



## **[Frequently Asked Questions]**

### **Introduction to Organizational Behaviour**

<b>Subject:</b>	Business Economics
<b>Course:</b>	B.A., 4 <sup>th</sup> Semester, Undergraduate
<b>Paper No. &amp; Title:</b>	Paper – 402 Organizational Behaviour
<b>Unit No. &amp; Title:</b>	Unit - 1 Introduction : Organizational Behaviour
<b>Lecture No. &amp; Title:</b>	Lecture – 1 Introduction to Organizational Behaviour (Part-1)

## **Frequently Asked Questions**

### **Q1. What do you mean by Organisational behaviour?**

**A1.** Organizational behavior studies the impact individuals, groups, and structures have on human behavior within organizations. It is an interdisciplinary field that includes sociology, psychology, communication, and management. Organizational behavior complements organizational theory, which focuses on organizational and intra-organizational topics, and complements human-resource studies, which is more focused on everyday business practices.

### **Q2. What are the interpersonal roles?**

**A2. INTERPERSONAL ROLES** All managers are required to perform duties that are ceremonial and symbolic in nature. When the president of a college hands out diplomas at commencement or a factory supervisor gives a group of high school students a tour of the plant, he or she is acting in a figurehead role. All managers have a leadership role. This role includes hiring, training, motivating, and disciplining employees. The third role within the interpersonal grouping is the liaison role. Mintzberg described this activity as contacting outsiders who provide the manager with information. These may be individuals or groups inside or outside the organization. The sales manager who obtains information from the personnel manager in his or her own company has an internal liaison relationship. When that sales manager has contacts with other sales executives through a marketing trade association, he or she has an outside liaison relationship.

### **Q3. What are informational roles?**

**A3. INFORMATIONAL ROLES** All managers will to some degree, receive and collect information from organizations and institutions outside their own. Typically, this is done through reading magazines and talking with others to learn of changes in the public's tastes, what competitors may be planning, and the like. Mintzberg called this the monitor role. Managers also act as a conduit to transmit information to organizational members. This is the disseminator role. Managers additionally perform a spokesperson role when they represent the organization to outsiders.

### **Q4. What are decisional roles?**

**A4. DECISIONAL ROLES** Finally, Mintzberg identified four roles that revolve around the making of choices. In the entrepreneur role, managers initiate and oversee new projects that will improve their organization's performance. As disturbance handlers, managers take corrective action in response to previously unforeseen problems. As resource allocators, managers are responsible for allocating human, physical, and monetary resources. Lastly, managers perform a negotiator role, in which they discuss and bargain with other units to gain advantages for their own unit.

### **Q5. Which are the three management skills?**

## **A5. Management Skills**

Still another way of considering what managers do is to look at the skills or competencies they need to successfully achieve their goals. Robert Katz has identified three essential management skills: technical, human, and conceptual

### **Q6. What are technical skills?**

**A6. Technical skills** encompass the ability to apply the ability to apply specialized knowledge or expertise. When you think of the skills held by professionals such as civil engineers, tax accountants, or oral surgeons, you typically focus on their technical skills. Through extensive formal education, they have learned the special knowledge and practices of their field. Of course, professional don't have a monopoly on technical skills and these skills don't have to be learned in schools or formal training programs. All jobs require some specialized expertise and many people develop their technical skills on the job.

### **Q7. Write a note on Effective vs. Successful Managerial Activities.**

**A7.** Fred Luthans' and his associates looked at the issue of what managers do from a somewhat different perspective. They asked this question: Do managers who move up most quickly in an organization do the same activities and with the same emphasis as those managers who do the best job? You would tend to think that those managers who were the most effective in their jobs would also be the ones who were promoted fastest. But that's not what appears to happen.

Luthans and his associates studied more than 450 managers. What they found was that these managers all engaged in four managerial activities:

1. Traditional management: Decision making, planning, and controlling.
2. Communication: Exchanging routine information and processing paperwork.
3. Human resource management: Motivating, disciplining, managing conflict, staffing, and training.
4. Networking: Socializing, politicking, and interacting with outsiders.

The “average” manager studied spent 32 percent of his or her time in traditional management activities, 29 percent communicating, 20 percent in human resource management activities, and 19 percent networking. However, the amount of time and effort that different managers spent on these four activities varied a great deal. Specifically, managers who were successful (defined in terms of the speed of promotion within their organization) had a very different emphasis than managers who were effective (defined in terms of the quantity and quality of their performance and the satisfaction and commitment of their subordinates). Networking made the biggest relative contribution to manager success; human resource management activities made the least relative contribution. Among effective managers, communication made the largest relative contribution and networking the least.

This study adds important insights to our knowledge of what managers do. On average, managers spend approximately 20 to 30 percent of their time on each of the four activities: traditional

management, communication, human resource management, and networking. However, successful managers don't give the same emphasis to each of these activities as do effective managers. In fact, their emphases are almost the opposite. This challenges the historical assumption that promotions are based on performance, vividly illustrating the importance that social and political skills play in getting ahead in organizations.

**Q8. Which are the disciplines that contribute to ob?**

**A8.** Organizational behavior is an applied behavioral science that is built upon contributions from a number of behavioural disciplines. The predominant areas are psychology, sociology, social psychology, anthropology, and political science

**Q9. Explain Psychology as a contributing discipline to OB.**

**A9.**

- Psychology is the science that seeks to measure, explain, and sometimes change the behaviour of humans and other animals.
- Usage of psychological and organizational theory and research to improve organizational effectiveness and the work life of all individuals would be quite effective.
- Psychologists concern themselves with studying and attempting to understand individual behaviour

Earlier it only included topics like fatigue, boredom, learning, perception, personality, emotions, training, leadership effectiveness, needs and motivational forces, job satisfaction, decision-making process, performance appraisals, attitude measurement, employee selection techniques, work design and job stress

**Q10. Explain Sociology as a contributing discipline to OB.**

**A10.**

- Sociologists study the social system in which individuals fill their roles
- Sociology studies people in relation to their fellow human beings to improve organizational performance. Here we study the group behavior in organisations, group dynamics, design of work teams, organisational culture, formal organisational theory and structure, organisational technology, communications, power and conflict.

**Q11. Explain Social Psychology as a contributing discipline to OB.**

**A11.**

- An area within psychology that blends concepts from psychology and sociology and that focuses on the influence of people on one another.
- Major area: change – how to implement it and how to reduce barriers to its acceptance
- Study areas: measuring, understanding and changing attitudes, communication patterns, building trust, the ways in which group activities can satisfy individual needs, group decision-making processes

**Q12. Explain Anthropology as a contributing discipline to OB**

**A12.** The study of societies to learn about human beings and their activities.

Study on culture and environment has helped us understand differences in fundamental values, attitudes, and behaviour between people in different countries and within different organizations

**Q13. Explain Political Science as a contributing discipline to OB.**

**A13.**

- The study of the behaviour of individuals and groups within a political environment
- Study areas: structuring of conflicts, allocations of power, how people manipulate power for individual self-interest

**Q14. What are the Challenges and Opportunities of Organizational Behavior?**

**A14.** The following are some of the significant problems:

- Improving People Skills
- Improving Quality and Productivity
- Managing Workforce Diversity
- Responding to Globalization
- Empowering People
- Coping with Temporariness
- Stimulating Innovation and Change
- Emergence of the e-organization
- Improving Ethical Behavior