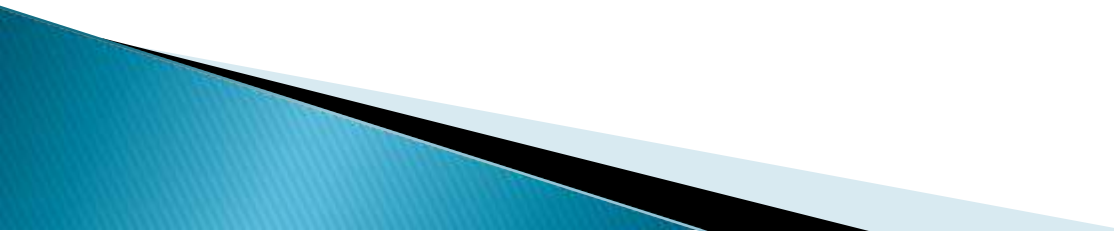
STRUCTURE OF PERSONALITY

- I.D
- EGO
- SUPER EGO

PSHYCOSEXUAL STAGES OF DEVELOPMENT

- ORAL STAGE (0 TO 1 YEAR)

- ANAL STAGE (1 TO 3 YEAR)

- PHALLIC STAGE (3 TO 6 YEAR)

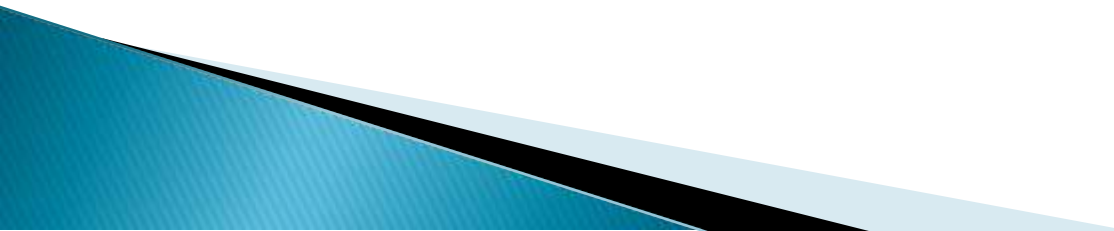- LATENCY STAGE (6 TO 12 YEAR)

- GENITAL STAGE (12 YEARS ONWARD)

LOCUS OF CONTROL

▸ Absenteeism and alienation

▸ Influence

▸ International transfer

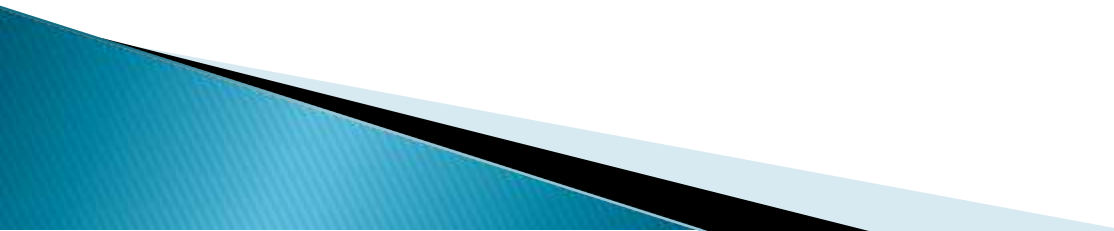▸ Interpersonal relationship

▸ Information processing

▸ Motivation

SELF MONITORING

- JOB PERFORMANCE

- CAREER SUCCESS

- RELATIONSHIPS

- IMPRESSION MANAGEMENT

LEARNING
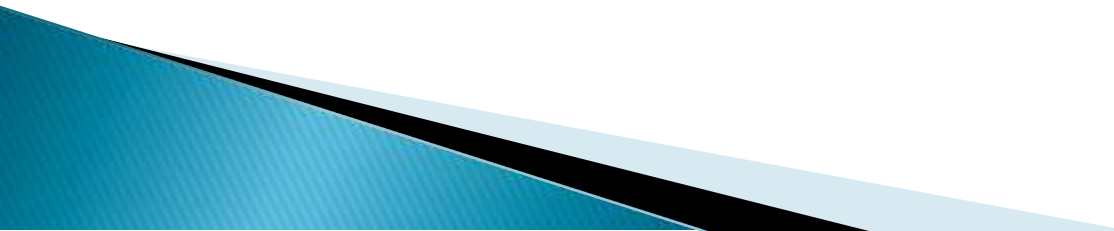
▸ PRINCIPLES OF LEARNING

▸ SUBJECTIVE FACTORS
  ▸   REINFORCEMENT
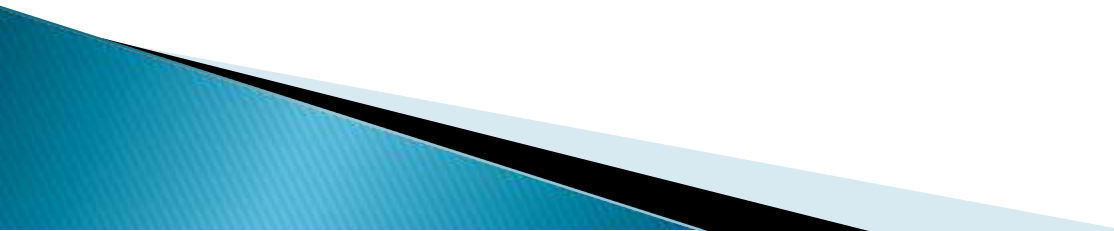 ▸   MOTIVATION
  ▸   LEARNER CHARACTERISTIC

OBJECTIVE FACTOR OF LEARNING

- AMOUNT OF PRACTICE

- MEANINGFULNESS

- LEARNING METHOD
    WHOLE LEARNING
     PART LEARNING
     MASSED LEARING
     DISTRIBUTED LEARNING

THEORY OF LEARNING

- CLASSICAL THEORY –IVAN PAVLOW
- OPERANT CONDITINONG
  1.POSITIVE REINFORCEMENT
      (a) Timing
      (b) consistency
      (c) rewarding
  2. negative reinforcement
  3.punishment
  4.extinction

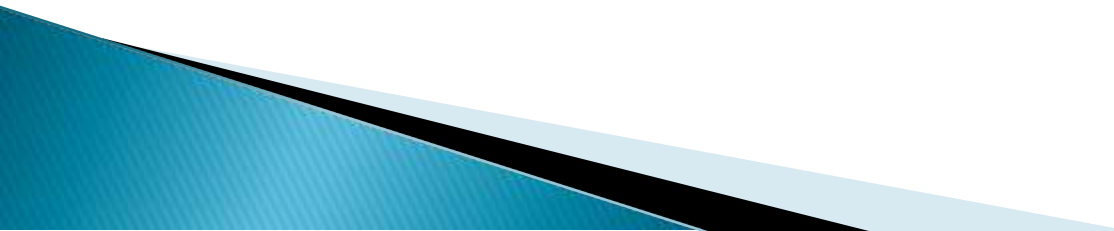# Social learning/observation learning

- Attention process
- Retention process
- Re-production process
- Re-inforcement process

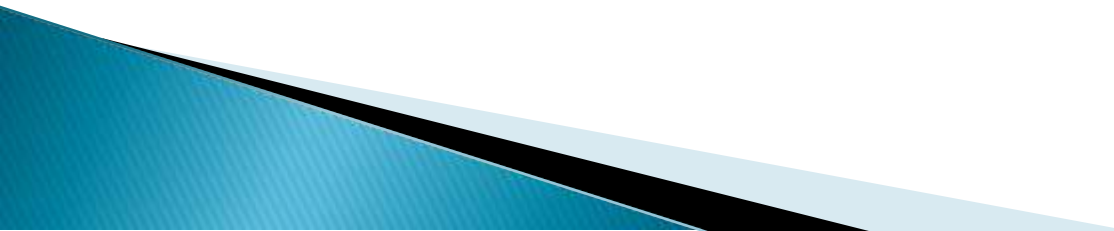# PERCEPTION

▸ DETERMINANT OF PERCEPTION
   CHARACTERISTIC OF THE PERCEIVED
       SIZE
       INTENSITY
       CONTRAST
       NOVELTY
       MOTION
       REPETITION

CHARACTERISTIC OF PERCEIVER

- MOTIVES
- INTEREST
- EXPECTATIONS
- PERSONALITY
- ATTITUDE
- PAST EXPERIENCE

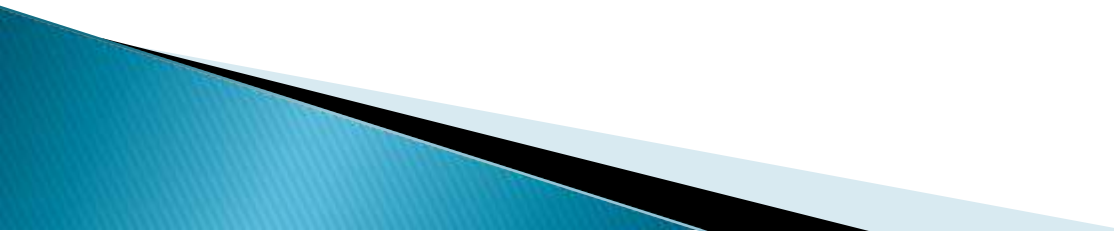# ERRORS IN PERCEPTION

- SELECTIVE PERCEPTION

- HALLO EFFECT

- STEREOTYPES

- PROJECTION

- CONTRAST EFFECT

- EXPECTANCY EFFECT

PERCEPTION AND ITS IMPACT ON ORGANIZATION

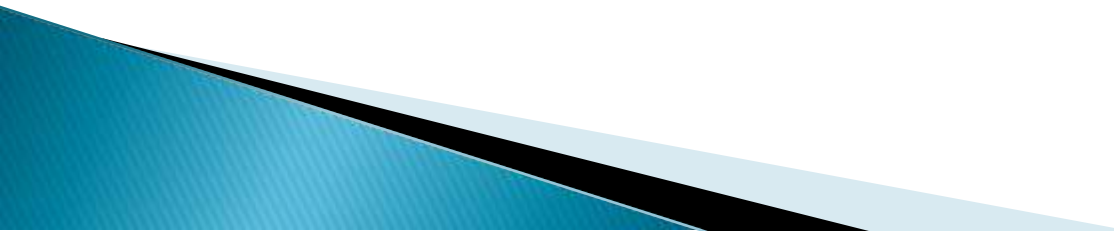- PRFORMANCE APPRAISAL

- EMPOLYMENT INTERVIEW

- COPORATE IMAGE

Improving perception the Johari window

- Open self (Known to others and self)

- Blind self (Known to other but not to self)

- Hidden self (Known to self but not known to others)
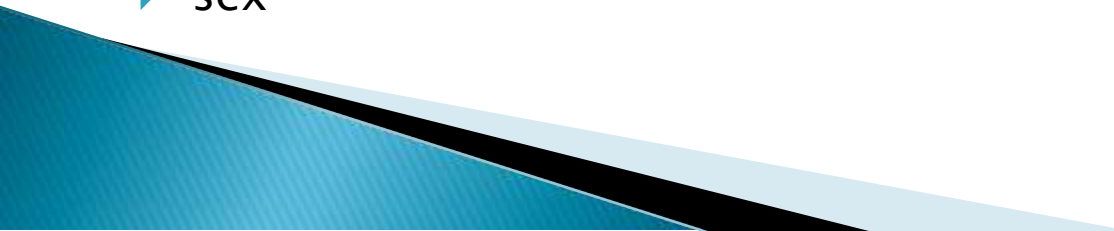
- Unknown self (Not known to others or self)

Process of perception

- Self disclosure

- Feed back

Workplace emotion

- Introduction

- Definitions

- The basic emotion

- Sources of emotion and moods

Sources of emotion and moods

- Personality

- Day of the week and time of the day

- Weather

- Stress
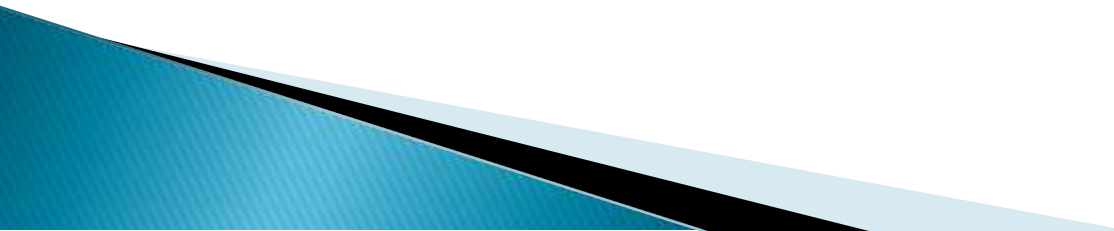
- Social activities

- Sleep

- Exercises

- Age

- sex

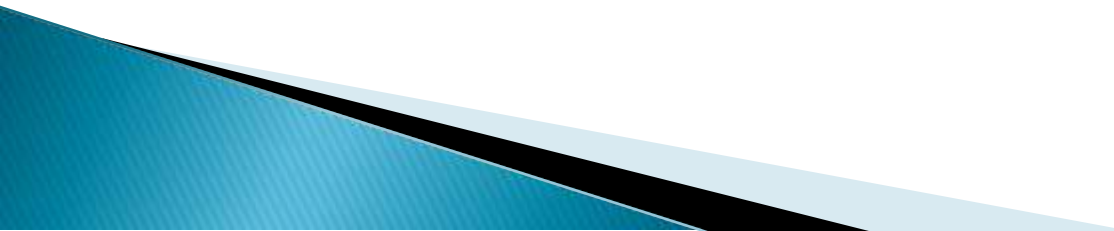# Cognitive dissonance

- Importance
- Influence
- Rewards

Emotional labor

- Deep acting

- Surface acting

Emotion Regulation

- Generation of positive thoughts

- By distracting oneself or

- Looking at the situation from a new perspective
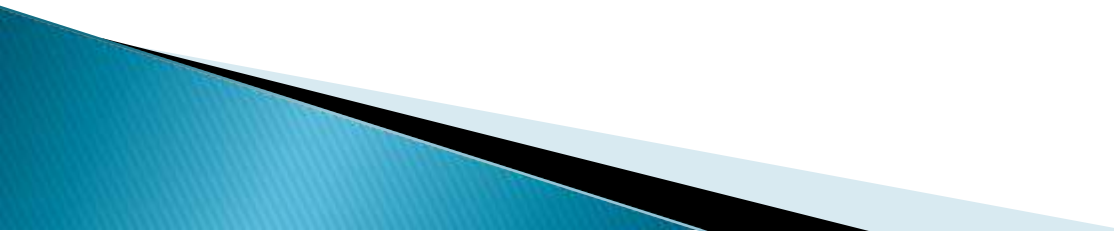
- Using relaxation technique such as yoga or meditation

Application of Emotions and Moods in the workplace

- Employee selection
- Decision Making
- Creativity
- Motivation
- Leadership
- Negotiation
- Customer service
- Job attitudes
- Deviant workplace behavior
- Enhancing safety and prevention of injury

values

- BOOMERS

- XERS

- MILLENNIALS

Cross cultural values

- Power distance

- Un certainty avoidance

- Individualism

- Masculinity

- Long term orientation

Measures to Promote Ethical Behaviour

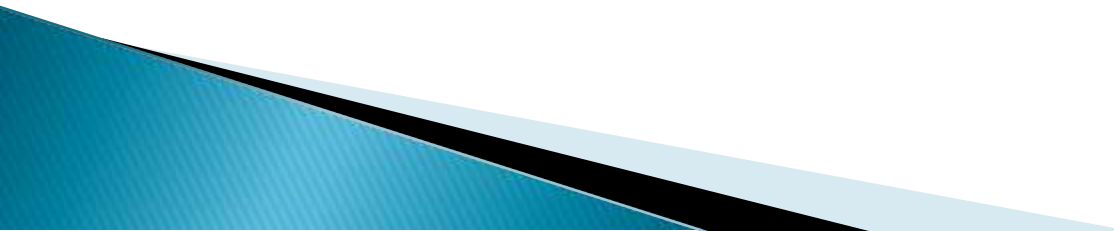Role models

Code of ethics

Seminars

Reward and punishment

Protective mechanism

Approaches to Decision Making

▸ Traditional model of Decision making
  problem recognition
  problem diagnosis
  problem definition
  making a pre decision
  solution generation
  solution evaluation and selection
  solution implementation
  feed back

AN INTUITIVE APPROACH

- COMPATIBILITY TEST

- PROFITABILITY TEST

VARIETIES OF ORGANIZATIONAL DECISIONS

- PROGRAMMED V/S NON PROGRAMMED DECISION

- DECISION UNDER CERTAINITY,UNCERTAINITY AND RISK

MODELS OF INDIVIDUAL DECISION MAKING

- THE RATIONAL ECONOMC MODEL

- THE ADMINISTRATIVE MODEL

Obstacles to optimal individual decision

- Cognitive limitation
- Cognitive biases
- Framing
- Heuristic
- Escalation of commitment
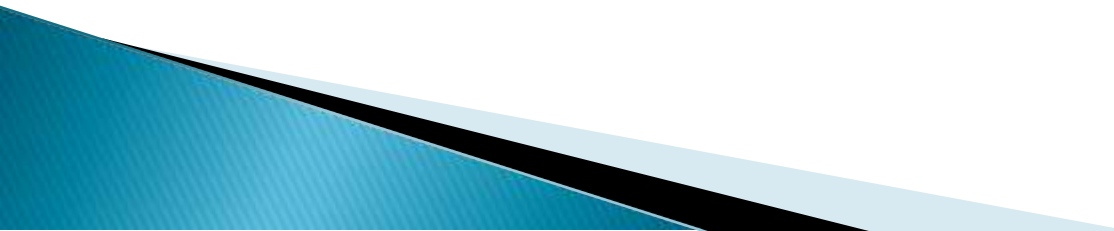 Admission of mistake
  self justification
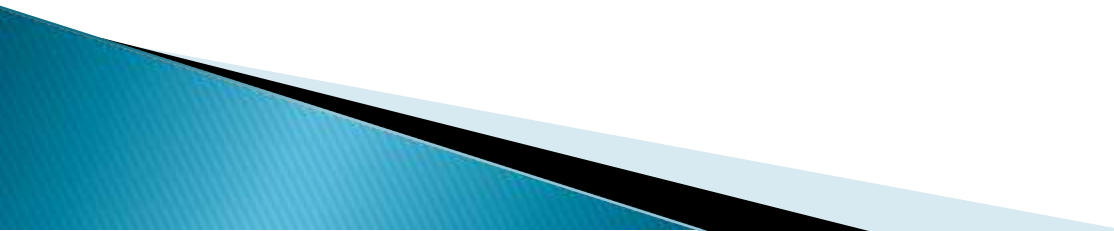Organizational impediments
Time
Political face saving pressure
Bounded discretion

Introduction to communication and Functions of communication

- Control
- Motivation
- Emotional expression
- Information

Process of communication

- Sender
- Encoding
- Message
- Channel – formal channel – informal channel
- Decoding
- Receiver
- Noise
- Feedback

Technique of communication

- Downward communication
- Upward communication
- Lateral communication
- Electronic communication
- Informal communication (Grapevine and Rumor)
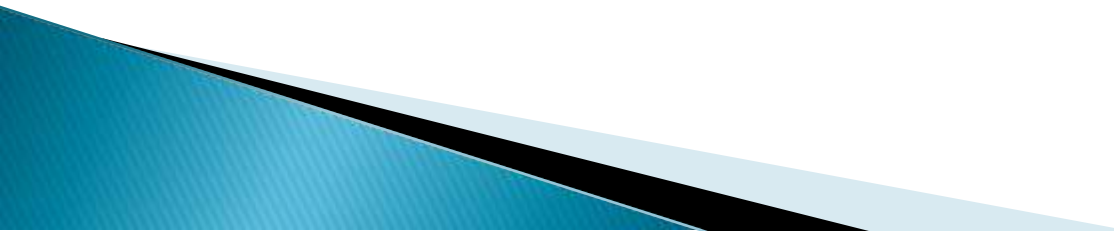
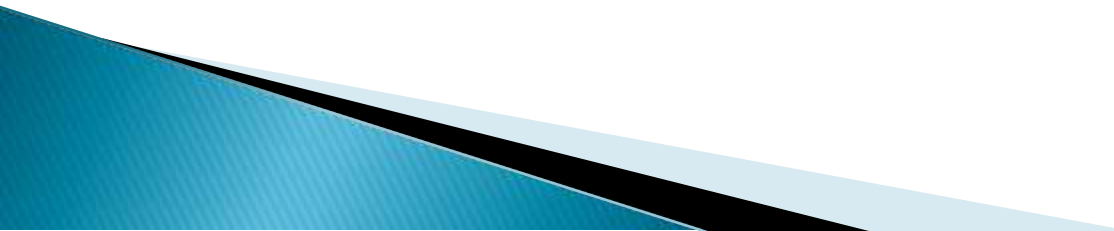# POWER AND POLITICS

Types of power
  Reward power
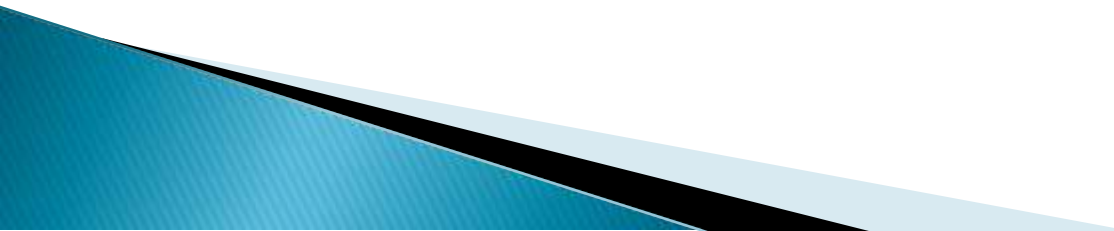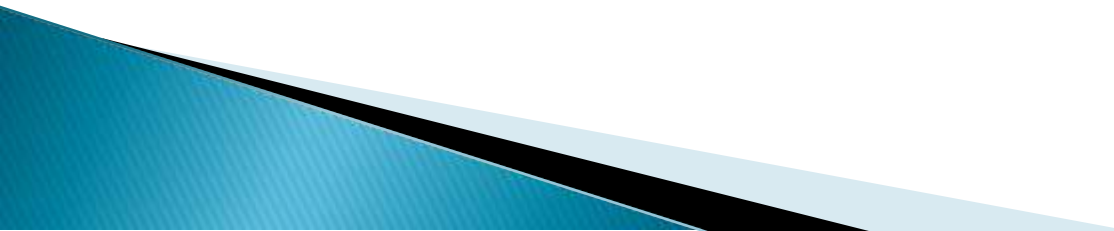 coercive power
  legitimate power
  personal power
  expert power

Political tactics used to gain power

- Social exchanges
- Identification with higher authority
- Selective service
- Control of information
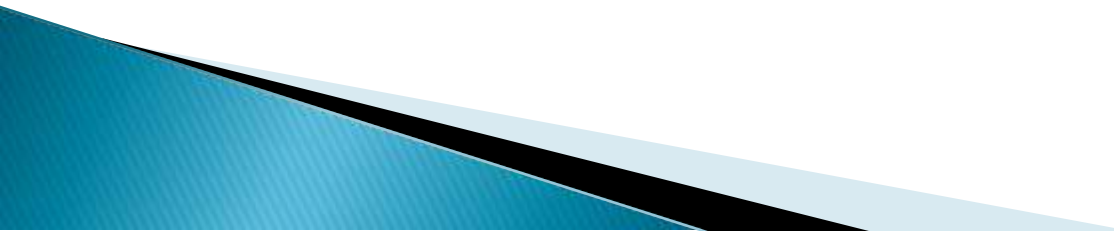- Alliances
- Networking
- Power and status symbol
- Power plays

Causes of political behavior

- Self monitoring
- Locus of control
- Machiavellianism
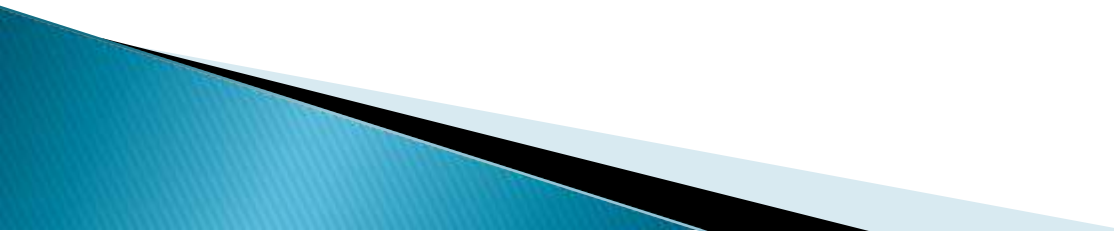- Investment in job
- Job alternatives
- Expectation of success

Consequences of organizational

- Lower job satisfaction
- Stress and anxiety
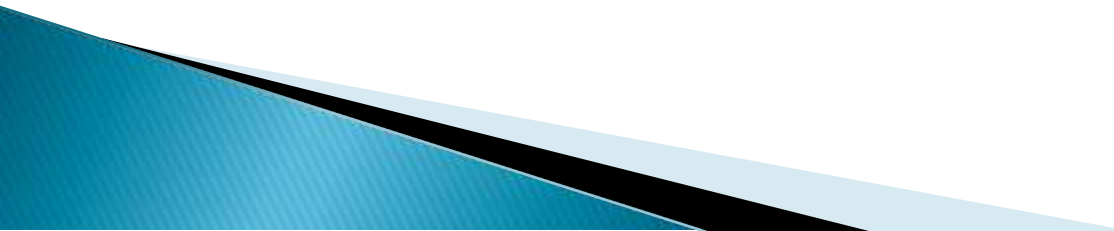- Employee turnover
- Performance decline
- Defensive behaviour

NEGOTIATIONS

- PROCESS OF NEGOTIATIONS
- 1.Preparation and planning for Negotiations
- 2.The Negotiator should also know what is goal
- 3.Ground rules for negotiations
- 4.Clarification and justification
- 5.Bargaining and problem solving
- 6.Closure and implementation

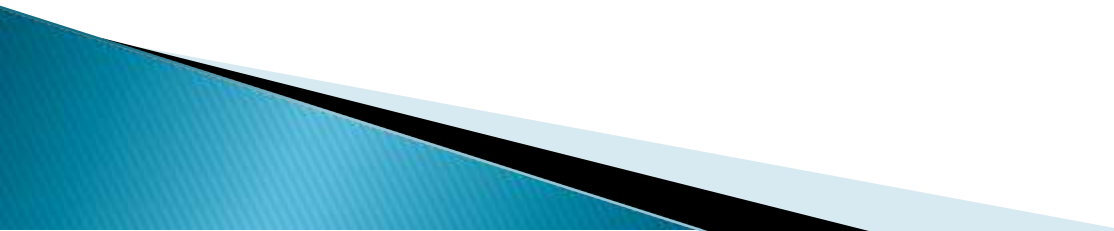# Third party negotiations
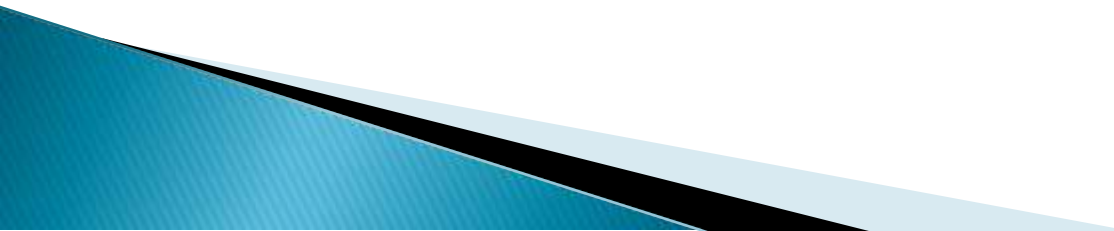
- Mediator
- Arbitrator
- Conciliator
- consultant

Tactics of Negotiation

- Neutral venue
- Seating Arrangement
- No unwanted observes
- Deadline
- Homework
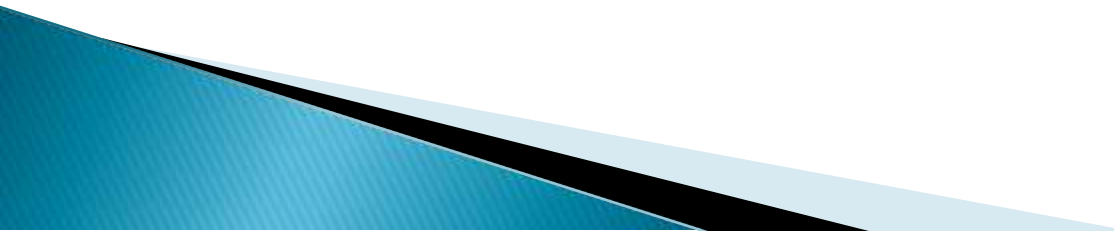- Careful attention
- Make concession
- Focus on the issue

EGO STATE

- The parent Ego state

- The Adult Ego state

- The Child Ego State

Types of social transaction

- Complimentary transaction
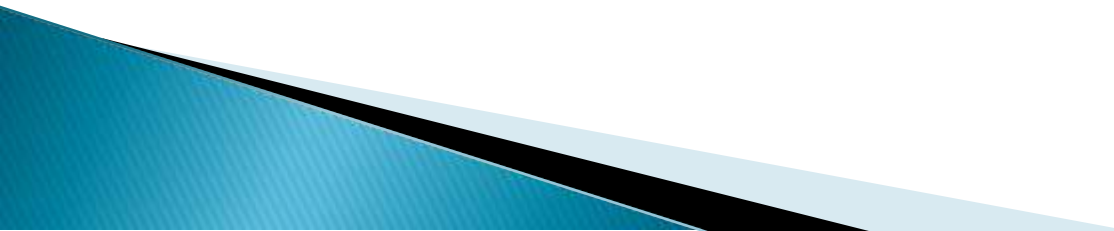- Crossed transaction
- Ulterior transaction

LIFE POSITION

- I am ok – you are ok
- I am ok – your are not ok
- I am not ok – you are ok
- I am not ok – you are not ok

Virtual team

- Advantages
  flexible
  leverage scarce sources
  saves time
  respond quickly
  reduce amount energy consumed
  time and cost
- Disadvantages
  less social rapport
  share less information
  Mis communication
  technophobia
- How to make effective virtual team

How to make effective virtual team

- BUILD TRUST

- Provide Training resources

- Creating a supportive organisation

- New design and control

- publicity

cohesiveness

- Group size
- Group composition
- Physical distance
- Time spent together
- Membership of group
- Performance and reward
- Threats
- Degree of participation
- Attitude and value