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BBA	SEMESTER 4	CALICUT UNIVERSITY	COURSE CODE: BBA4CJ206

ORGANIZATION BEHAVIOR

EXAM REVISION NOTES

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MODULE I

FOUNDATIONS OF ORGANIZATIONAL BEHAVIOR & INDIVIDUAL DYNAMICS

Historical Evolution: From Scientific Management to the Hawthorne Studies: The understanding of workplace behavior traversed major ideological shifts:

- **Classical Scientific Management (Frederick Winslow Taylor, 1911):** Viewed workers purely as economic instruments ("rational economic man") motivated exclusively by piece-rate financial incentives.

Foundational Models of Organizational Behavior: Keith Davis categorized OB systems across five evolutionary models:

- **Autocratic:** ; Basic subsistence.
- **Custodial:** ; Security / safety needs.
- **Supportive:** ; Status and recognition.
- **Collegial:** ; Self-actualization.

Personality Determinants and Psychometric Frameworks: Personality represents the stable psychological traits and behavioral tendencies that characterize an individual's reaction to workplace stimuli:

- **The Big Five (OCEAN) Personality Model:** The empirical benchmark in psychometric research: Openness to Experience: Intellectual curiosity, creativity, and receptiveness to novel ideas.
- **Conscientiousness:** Self-discipline, organized planning, reliability, and persistence.
- **Extraversion:** Sociability, assertiveness, positive emotionality, and interpersonal talkativeness.
- **Agreeableness:** Cooperative nature, empathy, altruism, and trustworthiness in teamwork.
- **Neuroticism (Emotional Stability):** Tendency to experience psychological distress, anxiety, and depression under operational pressure.

Perception and Cognitive Attribution Errors: Perception is the cognitive process through which individuals select, organize, and interpret sensory data to give meaning to their environment.

- **Halo Effect:** , assuming an articulate speaker is an exceptional financial analyst).
- **Stereotyping:** Judging someone on the basis of one's perception of the demographic group to which that person belongs.
- **Attribution Theory (Kelley):** Determining whether behavior is caused internally (personal disposition) or externally (situational constraints), evaluated via Consensus, Distinctiveness, and Consistency.
- **Self-Serving Bias:** Attributing personal successes to internal ability while blaming personal failures on external luck or hostile environments.

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MODULE II

THEORIES OF WORK MOTIVATION & BEHAVIORAL LEARNING SYSTEMS

Content Theories of Motivation: 109em;">Needs→ Self-Actualization Needs.

- **Hygiene Factors (Extrinsic / Maintenance):** Working conditions, corporate policies, base salary, job security, and supervisor relations.
- **Motivators (Intrinsic):** Achievement, recognition, challenging work, responsibility, advancement, and personal growth.
- **Need for Achievement (next-Achn-Achnext-Ach):** Drive to excel, solve complex problems, and achieve personal mastery.
- **Need for Power (next-Pown-Pownext-Pow):** Desire to influence, guide, and direct others.
- **Need for Affiliation (next-Affn-Affnext-Aff):** Desire for harmonious interpersonal relationships and social acceptance.

Process Theories of Motivation: J. Stacy Adams posited that employees evaluate workplace fairness by comparing their perceived ratio of job inputs (effort, education, hours) to outcomes (salary, praise, promotions) against a referent other:

Job Design Strategies: Hackman & Oldham's JCM: The Job Characteristics Model (JCM) identifies five core job dimensions that trigger critical psychological states leading to high internal work motivation, performance quality, and low absenteeism:

- **Skill Variety:** The degree to which a job requires diverse challenging activities and skills.
- **Task Identity:** The degree to which a job requires completing a whole, identifiable piece of work from beginning to end.
- **Task Significance:** The degree to which a job has a substantial impact on the lives or work of other people.
- **Autonomy:** The freedom, independence, and discretion granted to schedule work and determine execution methods.
- **Feedback:** Direct, clear information regarding performance effectiveness resulting from the work itself.

Behavioral Learning Theories and Reinforcement Schedules

- **Classical Conditioning (Pavlov):** Learning through repetitive association between a conditioned stimulus and an unconditioned stimulus.
- **Operant Conditioning (B.F. Skinner):** Behavior is a function of its consequences.
- **Organizational Behavior Modification (OB Mod):** Applying four reinforcement contingencies: Positive Reinforcement (rewarding desired behavior), Negative Reinforcement (removing unpleasant stimuli upon desired behavior), Extinction (withholding reinforcement to eliminate unwanted behavior), and Punishment.

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MODULE III

GROUP DYNAMICS, HIGH-PERFORMANCE TEAMS & LEADERSHIP THEORIES

Group Development: Tuckman's Five-Stage Model: Bruce Tuckman formulated the classical five-stage model of group development:

- **Forming:** High uncertainty regarding group purpose, structure, and leadership.
- **Storming:** Intragroup conflict emerges as members compete for social status, leadership, and operational roles.
- **Norming:** Close interpersonal relationships develop and group cohesiveness solidifies.
- **Performing:** Group energy shifts from structural relationship negotiation to task execution and operational problem-solving.
- **Adjourning:** For temporary project teams, disbandment upon goal completion, wrapping up activities and transitioning members.

Group Cohesiveness, Social Loafing & Groupthink: Group dynamics reveals distinctive socio-psychological phenomena:

- **Group Cohesiveness:** The degree to which group members are attracted to one another and motivated to remain in the group.
- **Social Loafing (Ringelmann Effect):** The tendency for individuals to exert less physical or cognitive effort when working collectively in a group than when working individually, caused by dispersion of personal accountability.
- **Groupthink (Irving Janis):** , Space Shuttle Challenger launch disaster).

Classical and Contemporary Leadership Theories: Leadership is the process of influencing and directing a group toward the achievement of a shared organizational vision:

- **Trait Theory:** ; Identifying charismatic traits: drive, integrity, cognitive intelligence.
- **Behavioral Grid:** ; Ideal style is (9,9) Team Management, maximizing both output and employee welfare.
- **Fiedler's Contingency:** ; Task-motivated leaders excel in very favorable or very unfavorable situations.
- **House's Path-Goal:** ; Four styles: Directive, Supportive, Participative, Achievement-Oriented.

Power and Organizational Politics: Power represents the capacity that entity A has to influence the behavior of entity B so that B acts in accordance with A's wishes.

- **Legitimate Power:** Authority derived from one's formal structural position in the organizational hierarchy.
- **Reward Power:** Control over valuable resources, bonuses, promotions, and positive feedback.
- **Coercive Power:** Ability to enforce compliance through threats of demotion, termination, or formal reprimands.
- **Expert Power:** Influence rooted in specialized knowledge, technical expertise, or unique cognitive skills.
- **Referent Power:** Influence based on personal charisma, admiration, and interpersonal identification.

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MODULE IV

ORGANIZATIONAL CULTURE, CONFLICT DYNAMICS & CHANGE MANAGEMENT

Concept, Artifacts, and Hofstede's Cultural Dimensions: Edgar Schein formulated the seminal three-tier model of organizational culture:

- **Artifacts (Visible):** Observable physical manifestations: corporate dress codes, architecture, language, rituals, ceremonies, and published annual values statements.
- **Espoused Values (Conscious):** Stated philosophies, mission statements, corporate goals, and operational strategies.
- **Basic Underlying Assumptions (Unconscious):** Deeply embedded, taken-for-granted beliefs about reality, human nature, and organizational purpose that unconsciously guide behavior.

Workplace Conflict: The Thomas-Kilmann Resolution Framework: Contemporary OB recognizes that conflict is not inherently destructive; while dysfunctional conflict impairs communication and operational velocity, moderate functional task conflict stimulates creative debate and prevents complacency.

- **Competing:** High (Assertive); Low (Uncooperative); Emergency situations requiring decisive action; enforcing vital statutory safety rules.
- **Collaborating:** High (Assertive); High (Cooperative); Win-Win integration; synthesizing diverse perspectives into optimal shared solutions.
- **Compromising:** Expedient, middle-ground settlements under severe deadlines or equal bargaining power.
- **Avoiding:** Low (Unassertive); Low (Uncooperative); Trivial issues; when cooling off is required to allow emotional tempers to calm.

Planned Organizational Change: Kurt Lewin's Three-Step Model: Kurt Lewin established that successful organizational change requires overcoming entrenched equilibrium states through three sequential phases:

- **Unfreezing:** Dismantling existing psychological mindsets and organizational inertia.
- **Changing (Movement):** Introducing new behaviors, operational workflows, software systems, and cultural norms.
- **Refreezing:** Institutionalizing the newly adopted behaviors into standard operating procedures, performance appraisal metrics, and compensation systems, preventing the organization from reverting to historical habits.

Organizational Development (OD) Interventions: Organizational Development (OD) represents a planned, systematic approach to improving organizational effectiveness and employee health through behavioral science knowledge:

- **Survey Feedback:** Systematic collection of employee climate data via standardized questionnaires, followed by structured feedback workshops to co-create corrective actions.
- **Team Building Interventions:** Structured activities to clarify team member roles, build interpersonal trust, and resolve collaborative friction.
- **Appreciative Inquiry (AI):** Shifting organizational focus from diagnosing failures to identifying and amplifying what already works exceptionally well (Discover, Dream, Design, Destiny).

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