

Q1.

Q. ^{imp}What is organisational behaviour? Discuss its scope or Define organisational behaviour. Discuss the major challenges of organisational behaviour?

Ans. Organisational behaviour is the term used to describe the actions and reactions of individuals and groups in the system as they interact with each other in the course of their working day. A good understanding of organisational behaviour helps managers and employees to comprehend the on going dynamics of the various components which enhance the organisation for achieving its goal.

Organisational behaviour may be defined as scientific study of behaviour in working situation.

Robbins (2003) defined organisational behaviour as "Organisation behaviour is a field of study that investigates the impact that individuals, groups and structures have on behaviour within organisation for the purpose of applying such knowledge towards improving and organization's effectiveness."

Robbins (2003) have given emphasis on impact of individuals, groups and structure on organisations.

According to him knowledge of OB can be applied for improving organisational effectiveness. He is further of the view that today OB must be studied and applied in contingency framework.

Characteristics of Organisational Behaviour.

There are some of the characteristics of organisational behaviour which are as follows:

1.) Behavioural science → Organisational behaviour is indeed a behavioural science which studies independent and dependent variables within the organisations. It also highlights important factors which are responsible for organisational change and development.

2.) Inter disciplinary → The nature of organisational behaviour is such that it studies other social sciences.

Organisational psychologists are involved in various research activities with various social sciences like economics, sociology, anthropology, information technology etc.



Scientific method \rightarrow Organizational behaviour is concerned with the scientific studies. Organizational psychologists obtained objective data and do empirical studies. They study job satisfaction, occupational stress, organizational change, organizational development, organizational climate etc.

Three levels of analysis \rightarrow In OB, three levels of analysis is being done which are individual, group and formal organization.

^{life to the situation}
Contingency orientation \rightarrow According to Robbins (2003) today OB must be studied and applied in contingency framework. Here situations and individuals are given much emphasis.

Predicting behaviour and performance \rightarrow OB also predicts the behaviour of all employees. Employees performance can be evaluated quantitatively and qualitatively in the organisation.

In this way OB is concerned

with various interdisciplinary approaches. It does scientific research with scientific methods. There are three levels of analysis namely individual, group, formal group organization. Employee performance can be predicted and predicted.

Scope of Organizational behaviour.

As far as the scope of OB is concerned, it is embedded in almost each and every field that people are working. Scope of OB can be seen in the following field:-

Proper selection → The aim of organizational behaviour is ^{not} the right man should be selected for the right job. Proper selection is the matching process between qualities of the individual and the requirements of the job.

To maximize employees efficiency → One of the important aim of OB is to maximize the efficiency of the employees in the organization which is evident from Taylor's scientific management studies.



3. Group dynamics → Elton Mayo et. al found that group dynamics play a vital role in the organisation where people are working. They have given much emphasis on group dynamics. It is a force which prevails in the interaction of group. The scope of OB has increased with the study of group dynamics.

4. Structure and design → One of the important scope of the OB can be seen in designing the organizational structure. Taylor has given much emphasis on structure and design. If the work is designed in a good manner, it leads to better performance.

5. Solution of conflict → The scope of OB can be seen in resolving conflicts between the management and the employee. There are various ways in OB by which conflict can be resolved.

6. Leadership → In every organization leadership has an important place, manager is also a leader. OB highlights the importance of a successful manager as an effective leader. It also emphasizes that what



are the different personality traits which are being specified by the manager or leader.

7. Decision making → OB gives importance to decision making ability of managers. There are various training programs by which managers can enhance their decision making ability.

8. Incentives → Organisational psychologists have highlighted two types of incentives one is financial and other is non-financial incentives. In organizational behaviour lots of emphasis has been given on non-financial incentives. Herzberg in his two factor theory of work motivation highlighted the importance of non-financial incentives such as recognition, responsibility, advancement and growth etc.

9. Organizational effectiveness → OB also highlights the importance of organisational effectiveness. There are important factors which are responsible for organizational effectiveness.

10. Organizational change and development → Organizational change and development

be studied in the organisation. There are changes in economic, social, political, technological environment, these changes affects organisations. So the OR identifies the important factors which are responsible for organizational change and development.

11. Organizational climate → Every organization has its climate. Employees work under supportive and congenial organisational climate.

12. Organizational Culture → Employees attitude, feelings and perception towards organization play vital role in the development of organisation. These feelings, attitude and perception constitute organisational culture. Employees must have favourable attitude and perception towards organization.

Job satisfaction → Employees job satisfaction is very important for the employees as well as organization. Employees who are highly satisfied with their job they show better performance. Organizational psychologists are involved in their research activity related to job satisfaction.

There are various factors which are responsible for the job satisfaction.

In this way we can see the scope of organization behaviour is increasing day by day. It helps the organization to solve their problems. Studies reveal that application of psychology is everywhere in the organization right from proper selection to job satisfaction.