

Organisational Behaviour

BBA- 2nd sem.

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Unit-I

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Introduction - Concept and Scope of organisational Behaviour, Historical development of organisational behaviour, emerging trends and changing profile of workforce, foundation of organisational behaviour, challenges of organisational behaviour

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Introduction -

organisational studies have become a major topic of study nowadays. The management of organisations is therefore a challenging task. But to understand human behaviour at both the organisational and individual levels, one must study organisational behaviour. Managers are concerned with the quantity and quality of the work their employees are performing. They are both human behaviour and the organisational context within which human behaviour is acted out.

Concept of Organisational Behaviour -

Organisational behaviour is the study of what people think, feel and

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do in and around organisations. Organisation is the foundation upon which the whole structure of management is built.

Behaviour, on the other hand refers to manner of behaving, whether good or bad. It studies and action and attitude of individuals and groups towards one another and towards the organisation.

Definitions -

"organisational behaviour is the understanding, prediction and management of human behaviour in organisations".

"organisational behaviour is a field of study that investigates the impact that individuals, group and structure have on the behaviour within organisation.

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for the purpose of applying such knowledge towards improving an organisation's effectiveness.

Evolution of Organisational Behaviour -

By looking back at the history of organisational behaviour will help us understand. The evolution of organisational behaviour can be summarised as follows:

* Scientific Management -

In the early twentieth century, early studies in the complexities of organisational activity got underway. It is the classical management approach which envisages that management is dedicated to improving efficiency, cutting

waste, and improving quality.

* Hawthorne Studies and Human Relations Approach -

The studies particular focus was on lighting and attempted to operationalise many of the principles of Scientific Management. The human relations movement focused on collaboration, influence and the aspect of particular persons understanding the intent of the organisations.

* Quantitative Approach -

It refers to the application of mathematical and statistical methods in the study of management and organisational behaviour. The main focus of this approach to manager their

organisational behaviour includes the application of statistical information model, optimisation model and computer simulation.

* System Approach -

The system approach to management and OB views organisations as a unified, purposeful system composed of interrelated interrelated parts. This approach is based on general system theory - that states that to understand fully the operation of an entity, the entity must be viewed as a system.

* Contingency Approach -

The Contingency Approach to management is based on the ideas that there is no one best way to manage and that to be effective

planning, organising, leading and controlling must be tailored to the particular circumstances faced by an organisation.

- Management actions influence the environment.

- Managerial action changes as situations changes.

- There is a coordination between the organisation and environment.

Emerging Trends in OB -

- Emerging trends in OB are -
- Cross - cultural environment

- Constant Change

- Changes in work structure

- Sustainability of Job

- Increased awareness for quality.

- Learning organisation

- Growing focus on customer satisfaction.

- Influence of ethics.

→ Cross - Cultural Environment -

Multiculturalism is a view that there are many different cultural backgrounds and factors that are important in organisations, and that people from different background can coexist within an organisation. Culture is a key determinant of the structures you are most likely to encounter.

→ Constant Changes -

Changes is the only constant we should expect in the workplace, and therefore, we must rid ourselves of traditional, hierarchical organisational structures.

→ Changes in Work Structure -

In many industries, mass production by large, vertically-integrated hierarchically-organised firms is giving way to more flexible forms of both internal organisation and individual structure.

→ Instability of Job Retention of Talents →

Executives are more inclined towards profession than to the job. Companies

have now started to develop psychological relations with their employees. Every employee feels proud to be part of the organisation.

→ Increased Awareness of Quality -

Modern organisations are more inclined towards updating themselves with the latest developments by training themselves and making them self efficient and more demanding to match with the latest requirements of the market.

→ Learning Organisations -

A learning organisation is one in which people at all levels, individually and collectively are continually increasing their capacity to produce results they really care about.

→ Changing Profiles of Workforce -

The availability of older workers and entry of younger workers affect the workforce. The human resources policies and practices have to be reoriented to suit this type of assorted workforce.

→ Generation Changes -

Employees belonging to different generations shows different types of behavioural patterns.

Baby Boomer: People born between 1943 and 1960

Gen X: People born between 1961 and 1981

Gen Y: People born after 1982.

→ Changing Gender Profile -

In recent days in many of the business sector like Technology services, Finance and Banking and Retail, one significant ratios in the economically advanced country - around 40:60 - their number drops to 20 in a manager and above category.

→ Changes in Education and Employment Relations -

Some interesting trends are visible on the employee side, where we seeing large profiles of people with very diverse disruptive flow. People are getting into education, taking a break, getting jobs, taking sabbaticals and then going back to learning.

→ Growth of contingent workers -

It is provisional group of workers who work for an organisation on a non-permanent basis also known as freelancers, independent professionals, consultants etc.

→ Ethnological changes -

Challenges of Organisational Behaviour

Important ones are as follows:-

Managing diversity -

One of the primary challenge of organisational behaviour is overcoming ethnic cultural diversity among employees.

Responding to Globalisation -

Through Globalization organisational behaviour is overcoming ethnic that were once local become global. Managers have to manages international personnel with different cultural backgrounds, work ethics and values.

Improving Quality and Productivity -

World added capacity in response to increase demand and improve the organisation quality and productivity.

Motivating Employees -

Another challenge related to organisational behaviour is finding ways to motivate employees as a way to improve activity.

Green Business Practices -

The primary role of for companies is to generate shareholder wealth. More recently, the concept of the triple bottom line has been gaining popularity.

Total Quality Management (TQM) -

The components of TQM are

- (a) Internally focus on the customer
- (b) Concern for continual improvement
- (c) accurate measurement
- (d) empowerment of employees
- (e) improvement in the quality of everything the organization does.

Unit - 2

Foundation of Individual Behaviour; Individual processes - Personality, Values, attitudes, perception, learning and motivation, emotional intelligence: meaning, implications.

Introduction -

Individual behaviour refers to how an individual behaves at the workplace. It is influenced by his/her attitude, personality, perception etc.

Importance of Understanding Individual Behaviour at work -

Following points highlight -

- * Management can only get things done through individual.
- * Individual vary in terms of their needs and motivation but can also make very special and creative.
- * Individual ~~are~~ contribute work and effort.
- * Individual contribute their time, often at socially undesirable

hours.

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Individual contribute their skills and the organisations behaviour.

*

Individual contribute Co-operation and willingness to work.

*

Individual contribute ideas and suggestions that help the organisation.

Factors Affecting Individual Behaviour at work -

(i) Recognition of Individual Performance -

This is an essential part of management and the motivates process. This may be formalised through performance appraisal.

(ii) Job Design -

The affects the nature of

an individual's work and therefore their preceptions and satisfaction.

(iii) Leadership style -

Leadership style will have an important impact on individual behaviour. It boost positive behaviour.

(iv) Group Relationship -

It is an important factor since most individuals work in team situations.

(v) Demographic Factors -

Individual behaviour is also influenced by demographic factors, such as socio economic background, education, nationality, race, age, sex, etc.

(vi) Abilities and Skills -

The physical capacity of an individual to do something can be termed as ability. Skill can be defined as the ability to act in a way that allows a person to perform well.

Aspects of Individual Behaviour -

(i) Personality -

Personality refers to a characteristics and distinctive traits of an individual and the way in which a person responds and adjusts to other people and situation. It helps them properly in directing their effort and motivating them for the accomplishment of the organisational goal.

(i) Preception -

It is the cognitive process meant for interpreting the environmental stimuli in a meaningful way. The manager must be aware of this and other perceptual distortions such as stereotyping.

(ii) Attitudes -

It is a set of mental views or dispositions based on beliefs and feelings, which an individual may bring to a situation.

(iv) Learning -

The learning process can produce permanent changes in attitudes and behaviour. Learning transcends formal education.

Understanding Self -

Understanding self is the awareness of yourself. Understanding self is externally important. In a workplace environment, where the majority of employees are non-self-aware.

Social self is one's perceptions about how one is regarded by others.

Self esteem is term which reflects a person's overall evaluation of his or her own worth.

Personality -

Meaning -

It refers to unique and relatively stable qualities that characterise an individual's behaviour across different situations over a period of time.

Definitions -

Personality is the end product of our habit system.

Personality is a dynamic organisations within the individual of those psychological systems that determine his unique adjustment to his environment.

Components of Personality -

There are four types of components of personality.

- * Consistency
- * Stability
- * Uniqueness
- * Dynamic

* Consistency -

People act as a similar ways in a variety of situations. consistency in behaviour, thought and emotion of an individual across situations characterises one's personality.

* Stability -

If you are shy today, the odds are high you will not be aggressive tomorrow.

* Uniqueness -

we each have a certain amount of aggressive, humour, virtue, happiness, poise and so forth. the unique combination that defines you is identifiable.

* Dynamic -

It is dynamic in the sense that some of its features may change due to internal and external situational demands.

Personality Traits -

Personality Traits are the unique set of characteristics and qualities of an individual that only he/she possesses.

List of Trait Theories

- Allport's personality traits
- Cattell's personality traits
- Eysenck's personality traits
- Big Five Traits or OCEAN
- Type A and Type personality traits
- Extroversion and Introversion personality traits.

Gordon Allport's Personality Traits -

Allport's believed that each person had traits of various types :

Individual Traits :

These are the traits possessed by an individual.

Common :

Common Traits are those recognised within a culture and may vary between cultures.

Cardinal Traits :

Cardinal Traits are those by which an individual may be strongly recognised.

Central Traits :

Central Traits are basic to an individual's personality.

Secondary Traits :

Secondary Traits are more peripheral

Motivational Traits :

These Traits are felt strongly.

Stylistic Traits -

These traits are not felt strongly.

Catell's 16 Personality Factors

- (i) warmth (ii) reasoning
- (iii) emotional (iv) dominance
- (v) liveliness (vi) rule-consciousness
- (vii) social boldness (viii) sensitivity
- (ix) vigilance (x) abstractedness
- (xi) privateness (xii) apprehension
- (xiii) self-reliance (xiv) openness to change
- (xv) perfectionism (xvi) tension

Five Major Personality Attributes

Following are the five major personality attributes that influence OB:

Locus of Control

Locus of control is the center of control of an individual's code of conduct. People can be grouped into two

Categories i.e., internal and external respectively.

People who consider themselves as the master of their own fates are known as internal.

Externals are more complaint, more willing to follow instructions.

Machiavellianism

It is the being practical, emotionally distant, and believing that ends justify means.

They are always wanting to win and are great persuaders.

Self - extenu

It is the extent up to which people either like

or dislike themselves. Self-esteem is directly related to the expectations of success and on the job satisfaction.

Individuals with high self-esteem think that have what it takes to succeed.

Self - monitoring

It is the capability of regulating one's behaviour according to social situations. Individuals with high self monitoring skill easily adjust their behaviour according to external, situational factors.

Risk Taking

Generally, managers are reluctant on taking risks. However individual risk taking inclination affects the bulk of information required by the managers.

Attitudes and Values

* Attitudes refer to feeling and beliefs of individuals or group of individuals. For example "He has a poor attitude", "I like her attitude".

The feelings and beliefs are directed towards other people, objects or ideas.

Attitudes often result in and affect the behaviour or action of the people.

Attitudes constitute a psychological phenomenon which cannot be directly observed.

Attitudes are gradually acquired over a period of time. In the beginning the family members may have a greater impact on the attitude of a child.

All people, irrespective of their intelligence hold attitudes.

An attitude may be unconsciously held. Most of our attitudes may be about those which are not clearly aware.

Attitudes comprise of their basic components: emotional, informational and behavioural.

The information component consists of beliefs, values, ideas and other info. a person has about the object. It makes no difference whether or not information is correct or wrong.

Attitude is everything. Many social psychologists consider attitude as the tiebreaker between two equally qualified candidates. A person with a bad attitude ~~as~~ will get nowhere in life. A positive is a vital asset at any time. Attitude is probably the biggest determining factor for one's future success in his/her career.

According to Katz, attitudes serve four important functions from the view point of organisational Behaviour. These are

1. Adjustment function
2. Ego defensive functions
3. Value-expressive function
4. Knowledge function.

Attitude formation refers to the shift from having no attitude toward an object to having some attitude towards the object unlike personality, attitudes are expected to change as a function of experience. The distinction between attitude formation and attitude change is a fine one. If people change their attitudes, they can be said to be forming new attitudes.

The three Job-related are Job-satisfaction, Job involvement, and organisational commitment. Job involvement refers to the degree to which a person psychologically identifies with his Job.

Apart from attitude, values are also equally important for an org. when a collection of people come together in an org. the range of values and associated beliefs and operations can vary enormously and lead to an extremely complex social system or culture. Values are about how we have learnt to think things ought to be or people ought to behave. Ethics provide an indication of what is right and wrong. It tells us our moral duties and obligations so that our behaviour is right, truthful and just. We all have an ethical framework that we operate within.

Perception

People differ in their processes and the way they look at things. Different people interpret the world differently. Every individual has his or her own perception of different situations. It is an important determinant of human behaviour. Sensation and perception play two complementary but different roles in how we interpret our world. Sensation refers to the process of sensing our environment through touch, taste, sight, sound and smell. It depends on the senses for raw data. But the cognitive process of perception filters, modifies, or completely changes these data.

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The people of perception; stimuli, attention, org., interpretation and response. The perception process itself, however, is hardly knowable, as it operates at a preconscious level of cognition. Sometimes, it organises the incoming information into object and events.

Bias is a general term that is used to describe many distortions in the human mind that are difficult to eliminate and that leads to perception are stereotyping, halo effect, selective perceptions, contrast, effects etc.

Techniques used to develop perceptual skills are self awareness, validating, avoid having being empathetic, having a positive

attitude, enhancing self-concept, avoiding common biases, and broadening perspective.

Learning

The application of learning is very wide as it is directly or indirectly involved in almost everything that everyone does. For example a worker's skill, a senior manager's attitude. In General, learning offers significant insight into controlling employee behaviour.

Importance Characteristics

1. Learning is purposeful
2. Learning is a Result of Eff.
3. Learning is Multifaceted
4. Learning is an Active process.

The most widely accepted learning theories are the classical conditioning, operant conditioning, cognitive, learning social learning theories.

Cognitive learning theory presents the relationship between cognitive environmental cues and expectations.

The Social learning theory states that there is more to learning than just a antecedent stimulus and the dependent consequences.

A highly useful learning concept, which is valid for a wide range of situations, is the learning curve. It is a graphical representative.

OB made calls for intervention to encourage performance behaviour and discourage

Undesirable behaviour.

A few important aspects of learning in an organisation are.

Training

Motivation

Mentoring

Personality Development

Attitude change

Motivation

Motivation is one of the most important areas of study in the field of org. behaviour. It is focused goal.

Features of Motivation

It is an internal feeling and Motivation consists of three elements.

Needs

Drives

Incentives

Importance of Motivation

Motivated employees are more quality oriented.

Highly motivated employees are more productive as compared to other employees.

It helps achieving three behavioural dimensions of human resources namely.

Maslow's Hierarchy of Needs

This theory was produced to answer this question "What motivates an individual".

1. Physiological Needs -

It is a basic Needs to fulfil the humans first. basically Food, shelter, and clothes.

2. Safety Needs -

It is a need for safer our life protect from the enemies.

3. Social Needs -

It is a need for socially protected and

give all the social Needs to persons.

4. Esteem Needs -

In this need people want to desire all the people was respect to them.

5. Self - actualization

In this need we achieve all the needs. none, we are that point to complete all the desires.

Unit - 3

Groups, Teams and Group Dynamics -

Groups are the basic fundamental unit of an organisation. Groups more work in less time than a no. of people working individually.

Groups may be either formal or informal. Groups can further be classified into two task Group, Command Group, interest Groups and friendship groups.

Groups go through development stages much like individuals do. The Forming - Storming - Norming - Performing - Adjourning Model is useful in prescribing stages that groups should pay attention to as they develop.

Almost all groups are internally structured into roles. These roles prescribe different activities that exist in relation to one another to facilitate overall group functioning. There are various of these roles, such as role identity, role preception, role expectations and role conflict.

Members of a group share some acceptable standards of behaviour among themselves which are known as groups norms. Status also has major behavioural consequences when individual perceive a disparity between what they believe their status to be, and what other perceive it to be. Groups that are similar, stable, small, supportive and satisfied

tend to be more cohesive than groups that are not. Social loafing increases as groups become larger. When collective efficacy is high, groups tend to perform better.

Conflict and Negotiation at workplace.

The Term Conflict refers to perceived incompatibilities resulting typically from interference or opposition of every organisation encounters conflicts on a daily basis. The conflicts cannot be avoided, but it is possible to manage them in a way that we recognize them on time.

Conflict may actually be either functional or dysfunctional. dysfunctional conflict is destructive and leads to decreased productivity, whereas functional conflict may actually encourage greater work effort and help task performance. Since conflict may have functional as well as dysfunctional consequences. Effective

Conflict management effective and productive achievements are to resist.

Overall Conflict management should aim to minimise offensive conflict at all levels, attain and maintain a moderate amount of substantive conflict, and use the appropriate conflict management strategy.

Decision Making

The Decision Making process is a key determinant of the success of both the management and the organisation. There is a difference between a decision and decision making. A decision making is a process and decision is its outcome.

Characteristics

1. Selecting Best alternative
2. Based on Rational Thinking
3. Based on Reliable Information
4. Problem solving
5. Related to Environment
6. Pervasive Process

Human Activity

Decision streams

Core of Planning

Negative Decisions

It is an organisation can be classified

1. Programmed and Non-programmed

2. Routine and Basic

3. Organisational and personal

4. Planned and unplanned

5. Individual and Grouped

Three level of decisions

1. Strategic decision

2. Tactical decision

3. Operational Decisions

Decision making involves

1. Optimising Strategy

2. Satisficing Strategy

3. Minimax Strategy

4. Maximax Strategy

5. Disaster avoidance Strategy

6. Risk minimise Strategy

7. Low Avoidance principles

Decision making involves

1. Defining the problem

2. Analysing the problem

3. Developing Alternative

4. Selecting the best Decision

5. Implementing the Decision

6. Monitoring the Solution.

Important Quantitative and Qualitative Techniques.

1. Decision Trees

2. Payback Analysis

3. Simulations

4. T-Chart

5. PMI

6. Measured Criteria

7. Decision Matrix

8. Breiden's Ass.

Power and Politics in organisation -

Power and politics are among the most imp. concepts in the study of organisational behaviour. Both power and politics are dynamic concepts and are a function of the interaction between different elements in organisation.

Power is the ability that a person may use to get others to do what he/she wants to be done. Power is also a major resource of directing and controlling organisational goals and activities.

Source of power are:

1. Legitimate Power
2. Reward Power
3. Coercive Power

4. Expert Power
5. Referent Power
6. Information Power

Steps involved in the process of gaining power in organisations are

1. Knowing Colleagues
2. Relationship Management
3. Using positive Reinforcement
4. Encouraging Reciprocal influence
5. Sharing information
6. Development Communication

If power is used in a negative way that could be very detrimental to an organisation.

Strategies for organisational politics include:

1. Impression Management
2. Extra Role Relationship
3. Coalition
4. Bargaining.

It is not always easy to develop ethical standards. power and organisational policies are absolutely central to a great deal of what normally goes on in organisations.

• Organising is a function in which the synchronisation and combination of human, physical and financial resources takes place. Organisation means deciding about the various departments and the posts in these departments and the relationship between them. Moreover, in order to run their work smoothly, their authority and responsibility have to be prescribed.

• Characteristics of organisational

Process —

1. Division of Work and Specialisation
2. Coordination
3. Plurality of persons
4. Common Objectives
5. Well-defined Authority & Responsibility
6. Structural Relationship
7. Differentiated Functions
8. Universal Process
9. Dynamic Process

Organisational Structure

10. Continuity.

• Merits of Organization -

1. Optimum Utilization of Resources
2. Achievement of Organisational Goals
3. Increase in Managerial efficiency
4. Growth, expansion and diversification
5. Check on corruption
6. Decreases employees Optimum Turnover rate
7. Better human relations
8. Development of Creativity and New Ideas.

• Turnover Organisational Process -

1. Reviewing Plans & Objectives
2. Job Designing
3. Delegation
4. Assigning Duties
5. Chain of Command

6. Span of Control
7. Degree of Centralisation
8. Formalisation

• Principles of Organising -

1. Principle of Specialisation
2. Principle of functional definition
3. Principle of Supervision
4. Principle of Scalar Chain
5. Principle of Coordination
6. Principle of Parity of Authority & Responsibility
7. Principle of Absoluteness of Responsibility
8. Principle of Unity of Command
9. Principle of exception
10. Principle of flexibility
11. Principle of Complete Information
12. Principle of Balance
13. Principle of Simplicity
14. Principle of Participation

- The structure of an organisation is both formal and informal. A formal organisation means an organisation in which the responsibilities, authority and mutual relationships among all the employees working in an enterprise are clearly defined. This type of organisation is bound by rules and procedures.

An informal organisation is that organisation which is not established deliberately but comes into existence because of common interests, tastes and religious and communal relations.

The chief quality of this organisation lies in friendly relationship and cooperative nature. In this organisation an individual does not help another individual in his activities simply because he is responsible for it but because it is his personal liking.

Organisational Structure and Design.

- The idea of organisational structure has evolved into an array of divisions to improve company functions through cooperation. Organisational structure means establishing posts in an enterprise and defining relations among them.

Types of Organisation Structure -

1. Line Organisation
2. Functional Organisation
3. Line & Staff Organisation
4. Committee Organisation
5. Matrix Organisation.

- In Line Organisation authority & responsibility move from top to bottom and complaints & suggestion move from bottom to top.

- Types of Line Organisation -
* Pure Line Organisation.

* Departmental Line Organisation

* Pure line Organisation is used where the functions of all the persons working on the same level happen to be the same.

Under departmental line organisation, all the functions are divided into many departments under the general manager.

* A functional structure is one that organises employees around skills or other resources, eg marketing, production, finance. The concept of functional organisation was suggested by F.W. Taylor who recommended the appointment of specialists at important positions.

* A system of organisation which strikes a balance between the line organisation and staff organisation is called line & staff organisation.

* Committee Organisation is used with the purpose of helping the other regular forms of organisation. A committee is a group of persons within an organisation to whom, as a group, some matter is committed.

* Types of Committees -

* Standing Committee

* Advisory Committee

* Executive Committee

* Joint Consultative Committee

* Special Purpose Committee

* Working Committee

* Matrix Organisation is a group or team that is formed on temporary basis for accomplishment of a given project. The matrix organisation is an attempt to combine the advantages of the pure functional structure and the product organisational structure.

Organisational Culture

• Culture is a part and parcel of organisations. It is the personality of the organisation. If culture is not properly developed, organisation is doomed to decay. Culture aims at survival and growth of the organisation and trains its employees accordingly. It motivates employees to perform their jobs effectively and efficiently. It works like senses, body & mind. It becomes a source of satisfaction.

• Just like having a strong personality adds character to a person, organisational culture does give a business its own special identity. It helps create cohesion among the employees as they share the primary characteristics of organisational culture & imbibe in them the spirit of teamwork.

• Roger Harrison & Charles Handy proposed four types of culture -

- * Power Culture
- * Role Culture
- * Task Culture
- * Person Culture

• Cannozzi has suggested following types of culture -

- * The Blame Culture
- * Multidirectional Culture
- * Live & Let Live Culture
- * Brand Languant Culture
- * Leadership Enriched Culture

• Deal and Kennedy suggested the following types of culture -

- * Tough guy / Macho Culture
- * Work hard / Play hard Culture
- * Bet the company Culture
- * Process Culture

• Characteristics of Organisation Culture -

- * Culture is learned
- * Innovation & Risk Taking
- * Outcome Orientation
- * Employee Orientation
- * Group & Team Orientation
- * Aggressiveness
- * Stability
- * Individual Autonomy
- * Structure
- * Support
- * Identity
- * Performance - reward
- * Conflict Tolerance.

- Artifacts are the visible elements in a culture. It is the first & necessary level of Schein's model of culture. Furniture, facilities, offices, art, dress code, organisational structure and history all exemplify organisational artifacts. Artifacts also include shared stories & myths.

Organisational Change.

- The ability to manage change, while continuing to meet the need of stakeholders, is a very important skills required by today's leaders and managers. Organisational change is the term used to describe the transformation process that a company goes through in response to a strategic reorientation, structure, change in management, merger or acquisition or the development of new goals and objectives for the company.

• Characteristics of Organisational Change -

- * Change in the law of nature
- * Change is resisted by man
- * Change leads to development.
- * Change is a continuous process.
- * Change has an element of uncertainty.
- * Change requires an agent.
- * Change takes place due to

two forces.

* Change has two types.

- The types of changes that occur in an organisation include organisationwide change, transformational change, incremental change, remedial change, developmental change, unplanned change & planned change.

• Causes for introducing change can be divided into two parts -

- Internal Causes.
- External Causes.

• Internal causes include -

- * Managerial Causes
- * Developmental Causes
- * Organisational Causes.

• External factors may be -

- * Economic factors
- * Governmental factors
- * Technological factors
- * Social factors.

• There are a number of theories that explain changes in an organisation. All the theories have a different perspective towards change. These theories include the system theory, the complexity theory, and the organisation development theory.

• The process of planned change consists of the following steps -

- * Identifying need for change
- * Identifying area to be changed.
- * Planning for changing.
- * Determining change forces
- * Implementing changes
- * Getting feedback.

Organisational Development

- Organisational development has always been about measurement and identification of organisational factors that encourage and inhibit performance. It is a systematic, integrated & planned approach to expand effectively to bring changes in its external and internal environment.

Organisational development brings changes to the attitudes, values and beliefs of organisation, so that people can adapt to new technologies and challenges of the business.

- The research and practice in the field of OD has lead to the emergence of new concepts and interventions. The sets of planned activities adopted by groups or individuals in an organisation, as a part of the organisation development programme, are known as OD interventions.

While change programmes may involve either external or internal consultants, OD interventions mostly involve external consultants.

Some important OD interventions technique include sensitivity training, survey feedback, process consultation, team building, third-party peace making, Management by Objective (MBO) etc.

The changes in global economy, revolution in the field of IT and workforce diversity have significant implications for the future of OD. In the future, OD will become a part of organisational operations and OD skills will be acquired by employees at every level in the organisation.

Stress Management

• In this difficult economy, you may find it harder than ever to cope with challenges on the job. Both the stressors we take with us when we go to work and the stressors that await us on the job, are on the rise and employers, managers and workers all feel the added pressure.

• When people feel overwhelmed, they lose confidence & become irritable or withdrawn, making them less productive and effective and their work less satisfying. If the warning signs of work stress go unattended, they can lead to bigger problems. Besides interfering with job performance and satisfaction, chronic or intense stress can also lead to physical and emotional health problems.

• Work-related stress has many causes including long hours, heavy workload, job insecurity, the threat of job loss or redundancy & conflict with other workers or bosses. Symptoms of work-related stress may include depression, anxiety, a drop in work performance, feelings of being overwhelmed, fatigue, headache and an increase in sick days or absenteeism.

• It is important for employees to recognize work-related stress as a significant health and safety issue. A company can & should take steps to ensure that employees are not subjected to unnecessary stress. A person suffering from work-related stress can help himself/herself in a number of ways, including thinking about the changes you need to make at work in order to reduce your stress levels, then take action.