

ABOUT THE BOOK

Content of the book Organisational Behaviour is thoroughly revised with six new chapters :

- Individual Moods • Organisational Citizenship Behaviour • Transactional Employee Morale • Team Building • Organisational Climate

Covers all aspects of Organisational Behaviour and is divided into four parts: background of Organisational Behaviour, then discussion on Individual Behaviour leading over Group Dynamics and finally Dynamics of Organisation. Includes plenty of real-life examples (text and cases).

Review Questions at the end of every chapter assist students in understanding the concepts.

At the end of the book enable the students gain knowledge and be able to use the important key terms used.

ABOUT THE AUTHOR

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He has authorship of five reference and six textbooks in Commerce and Management and has published over 60 research articles in national and international journals. He has successfully completed five research projects sponsored by AICTE, UGC and other agencies. He has teaching and research experience of over four decades with various institutions. He has been Visiting Professor Bishkek International School of Management (BISM), Bishkek (Kyrgyzstan) and the Department of Management, National University of Mongolia, Ulaanbaatar (Mongolia). His areas of teaching, research, and publications are in Human Resource Management, Organizational Behaviour, Leadership, Development, and Ethics and Values.

Dr. S.S. Khanka is the recipient of Shiksha Rattan Puraskar by Governor of Arunachal Pradesh, Teacher Award in Human Resource Management at the 19th Dewang School Awards and is also a recognised National Trainer on Ethics and Governance by the Department of Personnel and Training (DoPT) in the United Nations Development Programme (UNDP).

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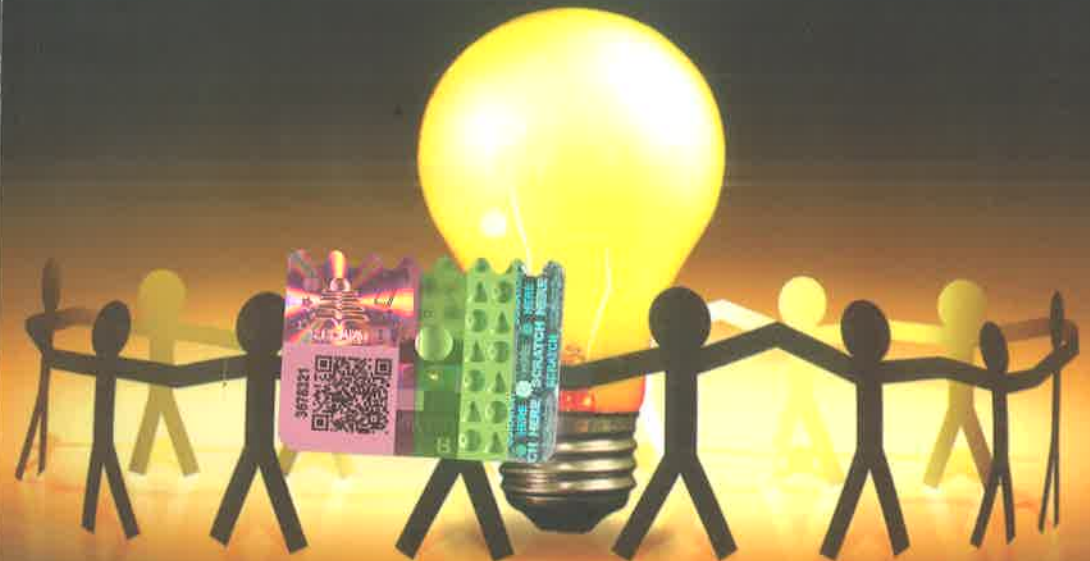
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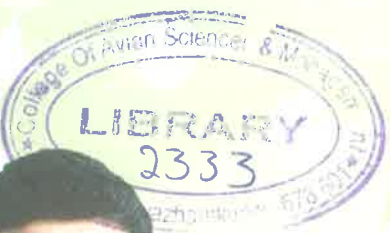
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(Text and Cases)

For the Students of MBA, PGDBM, M.Com. and Other Management Courses



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PREFACE TO THE FOURTH EDITION

Change in organisational context is ephemeral and, in turn, the subject matter of organisational behaviour. Since the publication of the last edition (Third Edition) of my book "Organisational Behaviour (OB).", in 2004, the emergence of some new topics in the subject of organisational behaviour alongwith constructive feedback received from the discernible readers, and my own learning and teaching experience of organisational behaviour over the period have necessitated the revision of the book. Accordingly, while some new chapters have been added to the present edition, a number of existing chapters have been enlarged, revised, and rehashed. The following six new chapters have been added to the present edition:

- **Organisational Citizenship Behaviour (Chapter 9)**
- **Emotions and Moods (Chapter 10)**
- **Transactional Analysis (Chapter 11)**
- **Morale (Chapter 14)**
- **Team Building (Chapter 16)**
- **Organisational Climate (Chapter 26)**

The major additions and revisions made in different chapters include attitude change, developing values, determinants, and theories of job satisfaction, and organisational commitment in the chapter 7: 'Attitudes, Values, and Job Satisfaction' and negotiations in the chapter 17: 'Organisational Conflict'. A number of experiential activities have also been added at the end of some chapters to make the learning more and more practice-oriented. Besides, an OB quotation is given at the beginning of the each chapter to introduce the theme of the chapter. The chapter-end summary is also restructured in the light of learning objectives given in the beginning of the chapter. The important key terms used in the additions made in the text have also been incorporated in the Glossary given at the end of the book.

The above additions and enlargements make the book more comprehensive and contemporaneous. It is hoped that the discernible readers - students, teachers, and management practitioners - will find this revised edition more rewarding and useful. No book of this nature is complete and perfect once for all times. Hence, constructive suggestions from the readers will be highly appreciated and acknowledged for the further improvement of the book in its subsequent editions.

Faridabad

Dated 10-10-2008 Vijaya Dashmi

S. S. Khanka

PREFACE TO THE FIRST EDITION

Organisations are made of the people, by the people and for the people. Therefore, organisational effectiveness depends on the behaviour and performance of the people constituting organisations. That is why human behaviour at work, popularly known as '**organisational behaviour**' has become a subject of much interest and concern. Every individual is unique and his/her behaviour is highly unpredictable and complex. Nonetheless, knowing why people behave as they behave at work sharpens the mind, increases vision, and offers an array of tools and techniques to choose from when faced with the problem of resolving a difficult situation. Moreover, how others resolved the problem serves as a doubling guidance and help.

The books on Organisational Behaviour are so far written mainly by the foreign authors in the foreign context. As these books lack the Indian flavour, the students find it difficult to comprehend the concepts of Organisational Behaviour without real-life examples from the Indian organisations. It is against this background, I have made a modest attempt to remedy this situation by providing real-life examples from the Indian context. I do not claim any originality of ideas presented on the subject. At best, I have endeavoured to interpret the vast knowledge generated by others in my own sense, style, and easy to understand language. In long and short, I have tried to combine theory and experiential vignettes to rehash the existing knowledge on the subject.

There is a presumptuousness in trying to cover all aspects of organisational behaviour in three-hundred odd pages. This book is divided into four parts consisting of 31 chapters. Part I, in its 3 chapters, provides a background for the study of organisational behaviour. Knowing that organisations are run by individuals, Part II spreading over 11 chapters, is devoted to discuss the individual perspective like personality, perception, learning attitude, values, and job satisfaction. That the behaviour of a person as an individual varies from his or her behaviour as a member of a group serves as a background for Part III that focuses on aspects of group dynamics such as group conflict, job frustration, job stress, communication, leadership, and power and politics. As organisation itself also is affected by the human behaviour at work, the last Part-IV consisting of 9 chapters deals with dynamics of organisation. The aspects covered are, organisational structure, theory, climate, culture, change and development, effectiveness, quality of work life (QWL).

I must confess that this is not my solitary activity but a rehash of the existing knowledge on organisational behaviour generated by several organisational theorists and behavioural scientists whose works I have read, learnt from and drawn upon for more than two decades. I do not know how much I owe to them. I could do no more than to express my sincere indebtedness to them.

grated Mountain Development (ICIMOD), Kathmandu, Nepal, who switched the lightbulb in my head to keep on working. Whatever little academic work I could do so far is but due to his teachings and goadings.

Thanking one's own family members seems a ritualistic, but it is not so for my family where all three members agreed to compromise their interests by granting me a long leave to stay away from them with the fetch hope that I shall do some good work which fetch a psychic reward for them. Now, this is the time when, as a mark of my appreciation to my beloved wife **Geetu**, and loving sons **Abhineet** and **Abhinav**, I dedicate this work to them.

Last but not the least my special thanks are due to Shri Ravindra Kumar Gupta, Managing Director, S. Chand & Company Ltd., whose sincere efforts have brought this book in such an excellent getup.

I hope this book would serve as a useful text for the students of MBA, M. Com., and other diploma courses in management. It would also be useful to enlightening managers who want to effectively manage human behaviour at work.

Feedback for further improvement in the book are most welcome and will be gratefully acknowledged.

Yours

11, 2003

S.S. KHANKA

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Since then, the foundation laid by King and Marshall has paid enormous dividends. British Airways has become the largest airline in the world and also one of the most profitable. And customers rate its service as the best in the industry. The current state of affairs is a far cry from the days of "Bloody Awful," and much of the credit goes to a large group of people working together for a common cause.

QUESTIONS

1. Identify as many behavioural concepts and processes in this case as you can.
2. Do you think King and Marshall made any serious mistakes?
3. What perils or threats does British Airways face in the future?

GLOSSARY

The purpose of the glossary is to present definitions of some of the important terms that are often used in the very wide range of subject areas covered in the book.

Absence : The failure of employees to report for regularly for scheduled work.

Ability : This is an individual's skill and capacity to perform a job.

Accountability : A concept whereby persons are held responsible for their own performance and the performance of their subordinates.

Achievement Motivation : One's drive to overcome challenges and obstacles in the pursuit of goal.

Action Research : A cyclical process of identifying system problems, gathering data, taking corrective action, assessing progress, making on going adjustments, and learning from experience.

Affect : It is a generic term that covers a broad range of feelings that people experience.

Affective Events Theory (AET) : A psychological model that proposes that organizational events are proximal causes that produce affective reactions or responses.

Altruism : People having concern for others' welfare without concern for one's own self-interest.

Ambivert : One who is neither extrovert (much talking) nor introvert (less talking) but in between the two.

Applied Research : A research or study conducted to find a solution to a particular problem.

Assessment : The process of making a judgement, against evidence of an individual's competence.

Assessment Centre : A process in which employees are evaluated through a series of exercises to determine their promotability.

Attitudes : Individual's general affective, cognitive, and intentional responses toward objects, other people, themselves, or social issues.

Authority : One's legitimate right to influence others/subordinates.

Autocratic Style : A style of leadership in which the leader uses strong, directive, controlling actions to enforce the rules, regulations, activities, and relationships in the work environment.

Autonomy : The degree to which a job provides substantial freedom, independence, and discretion to a person in scheduling and carrying out his or her work.

Bias : A personal preference or inclination that undermines

Bureaucracy : An ideal type of organisational structure proposed by Max Weber with characteristics like having a hierarchy of authority, a system of rules and procedures and division of labour.

Burnout : The overall feeling of exhaustion a person feels when simultaneously experiencing too much pressure and too few sources of satisfaction.

Business Environment : The composite of social, economic, political, technological, market and other conditions external to any given business organisation that are likely to have their dent in overall performance of the business.

Career Path : A sequence of job experiences that an employee moves along during his or her career.

Career Planning : The process of planning one's life work, involves evaluating abilities and interests, considering alternative career opportunities, establishing career goals, and planning practical development.

Career Plateau : A point in an individual's career in which the probability of moving further up the hierarchy is low.

Career Management : A lifelong process of learning about self, jobs and organisations; setting personal goals; developing strategies for developing the goals; and revising plans based on work and life experiences.

Case Study : An intensive and thorough analysis of an organisational problem.

Centralization : The concentration of decision making authority at the top of the organisational hierarchy.

Civic Virtue : It is a manifestation of employee's concern in participating in the life of organization like organizational functions and meetings.

Classical Conditioning : An approach to learning through modifying behaviour so that a conditioned stimulus is paired with an unconditioned stimulus and elicits an unconditioned response. This approach of learning is associated with Ivan P. Pavlov, the Russian psychologist and his experiments with dogs.

Cognitive Dissonance : Inconsistency held in attitudes that causes tension or conflict for the person.

Cognitive Dissonance : The anxiety a person experiences when two sets of knowledge or perception are contradictory or incongruent. It also occurs when a person behaves or responds in a way inconsistent with his or her attitude.

Cognitive Theory : A learning process that involves conscious and active behaviour.

Cohesiveness : Degree to which employees stick together, rely on each other, and desire to remain members of a group.

Command Group : It is a relatively permanent, formal group with functional reporting relationships,

Communication : A process that involves transfer of information and also understanding from one person to another person.

Conflict : An interaction or disagreement between the groups that occurs when one group perceives that its attempts to attain set goals are frustrated by another group.

Controlling : The process of monitoring actual organisational activities so as to keep them headed toward the set goal and correcting flaws or deviations, if any.

Counselling : A personal function concerned with giving practical help to employees on personal problems that usually have emotional content.

Creativity : A process involving one's ability to develop something new and novel by conceiving the idea and articulating the new knowledge.

Critical Incident Technique : A method of performance evaluation that involves interviewing employees to ask them to define the most important (critical) incidents of their effective and ineffective performance on the particular job.

Cultural Shock : An employee's feeling of confusion, insecurity, and anxiety caused in a strange new work environment.

Custodial Model : Managerial view that security needs are dominant among employees.

Data : The facts that are unanalysed and uninterpreted.

Decentralization : The delegation of power and authority from higher to lower levels in an organisation. This is done by creating smaller units in the organisation.

Decision Making : A process through a problem is identified, solution objectives are defined, a predecision is made, alternatives are generated and evaluated and finally an alternative considered to be the best, is chosen, implemented, and followed up.

Delegation of Authority : The process of assigning duties to subordinates who are allowed to act within the authority granted to them. The person assigning duty and granting authority retains responsibility for that person's exercise of authority.

Delphi Technique : A method of improving group decision using the opinions of experts, which are solicited by mail and then compiled. The expert consensus of opinions is used to make a decision. The experts in this technique never meet face-to-face.

Demotion : The reassignment of an employee to a lower job.

Departmentalization : The manner in which divided tasks are combined into work groups for smoothening coordination activity. The methods commonly used for making work groups are business function, process, product or service, customer, and geography.

Discipline : An organisational condition when employees conduct themselves in accordance with the organisation's rules and standards of acceptable behaviour.

Distress : The adverse psychological, physical, behavioural

Domino Effect : It is a change that triggers of a series of related changes.

Dysfunctional Conflict : An unhealthy, distractive disagreement between two or more people.

Ego States: Psychological positions as parent, adult, and child that form basis for and influence one's behaviour or transaction with others.

Emotion: This is primary motivating force and a process which arouses, sustains, and directs activity.

Emotional Competence: This refers to an individual's underlying emotional characteristic that enables him/her in dealing with others effectively.

Emotional Episode: This refers to a series of emotional precedents to the present feeling toward something or somebody.

Emotional Intelligence: This is the ability to monitor the feelings of the self and others, discriminate among them and use this information to guide one's thinking and action.

Emotional Literacy: This is becoming aware of one's as well as other people's emotions.

Empathy : It is a person's ability to understand and be sensitive to the feelings, thoughts, and situations of others. Popularly called "putting one's feet in others shoes."

Empowerment : A process that provides greater autonomy to employees through information sharing and exercising control over factors affecting job performance.

Encounter : The second stage of socialisation process in which the new comer learns the tasks associated with the job, classifies roles and establishes new relationships at work.

Environment : One's surrounding composed of work, colleagues and supervisors, workshops, amenities and facilities.

E.R.G. Theory : An alternative to Abraham Maslow's need hierarchy theory proposed by Clayton Alderfer, which proposes that when one need is frustrated, people simply concentrate on others. According to Alderfer, there are three basic human needs – existence, relatedness, and growth.

Esteem Needs : These refer to two slightly different types of human needs : (i) the need for a positive self-image and self-respect and (ii) the need to be respected by others.

Expected Value : What members of an organisation say they value.

Ethic : It is the way the values are acted out as what is good and bad, desirable and undesirable.

Eustress : A positive form of stress that can motivate, stimulate, and often, reward a person.

Efficacy : The beliefs that people hold regarding the extent to which their efforts

the probability that performance will lead to reward (instrumentality), multiplied by the perceived value of the reward (valence).

Extinction : The attempt to weaken a behaviour by withholding positive consequences that were previously provided for a desirable behaviour.

Feedback : Information from the job itself, management, or other employees that tells workers how well they are performing.

Flextime : An alternative work schedule that allows employees to determine their starting and stopping times, provided that they work a set number of hours per day or week.

Followership : The process of being guided and directed by a leader in the work environment.

Formal Groups : Groups that are created by the organisation intentionally designed to direct its members towards some organisational goal. These are usually included in the organisation chart.

Free-rein Leaders : Leaders who avoid power and responsibility and leave it to employees to make decisions.

Frustration : Result of a drive or motivation being blocked to prevent one from reaching a desired goal.

Functional Conflict : Any conflict or disagreement between two or more people, that has healthy, positive, constructive and non-divisive results.

Functional Job Analysis : A method of job analysis that includes the Department of Labour's procedure to describe what a worker does, catalogue into three general functions: data, people, and things.

General Adaptation syndrome : A model of the stress experience, consisting of three stages : alarm reaction, resistance, and exhaustion.

Goal : A set of desirable objectives that individuals or organisations aim to achieve within set periods of time.

Goal Compatibility : The extent to which the goals of more than one group can be achieved at the same time.

Goal Setting : The process of determining specific levels of performance for workers to attain.

Graphic Rating Scale : A method of rating individual performance whereby the rater checks or circles the point on the scale that best represents the performance level of the employee.

Grievance : A complaint by an employee concerning a possible violation of the labour contract, law, or past practice of the employer.

Grievance Procedure : The steps followed for handling contractual disputes arising out of a collective bargaining agreement.

Group : A collection of two or more individuals

Group Dynamics : Social process by which people interact face-to-face in small groups.

Group Structure : The pattern of interrelationships between the individuals constituting a group, the guidelines of group behaviour that make group functioning orderly and predictable.

Halo Effect : In performance appraisal, the tendency to let the rater's assessment of an employee on one trait influence his or her evaluation of that employee on other specific traits also.

Hawthorne Effect : A concept that mere attention to workers tends to change the way the group of workers operates in a work environment.

Hawthorne Studies : A series of experiments conducted by Elton Mayo and his associates at the Hawthorne Plant of Western Electric near Chicago between 1920s and 1930s. The overall conclusion of the studies was that individual and social processes are too important to ignore.

Heredity : It refers to qualities determined at conception through biological mechanism.

Hierarchy of Needs : A five-level classification of human needs, in order of merit or importance, developed by the psychologist Abraham Maslow, are : (1) physiological, (2) security, (3) social, (4) self-esteem, and (5) self-actualisation.

Hot-Stove Rule : Suggested by Douglas McGregor, a rule of discipline to touching a hot-stove, in that a warning is given, the response is immediate, enforcement is consistent, and the rule is applied impersonally to all.

Human Resource Information System (HRIS) : A system frequently computerised, for collecting, storing, maintaining, retrieving, and validating data concerning an organisation's personnel.

Hygiene Factors : A work condition related to dissatisfaction caused by discomfort or pain.

Impression Management : The process by which individuals try to control the impressions others have of them.

Incentives : Payments made to employees in addition to basic pay as an encouragement to increase the quantity or quality of output.

Individual Difference : The way in which factors such as skills, abilities, personalities, perceptions, attitudes, values, and ethics differ from one individual to another.

Individualism : A cultural orientation in which people belong to loose social frameworks and their primary concern is for themselves and their families.

Industrial Democracy : Government-mandated worker participation at various levels of the organisation with regard to decisions that affect workers.

Industrial Relations : Relations between trade unions and employers, or between an employer and unions representing employees. Also the relations between management, government and employees in an industrial environment.

workshops to large factories.

Informal Groups : Groups formed by the members of an organisation. They include the relatively permanent friendship group and the interest group, which may be less long-lived.

Informal Leadership : Unofficial leadership accorded to a person by other members of the organisation.

Information Technology : Use of computers, software, and telecommunications for a wide variety of productivity and communication applications.

Inputs : An individual's contribution to the organisation, such as experience, effort, and loyalty.

Interactional Justice : A high degree of courtesy, dignity, and inter-personal sensitivity shown by organization toward its employees.

Interventions : Structured activities designed to help individuals or groups improve their work experience.

Interview : A face-to-face interaction between two persons for a specific purpose.

Investiture Socialisation : A socialisation process that ratifies the usefulness of the characteristics that the person brings to the new job.

Involvement : A person's willingness to go beyond the standard demands of his or her job as an organisational "citizen".

Jargon : A specialized or technical language of a trade, field, profession, or social group.

Job : A set of specified work and task activities that engage an individual in an organisation.

Job Analysis : A systematic investigation into the tasks, duties, and responsibilities of a job.

Job Classification : A method of grouping or grading jobs based on skills, training, qualifications and levels of responsibility needed to perform a task. It is also called 'Job Grading'.

Job Description : A written statement of what the jobholder does, how it is done and why it is done. The description is a product of job analysis.

Job Design : The process of deciding on the tasks and responsibilities to be included in a job and deciding on the methods to be used to carry out the tasks specified.

Job Dissatisfaction : The displeasure or negative attitude of an employee toward his or her job.

Job Enlargement : Increasing the scope of a job or number of tasks performed in order to overcome the boredom of over specialized work, on the one hand, and increase employee satisfaction, on the other.

technique forms the basis for establishing pay differentials.

Hopping : Moving to different organisations in search of job rather than making adjustments within the present organisation.

Involvement : Degree to which employees immerse themselves in their jobs, invest time and energy in them, and view work as a central part of their lives.

Redesign : An organisation development (OD) method that alters jobs to improve fit between individual skills and the demands of the job.

Rotation : The process of transferring an employee from one job to another at a similar level in an organisation so as to give him or her wider experience.

Satisfaction : A positive or pleasurable emotional state resulting from the appraisal of one's job or job experiences.

Sharing : An alternative work pattern in which there is more than one person occupying a single job.

Specification : The minimum skills, education, and experience necessary for an individual to perform a job.

Stress : The physical or psychological response by an individual caused by an external action, situation, or event in the work place.

Teizen : This is a Japanese term that implies that all employees should constantly strive to be seeking ways to improve everything around them in an organisation.

laissez Faire : A leadership style in which the leader fails to accept the responsibilities of the position.

Diagonal Communication : Communication that takes place across chains of command. It is also known as "cross-communication".

Change Agent : An advocator for initiating change and new approaches for problem solving.

Leadership : The process of guiding and directing the behaviour of others to work enthusiastically toward achieving set objectives.

Leadership Styles : The various patterns of behaviour that a leader exhibits during the process of guiding and influencing others to behave in a desired manner.

Leadership Substitutes : Individual, task, and organisational characteristics that tend to negate the leader's ability to affect subordinate satisfaction and performance.

Team Building : The process of enabling members of an organisation to work together in a fashion consistent with the goals of the organisation.

Learning : A relatively permanent change in behaviour or potential behaviour as a result of experience.

Legitimate Power : Power that is granted by virtue of one's position in the organisation.

Life Change : Any meaningful change in a person's personal or work situation.

Life Stressors : Events that take place outside the organisation and cause stress in organisational settings, generally termed as 'life change'.

Life Trauma : Any single upheaval in one's life that disrupts his or her attitude, emotions, or behaviours.

Locus of Control : An individual's generalized belief about internal control (self control) versus external control (control by the situation or by others).

Machiavellianism : A personality characteristic indicating one's willingness to do whatever it takes to get one's way.

Management : The process of efficiently getting activities completed with and through other people.

Management by Crisis : A management style which focuses on problems as and when these arise.

Management by Objectives (MBO) : Process of jointly setting objectives, creating action plans, conducting periodic reviews, and engaging in annual performance evaluations to facilitate desired performance.

Management Development : A systematic process by which persons acquire the skills, knowledge, and abilities to lead and manage organisations effectively.

Management Games : The simulation of conditions faced by real organisations, used primarily for educational purposes (also called 'Business Games').

Management Information System (MIS) : A formal, usually computerized, structure for providing management with information, often through an MIS department.

Manager : A person who plans, organises, leads and controls other individuals in the process of pursuing organisational goals in an effective manner.

Managerial Grid : A grid designed by Blake and Mouton on a scale of 9 points, to understand a manager's concern for production and concern for people. The preferred style is said to be 9.9 – this refers to a style with high concern for both people and production.

Maslow's Hierarchy of Needs : A motivational theory developed by Abraham Maslow in which human needs are arranged in a five-tiered hierarchy of importance, from physiological needs at the bottom, to security needs, social needs, esteem needs, and at the top, self-actualisation needs.

Matrix Organisation : An organisational structure which is a combination of the functional and product types of organisation.

McClelland's Three Needs Theory : A motivational theory based on the need for achievement, the need for affiliation, and the need for power.

Mechanistic Organisations : Organisations characterised by the use of hierarchy, centralised direction, certainty of task assignments, and strict definition of roles.

Mentor : More experienced employees helping younger ones grow and advance by providing advice, support, and encouragement.

Message : Thoughts and feelings that the communicator is attempting to elicit in the receiver.

Amorphosis Stage : The socialization stage whereby the new member must work on any problems discovered during the encounter stage.

Mission : The unique reason for an organisation's existence that makes it different from all others.

Modeling : Learning through the experience of others. It is also referred to as vicarious learning.

Morale : A collective feeling to work together persistently and consistently in pursuit of a common purpose.

Motivating Potential Score (MPS) : Index that reflects the degree to which a job is perceived by an employee to be meaningful, foster responsibility, and provide knowledge of work results.

Motivation : The set of processes that arouse, direct, and maintain human behaviour toward attaining some goal.

Motivational Factors : Conditions intrinsic to work such as achievement and motivation tend to motivate workers when they exist, but their absence rarely is dissatisfying.

Motive : One's urge to achieve his or her goal.

Modeling : The second step in Lewin's change model, in which new attitudes, values, and behaviours are substituted for old ones.

Multinational Organisations : Those organisations that do business in more than one country.

Deficiency : A deficiency experienced by an individual.

Need for Achievement : A manifest (easily perceived) need that concerns individuals' desires of excellence, competition, challenging goals, persistence, and overcoming obstacles.

Need for Affiliation : A manifest (easily perceived) need that concerns an individual's need to establish and maintain warm, close, intimate relationships with other people.

Need for Power : A manifest (easily perceived) need that concerns an individual's need to make an impact on others, influence others, change people or events, and make a difference in life.

Patronage : Favouritism or patronage to relatives in hiring or promotional processes.

Work Group : Group of people who develop and maintain contact to exchange information informally, usually about a shared interest.

Networking : The linking of groups of computers, either intraorganisationally or interorganisationally, so that they can communicate with each other and share common databases and resources.

Nominal Group Technique (NGT) : A method of improving group decision making whereby group members follow a generate - discussion - vote cycle until they reach an appropriate decision.

Non-Verbal Communication : The transmission of message without the use of words (e.g. by gestures, the use of space).

Norms : Generally agreed- on informal rules that guide group members' behaviour.

Objectives : The targeted goals of an organisation to which efforts and resources are channelled.

Occupation : A group of jobs similar as to the type of tasks and training involved.

Operant Conditioning : Modifying behaviour through the use of positive or negative consequences following specific behaviours. It is generally associated with the work of Skinner.

Oral Communication : The most prevalent form of organisational communication whereby the message is encoded into audible sounds.

Organic Structure : A type of organisation design characterized by flexible tasks and roles, open communications, and decentralized decision making.

Organisation : A group of people working together to attain common goals.

Organisation Chart : A diagram of an organisation's structure, showing the functions, departments, reporting relationships, and positions of the organisation and how they are related.

Organisation Structure : A system of linking of jobs and departments within an organisation.

Organisational Behaviour : The study and application of knowledge about how people – as individuals and groups – act within organisations.

Organisational Change : Alterations in the operations of organisations that are either planned or unplanned, and are a result of either internal or external influences.

Organisational Citizenship Behaviour (OCB) : Employee behaviour that goes beyond that which is formally prescribed by the organization, but that behaviour does contribute to the overall organizational effectiveness. OCB is also called 'extra-role behaviour.'

Organisational Climate : A set of elements or properties that describe an organization, are distinct to an organization, are relatively enduring, and influence people behaviour constitute organizational climate.

Organisational Conflict : Disagreement between two parties in an organisation based on the perception of one party that another party has negatively affected, or is about to negatively affect, something that the first party cares about.

Organisational Culture : A common perception held by the organisation's members

Organisational Development : A process of systemwide change at various levels (group, intergroup and total organisation) designed to make organisation more adaptive.

Organisational Socialisation : Continuous process of transmitting key elements of an organisation's culture to its members/employees.

Organisational Stressors : Factors at the work place that can cause stress, task demands, physical demands, role demands, and interpersonal demands.

Orientation : The activities involved in introducing new employees to the organisation, work and division/unit.

Outputs : Transformed inputs that are returned to the external environment as products or services.

Participative Management : A way of decision making in which employees are allowed the opportunity to participate in decisions.

Path Goal Leadership : A theory of leadership suggesting that subordinates will be motivated by a leader only to the extent they perceive this individual (leader) as helping them to attain valued goals.

Perception : A process through which we select, organize, and interpret information gathered by our senses in order to understand the world around us.

Performance : Effective and efficient work, which also considers personnel data such as measures of accidents, turnover, absence, and tardiness.

Personality : The unique and relatively stable patterns of behaviour, thoughts, and emotions shown by individuals.

Planned Change : A change resulting from a deliberate decision to alter the organisation.

Planning : The process of establishing objectives and suitable courses of action before actually taking action.

Porter-Lawler Model : This model suggests that performance may lead to various intrinsic and extrinsic rewards. When an individual perceives the rewards as equitable, the rewards lead to satisfaction.

Positive Re-inforcement : The process by which people learn to perform behaviours that lead to the presentation of desired outcomes.

Power : The capacity to change the behaviour or attitudes of others in a desired manner.

Proactive : Anticipating events, initiating change, and taking control of one's destiny.

Problem Solving : A special kind of decision making in which the issue is unique and requires development and evaluation of alternatives without the aid of a programmed decision rule.

Productivity : A measure of performance of a worker or an operations system relative

Psychoanalysis : Sigmund Freud's method for delving into the unconscious mind to understand better a person's motives and needs.

Punishment : The attempt to eliminate or weaken undesirable behaviour by either bestowing negative consequences or withholding positive consequences.

Quality : The total set of features and characteristics of a product or service that determines its ability to satisfy stated or implied needs.

Quality Assurance : An activity that confirms whether or not a product or service meets the specifications promised by the supplier or expected by the customer.

Quality Circle : Periodic meeting of labour and management personnel to solve quality control and productivity problems.

Quality Control : The activity, process or study of ensuring that the output of production processes conforms with a pre-determined standard.

Quality of Work Life (QWL) : The extent to which the members of an organisation meet their personal needs through their work in the organisation.

Quality Team : A team that is part of an organisation's structure and is empowered to act on its decisions regarding product and service quality.

Questionnaire : A collection of written questions about the respondents' attitudes, opinions, perceptions, and/or demographic characteristics.

Quick Fixes : Managerial use of fads that address symptoms while ignoring underlying problems.

Quorum : A minimum number of persons required to be in attendance at a meeting in order to transact business.

Reactive : A manner of responding to events, adapting to change, and tempering its consequences.

Red Circle Job : A job whose current pay exceeds the maximum for that pay grade.

Redundancy : The loss of job on the grounds that it is no longer required or available at a place of employment.

Reference Group : A group of those persons whose norms a person imbibes and accepts.

Refreezing : The third and final step in Lewin's change model, which involves the establishment of new attitudes, values, and behaviours as the new *status quo*.

Reinforcement : The attempt to develop or strengthen desirable behaviour by either bestowing positive consequences or withholding negative consequences.

Reinforcement Theory : A learning theory that suggests that the behaviour is a function of its consequences. It is generally associated with the work of Skinner.

Research : An activity related to the acquisition of knowledge or information with an objective to gain greater understanding of a phenomenon and directed towards the

Resistance to Change : The tendency for employees to be unwilling to go along with organisational changes, either because of individual fears of the unknown, or organisational impediments (such as structural inertia).

Retrenchment : A mode of downsizing an organisation when the organisation faces an environment of decline.

Role Shift : An act of a group becoming more willing to take chances when its members are dealing with the resources of others and cannot be held individually responsible.

Role : The typical behaviour that characterizes a person in a specific social context.

Ambiguity : A situation that occurs when it is unclear or unknown what behaviour is expected of a role occupant.

Conflict : A situation that arises when others have different perceptions or expectations of a person's role. The four types of role conflict are interrole, intrarole, sender, and person-role.

Models : Leaders who serve as example for their followers.

Perception : The individual's understanding of the behaviour needed to accomplish a task or perform a job.

Playing : A training technique in which a trainee is asked to assume a specified role and act out a situation which involves that role.

Plans : Standing plans that detail specific actions to be taken in a given situation.

Power : Information with little basis in fact, often communicated through informal channels (like grapevine).

Power Chain : A concept in which authority is delegated in a clear and straight line from top to the bottom in an organisation.

Scientific Management : A systematic investigation and approach to management designed to find the most efficient means of production and employee productivity. This concept is developed by F.W. Taylor.

Life Cycle Analysis : A plan that indicates how the person will live and die.

Selective Perception : The process of selecting information that supports our individual viewpoints while discounting information that threatens our viewpoints.

Actualisation : The need to discover who we are and to develop ourselves to the fullest possible.

Efficacy : A Person's belief that he or she has the ability, motivation, and resources to complete a task successfully.

Self-awareness Training : An OD intervention that seeks to enhance employees' understanding of their own behaviour and its impact on others. Such changes, if implemented, will reduce the interpersonal conflicts that interfere with organisational

Simulation : A form of off-the-job training which simulates, or replicates, as closely as possible, the actual work environment and the actual problems and issues the trainee faces on the job.

Situational Leadership Theory : A theory suggesting that the most effective style of leadership depends on the extent to which followers require guidance, direction and emotional support.

Social Cues : Positive or negative bias of information that employees receive from their social surroundings and that act to influence how they react to a communication.

Social Loafing : The tendencies for individuals to exert fewer efforts when working collectively than when working individually.

Socialisation : A continuous process of adapting of values and norms of an organisation by its members.

Social Facilitation : The tendency for the presence of others sometimes to enhance an individual's performance and at other times to impair it.

Social Learning : Belief that employees gain substantial information about how to perform and act by observing and imitating role models around them. This is also called *vicarious learning*.

Social Loafing : Employees lessening of output when they think their contribution to a group cannot be measured.

Social Responsibility : An organisation's obligation to protect and contribute to the social environment in which it functions.

Span of Control : The number of subordinates in an organisation who are supervised by managers.

Stress : The pattern of emotional states and physiological reactions occurring in response to demands from within or outside organisations.

Stressors : Various factors in the external environment that trigger the stress response.

Stroking : This is performing any act of recognition for another person.

Structure : The manner in which an organisation's work is designed at the micro level, as well as how departments, divisions, and overall organisation are designed at the macro level.

Substitute for Leadership : Characteristics of the task, employees, or organisation that may reduce the need for leadership behaviours.

Succession Planning : An executive inventory report indicating what individuals are ready to move into higher positions in the company.

Survey Feedback : A widely used method of intervention whereby employee attitudes are solicited using a questionnaire.

Synergy : A concept which suggests that the investment of additional resources produces a return which is proportionately greater than the sum of the resources

common purpose or set of performance goals for which they hold themselves mutually accountable.

Team Building : An OD technique designed to improve the effectiveness of a work group.

Technology : The mechanical and intellectual processes that transform inputs into outputs.

Theory : An explanation of how and why people think, feel, and act as they do in the organisation.

Theory X : A set of assumptions of how to manage individuals who are motivated by lower-order needs.

Theory Y : A set of assumptions of how to manage individuals who are motivated by higher-order needs.

Theory Z : A model that adopts the elements of Japanese management systems to the U.S. culture and emphasizes cooperation and consensus decision processes.

Total Quality Management (TQM) : This is a cost effective system for integrating the continuous quality improvement efforts of people at all levels in an organisation to deliver products and services which ensure customer satisfaction.

Trade Union : An association of employees with the objectives of regulating wages and conditions of work for its members by negotiating with employers.

Training : The process of systematically teaching employees to acquire and improve job related skills and knowledge.

Trait : Physical, intellectual, or personality characteristics that differentiate between leaders and non-leaders, or between successful and unsuccessful leaders.

Trait Theory : The personality theory that states that in order to understand individuals, we must break down behaviour patterns into a series of observable traits.

Transactional Analysis (TA) : This is a study of social transactions between people meant to improve communication and human relationships between them.

Transfer : The reassignment of an employee to a job with pay, status, and responsibilities similar to those of a former job.

Transformational Leadership : The process of leading to initiate bold strategic changes rather than maintaining *status quo*.

Uncertainty Avoidance : The extent to which a culture tolerates ambiguity and uncertainty.

Unfreezing : The first step in Lewin's change model, which involves encouraging individuals to discard old behaviours by shaking up the equilibrium state so that new ones can be learned.

Union : An organisation of workers, acting collectively, seeking to protect and promote their mutual interests through collective bargaining.

Upward Communication : Flows of communication from lower to higher levels in an organisation.

Valence : The value a person places on the rewards he or she expects to receive from an organisation. It is a concept of Expectancy Theory.

Validity : The extent to which a test actually measures what it purports to measure.

Value Auction : A value inventory generated to facilitate the participants to add to and/or appropriate their values.

Values : Basic convictions about what is right or wrong, good or bad, desirable or not.

Value Judgement : The degree to which a message reinforces or challenges the receiver's basic personal beliefs.

Value Theory : A theory devised by Locke, suggesting that job satisfaction depends primarily on the match between the outcomes individuals value in their jobs and their perceptions about the availability of such outcomes.

Verbal Communication : The transmission of messages using words, either written or spoken.

Vicarious Learning : Learning through the experiences of others. It is also referred to as modeling.

Virtual Team : The team that works across space, time, and organizational boundaries with links strengthened by webs of communication technologies.

Vision : Challenging and crystallized long-range portrait of what the organisation and its members can and should be – a possible (and desirable) image of the future.

Whistle-Blowing : Calling attention to organisational actions that are inconsistent with established organisational norms or policies.

Work : A mental or physical activity that has productive results.

Work Group Inertia : Forces operating within work groups, such as norms, that discourage organisational change.

Work Ethic : Employee attitude of viewing work as a central life interest and desirable goal in life.

Written Communication : A form of communication in organisations in the form of letters, memos, reports, manuals, and forms.

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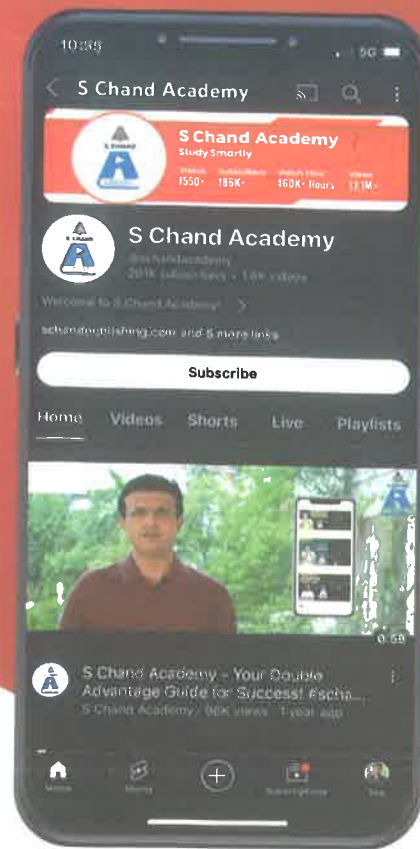
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