

College of Defence Management



FACULTY OF STRATEGIC & BEHAVIOURAL SCIENCES

ORGANISATIONAL BEHAVIOUR

AN INTRODUCTION

cdm
College of Defence Management

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PREFACE

1. Organisational Behaviour is the basic and primary functional domain for any organisation. The armed forces, in particular is an organisation that CANNOT FAIL the nation. This all-pervasive subject is of particular importance to a military leader who aspires to lead an aware and motivated team, to overcome the myriad challenges that confront the military – both in peace and war.

2. The curriculum of Organisational Behaviour at CDM consists of various topics that resonate with similar curricula outside of the military. The discerning reader of this material will realise, that the learning journey begins with the perceptual process and ends into leadership, decision-making, group dynamics and organisational effectiveness.

FACULTY OF STRATEGIC & BEHAVIOURAL SCIENCES**ORGANISATIONAL BEHAVIOUR****AIMS & OBJECTIVES**

1. **Aim.** To provide insights into human behaviour and organisation structure so as to enable understanding, prediction and modification of behaviour in an organisational context.
2. **Objectives.**
 - (a) To enhance self-awareness through an exposure to contemporary concepts in organisation behaviour.
 - (b) To initiate the process of self-development by exposure to subjects like perception, motivation and leadership.
 - (c) To understand the process of organisational development and interventions through application of contemporary management principles.

ORGANISATIONAL BEHAVIOUR: AN INTRODUCTION

General

1. People are the most asset held by an organisation today. It is a unique and elusive asset. The people, whom we prefer to call human resources (HR), simultaneously represent the single greatest potential asset and the single greatest liability that an organisation acquires as it goes about its business. Considering the importance of the human factor in the organisations, it is imperative that we study their behaviours. Organisational behaviour (OB) is a multidisciplinary subject. The contributing disciplines to the field of OB are psychology, sociology, social psychology, anthropology, political science, and industrial psychology. Relationship also exists between OB and other allied fields like organisation theory, organisation development and human resource management.

2. In OB curriculum for HDMC, we will study the behaviour of the people in the organisations. The contribution of other disciplines to the field of OB will also be discussed. The curriculum is spread over two semesters, covering 21 topics of discussion. The curriculum aims to enable the participant officers to understand, predict and modify behaviour – their own as well of their team mates – to meet the specified organisational goals.



Figure 1: Leadership

Curriculum

3. The curriculum is distributed into OB covering 10 topics in semester 1 and Organisational Development (OD) covering 11 topics in semester 2.

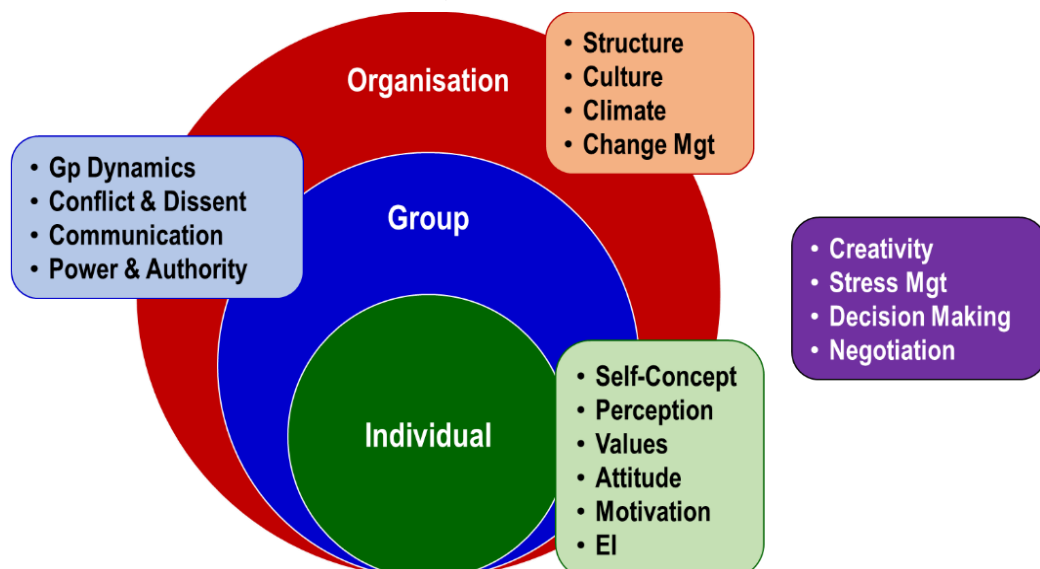


Figure 2: Scope of OB & OD in HDMC

4. **Organisational Behaviour.** OB is a field of study that investigates the impact that individuals, groups, and structure have on behaviour within organisations, for the purpose of applying such knowledge toward improving an organisation's effectiveness. The most commonly accepted definitions of OB are as follows:-

(a) According to **Derek Pugh**, organisational behaviour is "the study of the structure, functioning and performance of organisations, and the behaviour of groups and individuals within them." (1971, pp.9)

(b) **Sorge and Warner** have defined OB as "the interdisciplinary body of knowledge and field of research, concerned with how formal organisations, behaviour of people within organisations, and salient features of their context and environment, evolve and take shape, why all these things happen and the way they do, and what purposes they serve." (1997, pp.xii)

(c) According to **S.P Robbins**, OB is a "field of study that investigates the impact that individuals, groups and structure have on behaviour within organisations, for the purpose of applying such knowledge toward improving an organisation's effectiveness." (2005, pp.9)

(d) **Fred Luthans** has defined OB "as the understanding, prediction, and management of human behaviour in organisations." (2005, pp.21)

(e) According to **McShane, Glinow, and Sharma**, OB is the "study of what people think, feel, and do in and around organisations." (2006, pp.4)

(f) In the words of **Schermerhorn, Hunt, and Osborn**, OB is "the study of human behaviour in organisations. It is multidisciplinary field devoted to understanding individual and group behaviour, interpersonal processes, and organisational dynamics." (2005, pp.3)

(g) **Greenberg and Baron** have defined organisational behaviour as a "multidisciplinary field that seeks knowledge of behaviour in organisational settings by systematically studying individual, group and organisational processes." (2003, pp.4)

5. These definitions highlight certain characteristics of the field which are mentioned below.

(a) OB deals with the systematic study of human behaviour in organisations.

(b) The people in the organisations are considered from three distinct level of analysis individual, group and organisational.

(c) OB has a micro perspective, since it does not study the whole organisation. It only focuses on the human side of management.

(d) OB is multidisciplinary in nature since it draws on a wide variety of social science disciplines. Some of the contributing disciplines to the field of organisational behaviour are- psychology, sociology, socio-psychology, anthropology, and political science.

(e) OB seeks to improve organisational effectiveness and the quality of life at work (Greenberg & Baron, 2003, pp.5).

(f) The four goals of OB are to describe, understand, predict and control human behaviour at work. (Newstrom, 2007, pp.4)

(g) The key forces affecting organisational behaviour are—people (individuals and groups); structure (jobs, relationships); technology; and environment (government, competition, societal pressures).

(h) The field of OB is guided by two straight-forward assumptions- first, OB recognises that organisations are dynamic and always changing, second, there is no one single best way to behave in organisations and those different approaches are called for in different situations (Greenberg & Baron, 2003).

6. The aim of semester 1 is to enable the participant officers to understand and predict human behaviour. In order to empower the officers, the following 10 topics will be discussed during semester 1:-

- (a) Self-Awareness & Personality.
- (b) Perception.
- (c) Basis of Human Behaviour (BoHB).
- (d) Culture, Values & Attitudes (CVA).
- (e) Emotional Intelligence (EI).
- (f) Communication.
- (g) Motivation.
- (h) Organisational Structure & Design (OSD).
- (j) Power, Authority & Delegation.
- (k) Organisational Culture & Climate.

Organisational Development

7. Organisation Development (OD) is an effort that focuses on improving an organisation's capability through the alignment of strategy, structure, people, rewards, metrics, and management processes. OD is a systematic process for applying behavioural science principles and practices in organisations to increase individual and organisation effectiveness. It is a science-backed, interdisciplinary field rooted in psychology, culture, innovation, social sciences, adult education, HRM, change management, OB, etc. OD is about building and maintaining the health of the organisation as a total system.

8. OD initiatives are typically categorised as:-

- (a) Human process initiatives that include team building, interpersonal and group process approaches, and coaching.

(b) Techno-structural initiatives that include restructuring organisations (for eg, mergers and acquisitions, flexible work design, downsizing, business process engineering, total quality management, quality of work life, Six Sigma, and Agile).

(c) HR management initiatives that include employee engagement, employee experience, performance management, employee development, succession planning, coaching and mentoring, career development, and diversity awareness.

(d) Strategic initiatives that include organisation transformation, culture change, leadership development, and attraction and retention initiatives.

9. As an OD practitioner, the participant officers should concern themselves with strategic planning and thinking. An OD practitioner needs to be a change expert, efficient designer, business advisor, credible strategist and an informed. Some of the skills like data collection and analysis, project management, management skills, emotional intelligence, business acumen, communication, collaboration, and facilitation will enhance their efficiency. OD practitioners may also lead initiatives that benefit individual growth, such as career development, management & leadership development and performance improvement.

10. The aim of OB in semester 1 was to enable the participant officers to understand and predict human behaviour. The sequential aim of semester 2 is to predict and modify human behaviour. In order to empower the participant officers with OD skills, the following 11 topics will be discussed during semester 2:-

- (a) Leadership.
- (b) Decision – Making.
- (c) Group Dynamics.
- (d) Team Building.
- (e) Negotiation.
- (f) Management of Conflict & Dissent.
- (g) Management of Change.
- (h) Creativity.
- (j) Stress Management.
- (k) Subordinate Development.
- (l) Organisational Effectiveness.

Pedagogy

11. The OB & OD sessions will be conducted primarily through division room discussions. During the division room discussions, the participants will be attempting a number of self-awareness (SA) instruments which will provide each one of you with a SWOT analysis of yourself. This will enable the participant to play on his/ her

strengths and improve his/ her weaknesses. Further, these division room discussions will also be interspersed with guest lectures from subject matter experts, movies and their analysis by participants, group activities and participant presentations based on professional life's experiences. The OB & OD curriculum also includes the media capsule to discuss the nuances of interactions with media.



Figure 3: Pedagogy

Conclusion

12. As a military leader, all participant officers are expected to ensure quality of life and organisational effectiveness. With this aim, the OB & OD curriculum enables the leader to understand, predict and thus, modify human behaviour to fulfil organisational goals.

“Professional knowledge and professional competence are the main attributes of leadership.”

~ FM Sam Manekshaw

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