

College of Defence Management



PRIMER

BEHAVIOURAL SCIENCE

College of Defence Management
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PREFACE

1. Behaviour Science 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 Behaviour Science at CDM is curated to give the reader a holistic view of the various aspect related to organisation. These range from the Management perspective to the leadership challenges and 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.

BEHAVIOURAL SCIENCE

AIMS & OBJECTIVES

1. **Aim.** To enable participant officers in efficient and effective management of organisation as also to understand, predict & modify behaviour of self & others.

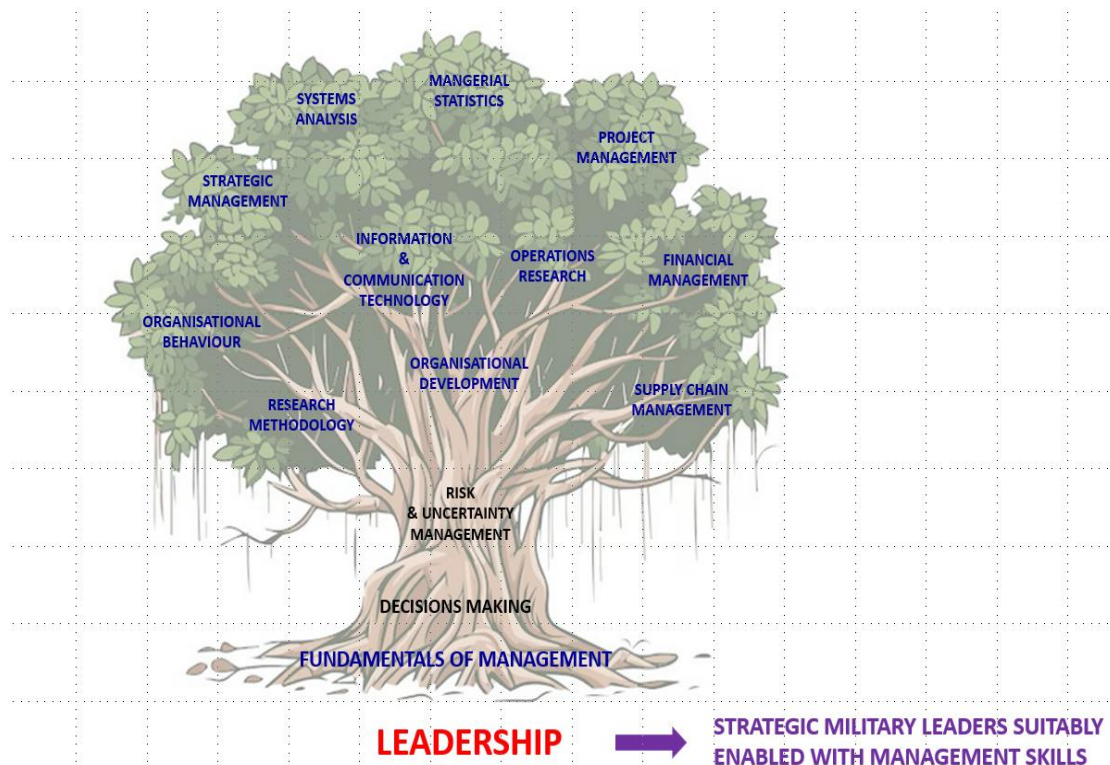
2. **Objectives.**
 - 2.1. To empower participants with incisive leadership and management skills, so as to effectively contribute to organisational development.
 - 2.2. To enhance understanding of human behaviour
 - 2.3. To enhance self-awareness through an exposure to contemporary concepts in organisation behaviour.
 - 2.4. To initiate the process of self-development by exposure to subjects like perception, motivation and leadership.
 - 2.5. To understand the process of organisational development and interventions through application of contemporary management principles.

BEHAVIOURAL SCIENCE: AN INTRODUCTION

General

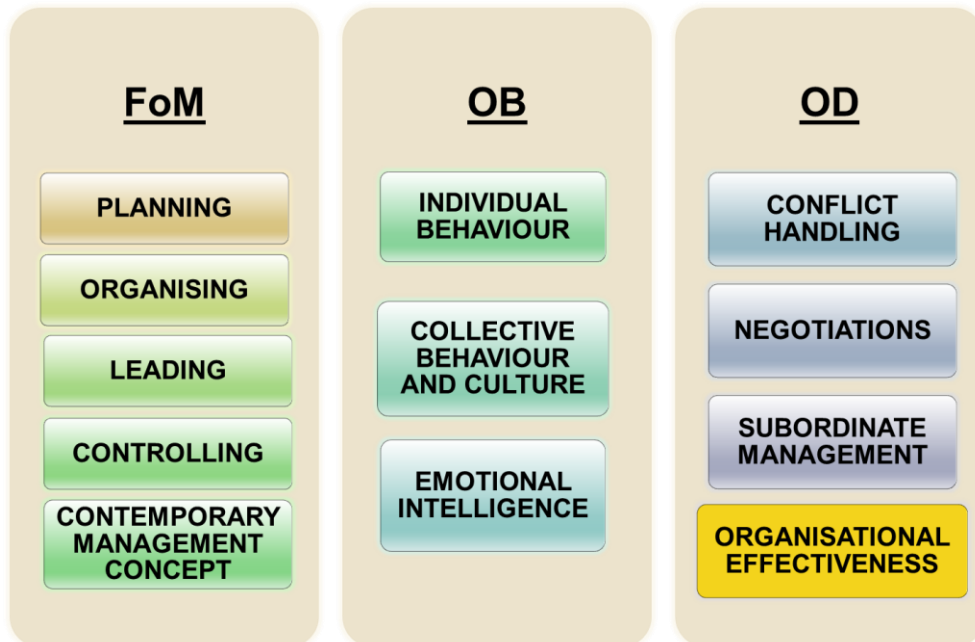
1. People are the most asset held by an organisation today. It is a unique and elusive asset. The people, whom we prefer to call human resources (HR), simultaneously represent the single greatest potential asset and the single greatest liability that an organisation acquires as it goes about its business.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

2. In BS curriculum for HDMC, we will study Fundamentals of management principles and the broad understanding of the POLC (Planning, Organising, Leading and Controlling) verticals, get an essence of strategic management principles, decision making and organising theories, the behaviour of the people in the organisations. The contribution of other disciplines to the field of BS will also be discussed. The curriculum is spread over two semesters, covering 31 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. The discipline of BS will also give the participants an overarching sense of the various subjects taught in the HDMC course and where all these figures in the organisation efficiency and effectiveness, the end goals of organisations.



Curriculum

3. The curriculum is distributed into three verticals of Fundamentals of Management covering 17 topics in Semester I , OB covering six topics and Organisational Development (OD) covering 8 topics in semester 2. The broad subdivision is as under:-



Fundamentals of Management

4. The subject Fundamentals of Management has been curated with this in mind. It introduces core concepts that underpin effective functioning in any complex organisation. Each topic, from strategic planning and decision-making to organisational communication, human resource management, digital transformation and team dynamics has direct relevance to the challenges faced by officers in command and staff roles.

5. **What Is Management?** Management is the process of getting things done, efficiently and effectively, through and with other people – by optimising the resources available. The term ‘process’ in the definition of management represents the primary activities that managers perform. Management sometimes also refers to the managers in an organisation, who are given the responsibility to acquire, allocate and supervise the use of the organisation’s resources to meet its goals. An organisation is a group of people working together and coordinating their actions to achieve specific goals.

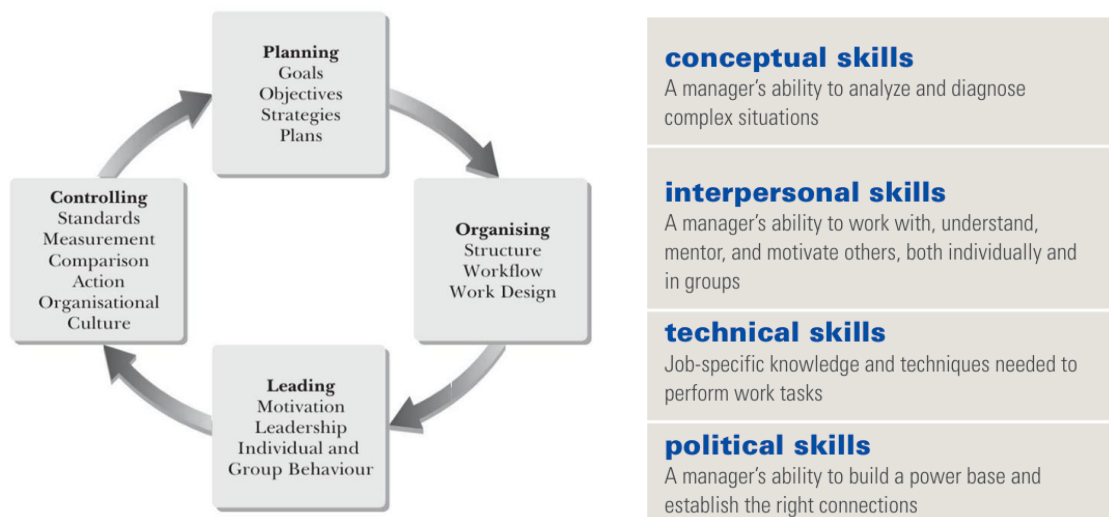
6. **Are Good Leaders also Good Managers?** Leadership and management often intersect but serve distinct but mutually reinforcing purposes. A good leader is the torchbearer of vision—focused on inspiring people, driving change and navigating uncertainty with conviction. A good manager, on the other hand, is the architect of execution—concerned with planning, organising, coordinating and optimising resources to achieve defined objectives. A good leader is focused on inspiring and motivating others to achieve a vision, while a good manager focuses on planning,

organising and directing resources to achieve specific goals. Ideal leaders, especially in middle level roles can benefit from having strong management skills while maintaining their primary focus on leading and inspiring individuals.

7. Should the Military Leaders also Embrace Good Management Practices?

Military leadership and sound management are not mutually exclusive, in fact, they are deeply complementary. Effective management provides the tools and structures needed to translate strategic intent into coordinated action. While military leadership emphasises qualities like decisiveness, courage and discipline, effective management is also crucial for achieving organisational goals and ensuring a cohesive and efficient unit. Strong managerial skills enhance leadership effectiveness by improving resource allocation, communication, planning and execution, ultimately boosting unit morale and performance. In dynamic and resource-constrained environments, poor management can undermine even the most inspiring leadership.

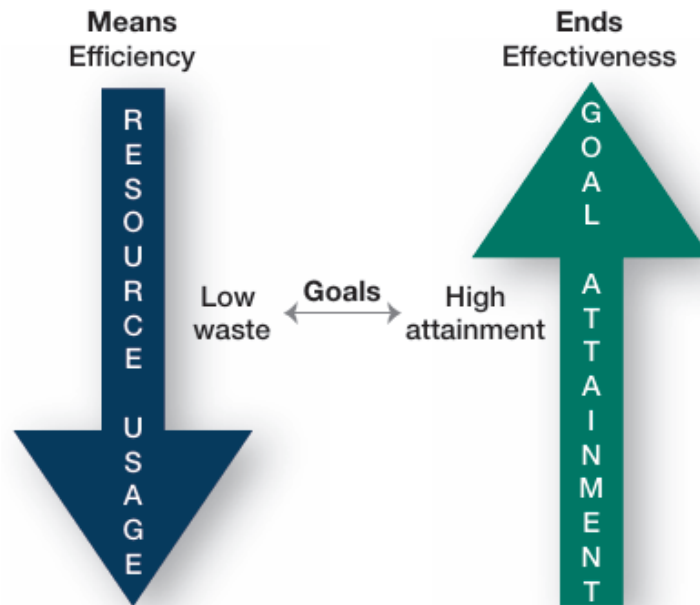
8. The subject of FoM starts with asking these fundamental questions and aims to initiate thought provoking inquiry into the very nature of management and leadership. The aim is to understand the essentials of the subject and find intersections into theory and practice of successful organisations.



Four Management Functions & Managerial Skills

9. Doing Things Right vs Doing the Right Things. Organisational performance is a measure of how efficiently (doing things right) and effectively (doing right things) organisation moves towards goal attainment. Organisational performance improves in direct proportion to improvements in efficiency and effectiveness.

9.1. **Efficiency.** Efficiency is a measure of how well or productively resources are used to achieve a goal. Efficiency is attained through efficient use of resources. Efficient managers and managements aim to get the most output for the least input of resources. Resources among other things principally include materials, manpower, money, time and effort. In essence, efficiency is about getting work done with minimum effort, expense and waste.



Efficiency Vs Effectiveness

9.2. **Effectiveness.** Effectiveness is a measure of the appropriateness of the goals being pursued and the degree to which these goals are achieved. Good managers and management do their utmost to maximise efficiency and ensure they attain the highest effectiveness in their respective work processes. Effectiveness means ensuring the correct tasks are done to achieve the goals set by the manager or management. Effectiveness is about accomplishing tasks that fulfil the organisation's objectives, goals and targets.

10. The aim of semester 1 is to enable the participant officers to understand the nuances of the leadership and management function and understand how it shapes the various facets of the organisation. To enable this the following topics will be covered in detail:-

- 10.1. Nature and Scope of Management
- 10.2. Evolution of Management Thought
- 10.3. Organisational Environment
- 10.4. Planning and Strategic Management
- 10.5. Decision Making
- 10.6. Organisational Structure And Design
- 10.7. Power, Authority and Delegation
- 10.8. Organisational Communication
- 10.9. Motivation
- 10.10. Leadership
- 10.11. Managerial Control
- 10.12. Management Of Change
- 10.13. Digital Transformation, Agile Management and CSR
- 10.14. Human Resource Management

Organisational Behaviour

11. 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:-

11.1. 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).

11.2. 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).

11.3. 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).



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

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

11.6. 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).

11.7. 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).

12. These definitions highlight certain characteristics of the field which are mentioned below.:-

12.1. OB deals with the systematic study of human behaviour in organisations.

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

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

12.4. 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.

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

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

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

12.8. 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).

13. The OB leg in semester 2 will enable the participant officers to understand and predict human behaviour. In order to empower the officers, the following topics will be discussed:-

13.1. Self-Awareness & Personality.

13.2. Perception.

13.3. Basis of Human Behaviour (BoHB).

13.4. Culture, Values & Attitudes (CVA).

13.5. Emotional Intelligence (EI).

13.6. Organisational Culture & Climate.

Organisational Development

14. 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 is a science-backed, interdisciplinary field rooted in psychology, culture, innovation, social sciences, education, HRM, change management, OB, etc. OD is building and maintaining the health of the organisation as a total system. adult about



15. OD initiatives are typically categorised as:-

15.1. Human process initiatives that include team building, interpersonal and group process approaches, and coaching.

15.2. 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).

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

15.4. Strategic initiatives that include organisation transformation, culture change, leadership development, and attraction and retention initiatives.

16. 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.

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

- 17.1. Group Dynamics.
- 17.2. Team Building.
- 17.3. Negotiation.
- 17.4. Management of Conflict & Dissent.
- 17.5. Creativity.
- 17.6. Stress Management.
- 17.7. Subordinate Development.
- 17.8. Organisational Effectiveness.

Pedagogy

18. BS 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 curriculum also includes the media capsule to discuss the nuances of interactions with media.



Pedagogy at Behavioural Sciences

Conclusion

19. 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.

20. In today's dynamic environment, whether in combat, logistics, training, or administration, the ability to blend leadership with management is indispensable. Officers lead by influence, inspire by example and succeed through preparation. Professional knowledge enhances each of these dimensions. We must remind ourselves of the quote by Field Marshal Manekshaw

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

~ FM Sam Manekshaw

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