

Week 1 -Self and authenticity

Organisational behaviour is the study of what people think, feel, and do in and around organisations. It encompasses the study of organisations interact with external environment - employee behaviour and decisions-as well as internal environments-how individuals and teams in organisations relate to each other and their counterparts.

Organisations are groups of people who work independently towards the same purpose. A key feature of organisations is that they're collective entities, as they consist of human beings, and these people interact in an organised way. All organisations must also have a collective sense of purpose, as well as vision and mission statements.

Reasons to study organisational behaviour

OB helps people to make sense of the workplace, and the theories also give them opportunity to question and rebuild the personal mental models that they have developed through observation and experience. OB helps us understand and predict the world we live in.

The main reason why OB is viewed as important is because it provides the knowledge and tools to work with others, which happens in every entity.

Company's performance also increase with employee involvement, training and development, performance based rewards, high quality leadership, employee communication and other OB practices.

Perspectives of organisational effectiveness

Organisational Effectiveness- A broad concept represented by several perspectives, including the organisations fit with the external environment, internal subsystems configuration for high performance, emphasis on organisational learning and ability to satisfy the needs of key shareholders.

MARS Model of individual behaviour and performance

Experts have tried to find the direct predictors of individual behaviour and performance for along time. It is found that there is 4 roles-motivation, ability, role perceptions and situational factors-represented by the acronym MARS. If one of them is low in a specific situation, the employee will do their task poorly.

Motivation-Represents the forces within a person that affect his or her direction, intensity and persistence of voluntary behaviour.

Ability-The natural aptitudes and learned capabilities required to successfully complete a task. Aptitudes are linked to competencies, which are skills, knowledge and other personal characteristics that lead to superior performance.

Role perceptions-The extent to which people understand the job duties (roles) assigned to or expected of them

Situational factors-How well the situation supports or interferes with their task goals. They include conditions beyond the employee's immediate control that constrain or facilitate behaviour and performance.

Personality is the pattern of relatively enduring ways in which a person feels, thinks and behaves. The determinants of personality are *Nature:biological heritage, and Nurture:life experiences.*

When personality and situational factors interact with each other, they uncover some similarities,

these are *feelings, thoughts, attitudes and behaviour*.

Big five personality model

- Openness to experience: : fantasy, actions, ideas
 - Conscientiousness: Competence, order, self-discipline
 - Extroversion: Positive emotions, gregariousness , warmth
 - Agreeableness: trust, straightforwardness, tender-mindedness
 - Neuroticism: anxiety, self consciousness, vulnerability
- =OCEAN

Week 2-Emotional Intelligence

Emotions

Intense feelings that are directed at someone or something and caused by a particular event.
Emotions tend to be more transient than moods.

Emotional intelligence (EI)

The ability to detect and to manage emotional cues and information in oneself and others.

Four dimensions:

1. Self awareness
2. Self management
3. Social awareness
4. Relationship management

There are 3 components of attitudes

Affect(feelings and emotions)- How a worker feels about his or her organisation

Cognitive(beliefs and values)- What a worker believes to be true about his or her job or organisation

Behavioural(action)-What a worker thinks about how to behave in his or her job or organisation

Usually these components are consistent, but not always

Attitude formation

Direct experience(stronger effects)

-availability

Social learning

-Family, peer groups, religious organisations, culture

To change attitude, you must change your behaviour, at least in the traditional approach.

Cognitive dissonance

A condition that occurs when we perceive an inconsistency between our beliefs, feelings and behaviour/ Dissonance theory suggests that it might be possible to change a person's attitude by first changing their behaviour.

The dissonance approach to changing attitude/behaviour, is by modelling, role playing and social reinforcement, which leads to a behavioural change, and then that attitude changes to be consistent with behaviour.

Job satisfaction

A collection of attitudes that workers have about their jobs.

Two aspects are:

1. Facet satisfaction-satisfaction with pay supervision, co workers
2. Overall satisfaction-summary indicator across all facets

The determinants of job satisfaction are:

Social influence

Values

Personality/dispositional

Work situation

Herzberg's 2 factor theory is a great example of how motivators work.

Components of burnout

Burnout evidence

-Single females(more so than married or divorced)

-Younger(>30 years)

-Helping occupations:

- Teachers, social workers (human services)
- Police, prison guards and medical doctors

-Individual differences

- Low self esteem, passive defensive coping, external locus of control(relatedly hardiness), Type A, neuroticism

Coping with stress

Coping is the cognitive and behavioural process of mastering, tolerating or reducing internal and external demands.

Week 3-Will power and work motivation

Theories of motivation overview

Content theories

Maslow's hierarchy of needs: Psychological, safety, love/belonging, esteem, self-actualisation

The problem with hierarchy models, such as the **ERG** model(existence, relatedness and growth), is that people don't fit into 1 hierarchy model.

McClelland's Learned needs theory- Need for achievement, need for affiliation and need for power.

Four drive theory-A central part of employee motivation is emotions. This theory applies this by saying everyone has the drive to *acquire, bond, learn and defend*.

Acquire: Drive to seek, take and retain objects and personal experiences.

Bond: Drive to form social relationships and develop mutual caring commitments with others.

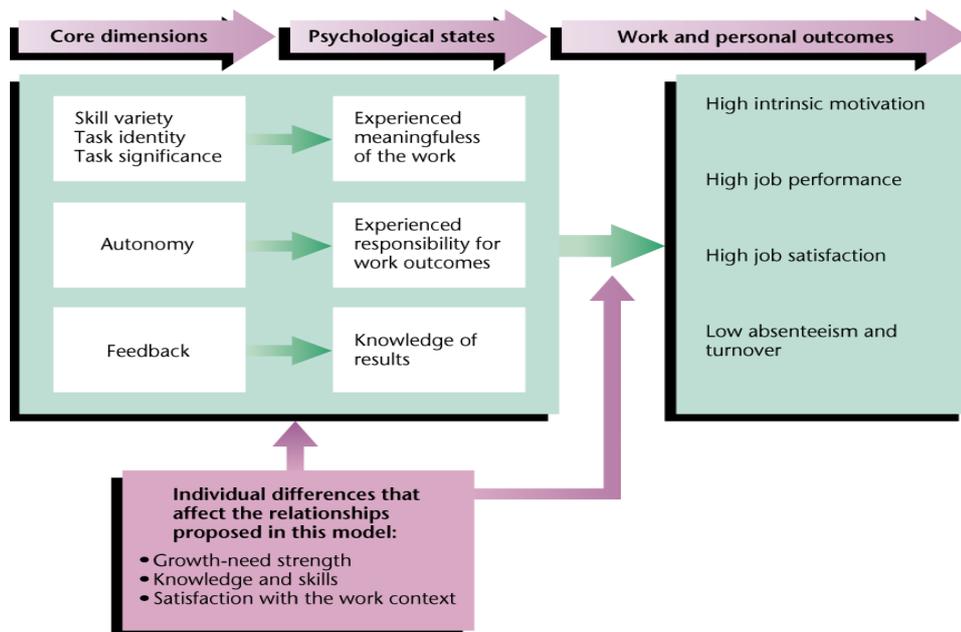
Learn: Drive to satisfy our curiosity, and to know and understand ourselves and the environment.

Defend: Drive to protect ourselves physically and socially.

-We usually aren't aware of these drives, unless they are especially strong. Yet, we use our mental set of *social norms, past experiences and personal values* to direct the motivational force of our emotions to useful and acceptable goals.

-The implication of four drive theory is to ensure that individual jobs and workplaces provide a balanced opportunity to fulfil the drives to acquire, bond, learn and defend.

Job Characteristics theory



Week 6-Team dynamics and effectiveness

Reasons to study groups/teams

- They are widespread in organisations
- They can influence individual behaviour
- They enable us to do things we couldn't do alone
- They have the potential to perform better than individuals.

Groups and Teams

- Groups** are 2 or more people who interact regularly to accomplish a common goals.
- Work teams in organisations** have:

- A team task
- Clear boundaries
- Stable membership for some period of time
- Some authority to manage their own work

Advantages and disadvantages of teams

Advantages

- teams make better decisions
- create a more engaged workforce
- Make better products

Disadvantages

- social loafing

Teams reaching full potential

Potential Performance-Process Losses+Process Gains=Actual Performance

Process Gain: Social Facilitation

- The presence of others enhances the performance of the dominant response.

- Well-learned behaviours are enhanced
- Poorly learned behaviours are impaired-especially if they are complex

Process Loss: Social Loafing

-The tendency for group members to exert less individual effort on an additive task as the size of the group increases.

Managing Social Loafing

- Make individual performance visible
- Make work interesting
- Increase feelings of indispensability
- Increase performance feedback
- Reward group performance

Supportive organisational context

-Rewards: Team Performance

- Task interdependence influences the relative effectiveness of rewards

Low task interdependence-Individual based rewards

High task interdependence-Group based rewards

- Performance feedback, goal setting (stronger effects) non monetary
- Incentives (increased productivity)
- Recognition by management was positively related to performance

Improving workplace communication

Work space design

Web based organisational communication

Direct communication with top management. Also, **management by walking around** is a good communication process where executives learn others in the organisation through face to face dialogue.

Grapevine-An unstructured and informal network founded on social relationships rather than organisational charts or job descriptions

Week 7 – Leadership excellence

Leadership

-Studies consistently report positive relationships between leadership and leadership effectiveness, organisational effectiveness, and employee satisfaction.

Shared leadership is the view that leadership is broadly distributed, rather than assigned to 1 person, such that people within the team and organisation lead each other.

Leadership is:

- the process of *influencing* the activities of a group/organisation *toward* goal achievement
- the *influential increment* over and above the mechanical compliance with the routine directives of the organisation.
- the ability to step outside the culture and to start evolutionary *change activities* that are more adaptive
- about articulating visions, embodying values, and *creating an environment* within which things can be accomplished

Charismatic leadership

-A self confident, enthusiastic leader able to win followers' respect and support for his or her vision of how good things could be.

Essence of charismatic/transformational leadership

- Emotional aspects of leadership
- Symbolic aspects of leadership
- =influence followers reactions to leadership attempts

Key behaviours

- Articulating an appealing vision
- Using strong expressive communication
- Taking personal risks
- Expressing confidence in followers
- Role modelling behaviours consistent with the vision

Dark side of Charisma

- Desire for leader acceptance inhibits criticism
- Excessive confidence and optimism blind leader to real dangers
- Denial of problems reduces org. learning
- Risky grandiose projects are more likely to fail
- Dependence on leader inhibits development of competent successors-leadership crisis

Transformational leadership

Communicate the vision

Model the vision

Create a strategic vision

Build commitment toward the vision

Transformational leadership that inspires followers to trust the leader, perform behaviours that contribute to the achievement of organisational goals, and perform at a high level.

Transactional leadership that motivates followers by exchanging rewards for high performance and noticing and reprimanding subordinates for mistakes and substandard performance.