

# Organisational behaviour

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# Importance of OB to managers

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1. Interpersonal roles – arises directly from the manager's position and the formal authority given to him.
2. Informational role- direct result of interpersonal role.
3. Decisional role.

# Interpersonal role

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## 1. Figure / lead role:

- Symbolic figureheads performing social or legal obligations.
- Duties of ceremonial nature but are important for smooth functioning of an organization.
- Greeting visitors, signing legal documents, etc

# Interpersonal roles

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## 2. Leadership role:

- Responsible for the activities of his subordinates.
- Lead and co-ordinate the activities to meet task related goals and motivate the subordinates to perform better.
- Ideal leader- subordinates follow his direction and guidelines with respect and dedication.

# Interpersonal roles

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## 3. Liaison role:

- Must maintain network of outside contacts.
- Constant contact with superiors, subordinates, peers to the external environment.....
- Build up their own external information system.
- Attending meetings, professional conference, personal phone calls, trade journals and informal personal contacts with outside agencies.

# Information role

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## 1. Monitor role:

- Monitor and scan their internal and external environment.
- Collect and study information regarding their organization.
- Reports and periodicals.
- Hearsay and speculation.
- Gossips .

# Information roles

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## 2. Information disseminator role:

- Transmit the information regarding changes in policies or other matters to their subordinates, their peers and to other members of an organization.
- Memos, phone calls, individual and group meetings.

# Information roles

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## 3. Spokesman role:

- Spokesman for his unit.
- Represent his unit in sending relevant information to people outside the unit.
- Making demands on behalf of the units.



# Decision role

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## 1. Entrepreneur role:

- Improving their units.
- Facing dynamic technological challenges.
- New ideas for product improvement/product addition.
- Arrange capital for new products.
- Ask suggestions from employees to improve organization.

# Decision role

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## 2. Conflict handling role

- Judge in solving conflicts among the employees and between employees and management.
- Take preventive/corrective actions.
- Labour disputes, customer complaints, employee grievances, machine breakdowns, cash flow shortages and interpersonal conflicts.

# Decision roles

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## 3. Resource allocation role:

- The managers establish priorities among various projects or programs and make budgetary allocations to different activities of the organisation on these priorities.

# Decision roles

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## 4. Negotiator role:

- Represents their organization in negotiating deals and agreements within and outside of an organization.
- Negotiate contracts with the unions.
- Sales manager negotiate prices with prime customers.
- Purchasing manager negotiates prices with vendor.

# Role of OB

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## 1. Understanding human behaviour

- a) Individual behaviour
- b) Interpersonal behaviour
- c) Group behaviour
- d) Inter- group behaviour

# Role of OB

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## 2. Directing and controlling behaviour

- a) Motivation
- b) Use of power and sanction
- c) Leadership
- d) Communication
- e) Organisational climate
- f) Human relations
- g) Change and adaptation

# Models of OB

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## *1. Autocratic model*

- Based on the assumption that employees have to be directed and pushed into performance and it is the task of the manager.
- *Authority* as the only means to get things done.
- *Strict and supervision.*
- Employees perform reluctantly due to fear of punishment.
- Morale and productivity tends to be low.
- This model can be successful when workers are lazy and shirk work.
- Appropriate for blue collar workers who seek satisfaction of their physiological needs.

# Models of OB

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## **2. Custodial model**

- Depends on the economic resources of the organisation to pay wages and other benefits to the employees.
- Satisfy their security needs.
- Dependent on the organisation.
- Employees feel satisfied and happy but are not motivated to work hard for the organisation.
- Managers decide what is good for their employees and psychological needs of the employees are not satisfied.
- Used in family managed organisation.



# Models of OB

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## **3. Supportive model**

- Depends on the managerial leadership.
- Management provides a climate that helps employees grow and accomplish.
- Focus is on the participation and involvement of employees in the decision making process.
- Employees feel a sense of task involvement and participation in the organisation.
- Effective with executive and professional employees who seek satisfaction of higher order needs.

# Models of OB

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## **4. Collegial model**

- Collegial means a body of persons having a common purpose.
- Extension of supportive model.
- Based on team concept wherein each employee has high degree of understanding towards others and share common goals.
- The organizational climate is very conducive to self-fulfilment and self actualization.
- Self-discipline replaces direction and control from management.

# Models of OB

	<b>Autocratic</b>	<b>Custodial</b>	<b>Supportive</b>	<b>Collegial</b>
Basis of model	Power	Economic resources	Leadership	Partnership
Managerial orientation	Authority	Money	Support	Teamwork
Employee orientation	Obedience	Security and benefits	Job performance	Responsible behaviour
Employee psychological result	Boss	Organisation	Participation	Self-discipline
Employee needs met	Subsistence	Security	Status and recognition	Self-actualisation
Performance result	Minimum	Passive cooperation	Awakened drives	Modern enthusiasm

# Models of OB

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1. Autocratic model- carrot and stick approach to satisfy physiological needs.
2. Custodial model- incentives to meet security needs.
3. Supportive model- serve needs for affiliation and esteem.
4. Collegial model – fulfill self-actualisation needs.

# Limitations of OB

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- ✓ It cannot abolish conflict and frustration.
- ✓ One of the many systems operating within a large social system.
- ✓ Behavioral bias
- ✓ Law of diminishing returns
- ✓ Unethical practices and manipulation of people.