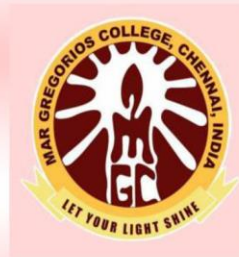


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An ISO 9001:2015 Certified Institution



PG DEPARTMENT OF SOCIAL WORK

**SUBJECT NAME: ORGANISATIONAL BEHAVIOUR AND
ORGANISATIONAL DEVELOPMENT**

SUBJECT CODE: HBWCD

SEMESTER: IV

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Unit 1

Organizational Behaviour: History, evolution, concept, behavioural Sciences, Organizational types, conceptual models, Types of Personality.

ORGANIZATION:

A structured social system consisting of groups of individuals working together to meet some agreed-on objectives

BEHAVIOUR:

The way in which one acts or conducts oneself, especially towards others.

OB: It is the field seeks knowledge of all aspects of behaviors in organizational setting by the use of scientific method

SCIENTIFIC MANAGEMENT

- First developed by Fredrick Winslow. Taylor (1856 – 1915)
- Taylor aimed at making management a science based on a well recognized, clearly defined and fixed principles
- He replaced the rule of the thumb method of scientific management- Practising the traditional method/ methods decided by the manager by his/her past experiences

TAYLORS CORE VALUE

He was the first to present a systematic study of interactions among job requirements, tools, methods, and human skill, to fit people to jobs both psychologically and physically, and to let data and facts do the talking rather than prejudice or opinions

The rule of:

- Reason
- Improved quality
- Lower costs
- Higher wages and higher output
- Labor-management cooperation, experimentation

- Clear tasks and goals
- Feedback, training, mutual help and support, stress reduction
- Careful selection and development of people.

TAYLOR'S PRINCIPLE

- Father of scientific management

Principles

- Develop a science for each element of work
- Select the best worker for each task
- Train the worker in the prescribed method
- Develop a spirit of cooperation between management and labor
- Divide the work between management and labor into equal shares, each doing what they do best

EVOLUTION OF OB:

- The Classical Era
- The Behavioral Era

CLASSICAL ERA

- Scientific Management- Fredrick Taylor
- Administrative theory- Henry Fayol => 14 Principles
- Structural theory- Max Weber
 - * Formal rules and regulations
 - * Division of Labour
 - * Hierarchical Structure
 - * Authority Structure
 - *Lifelong Commitment
- Social Man theory- Mary Parker Follett

- Social Systems theory- Chester Barnad
- Manager=>Adminstrator, Entrepreneur, Set Objectives, MBO Peter Drucker

BEHAVIOURAL ERA

- Hugo Munsterberg- Published Psychology and Industrial efficiency, suggested use of psychological tests.
- Human Relations theories- Elton Mayo & Fritz (Hawthorne Studies), Maslow, McGregor (X and Y theory)
- Behavioural science theories-
 - *Skinner- Operant Conditioning
 - * McClelland- Theory-need theory
 - * Fiedler- Situational theory of leadership

CHALLENGES IN OB:

- Improving quality and productivity
- Improving people skills/interpersonal skills
- Managing workforce diversity
- Responding to Globalization
- Empowering people
- Stimulating innovativeness and change
- Coping with temporariness
- Dealing with employees' loyalty
- Improving Ethical Behaviours

RIGOUR OF OB:

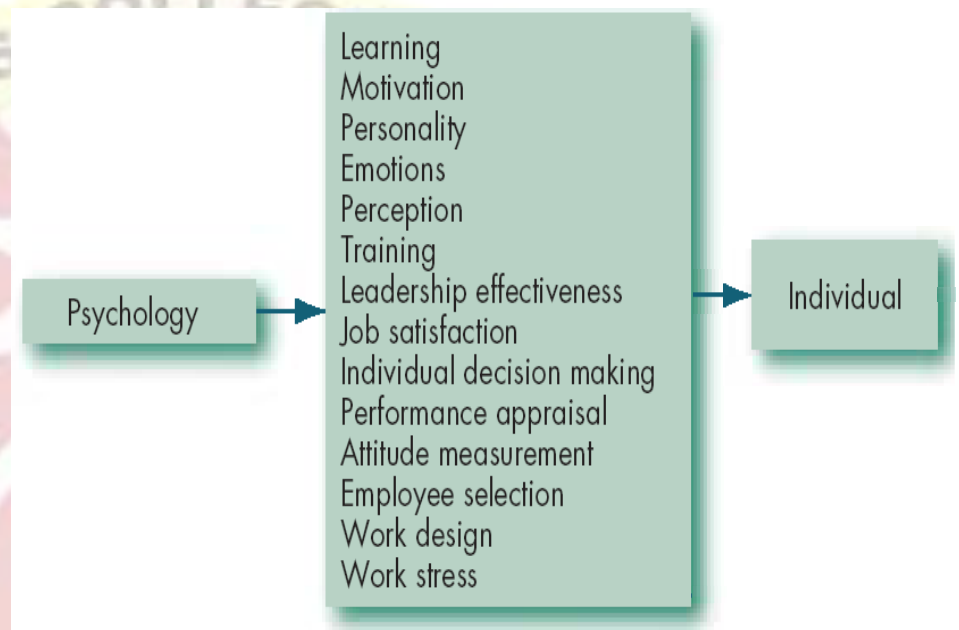
- OB looks at consistencies
 - What is common about behaviour, and helps predictability?
- OB is more than common sense
 - Systematic study, based on scientific evidence
- OB has few absolutes
- OB takes a contingency approach
 - Considers behaviour in context

DISCIPLINES CONTRIBUTING TO OB:

- Psychology
- Sociology
- Social Psychology
- Anthropology
- Political Science

PSYCHOLOGY**psychology**

The science that seeks to measure, explain, and sometimes change the behavior of humans and other animals.



SOCIOLOGY

Sociology- A study of people in relation to their human feelings.

Sociology

Group dynamics
Work teams
Communication
Power
Conflict
Intergroup behavior

Formal organization theory
Organizational technology
Organization change
Organizational culture

SOCIAL PSYCHOLOGY:

social psychology

An area within psychology that blends concepts from psychology and sociology and that focuses on the influence of people on one another.

Social psychology

Behavioral change
Attitude change
Communication
Group processes
Group decision making

ANTHROPOLOGY:

A study of societies to learn about human beings and their activities

Anthropology

Comparative values
Comparative attitudes
Cross-cultural analysis

Organizational culture
Organizational environment

PERSONALITY:

There are several personality types of people in an organization that can dictate the behavior of individuals. By figuring out how these personality types fit into the culture of the organization, people can gain insight into how well the individuals themselves may fit into the organizational structure. If there is a high level of dissimilarity among the personalities of the employees and the culture of the organization, communication, cooperation and working relationships can suffer to the detriment of the organization as a whole.

Extrovert Personality

The extrovert is a friendly person who is quick to establish relationships with others. Extroverts are gregarious and display a high level of social engagement. They enjoy being with people and like to be in the company of large groups. Extroverts are active and tend to get involved in many activities. At the opposite end of the spectrum, people with low levels of extroversion feel a greater desire for privacy, avoid large group situations and generally live a more leisurely life.

Agreeable Personality

The agreeable person can cooperate well with other people by putting aside personal needs while getting along with peers. These people trust others and rely on their integrity, character and abilities. Often the agreeable personality feels the need to help other people, and can derive fulfillment by offering support.

Conscientious Personality

Conscientious people exude confidence and feel capable of accomplishing goals. They may be overachievers who want to be viewed as successful.

Cautious Personality

Cautious people will look at problems from every angle before acting or making a decision, while those who are not cautious often act or speak before they think things through.

Self-Conscious Personality

Self-conscious people are highly sensitive to what others think and say about them. They dislike criticism and are sensitive to rejection, while those who are not all that self-conscious are not bothered by being judged by other people.

Adventurous Personality

People with an adventurous personality seek out new experiences and dislike routine. They may be unafraid to challenge authority and conventions, while those who are less adventurous may have traditional values and prefer security over adventurousness. Those with an adventurous personality enjoy having power and may be more amenable to taking risks.

HOW PERSONALITY IMPACTS IN WORKPLACE

In any given workplace, there is likely to be a mix of different personalities that together contribute to the company's mission and goals. Personalities can have a powerful affect on your attitude toward work, influencing different facets of your professional approach. Some personality attributes may help you become a better employee; others may represent challenges to overcome in order to maintain professional in the workplace

MOTIVATION

One way that personality can affect your attitude toward work is through motivation. People work for different reasons. Individuals with family-oriented personalities may work to earn a paycheck and benefits in order to support loved ones. Competitive-natured people may be motivated by the thrill of beating out colleagues and competitors. Passionate-minded employees might have a positive attitude toward work because they love working in their particular field or industry. Professionals with altruistic personalities might view their work as contributing to a better society..

STRESS

Personality can affect attitude toward work with regard to stress. High-octane individuals may thrive in a stressful, competitive or aggressive work environment. Other employees might have an even-keeled approach to stress, not letting work pressures affect their mood,

relations with colleagues or personal life. Some employees with sensitive personalities may be overcome with anxiety in stressful workplace environments.

INTER PERSONAL RELATIONS

The workplace inevitably involves relations with other people, including managers, co-workers, vendors, competitors, employers and clients. Personalities can influence attitudes toward interpersonal relations at work. Outgoing personalities may welcome opportunities to network, debate, share ideas and pal around with other professionals. More reclusive personalities might feel more comfortable working solo, or in small groups of people. Aggressive or confrontational professionals can struggle to connect with other people.

PROFESSIONALISM

Another way that personality affects work attitudes is level of professionalism. Jokesters and fun-loving professionals might struggle maintaining the right level of formality in the workplace. Individuals with a casual, easy-going personality might be frequently late or miss deadlines. Serious personalities may treat their job with respect, strictly adhering to company rules and policies. Individuals struggling with dishonest tendencies might be tempted to steal office supplies.

Unit 2

Dynamics of Organizational Behaviour: Perception, Managerial leadership, process, styles, types and theories, group dynamics, team building.

PERCEPTION

- The ability to notice or understand anything, A opinion.
- Perception is an intellectual process of transforming sensory stimuli to meaningful information. It is the process of interpreting something that we see or hear in our mind and use it later to judge and give a verdict on a situation, person, group etc.

TYPES OF PERRCEPTION

- Of sound – The ability to receive sound by identifying vibrations.
- Of speech – The competence of interpreting and understanding the sounds of language heard.
- Touch – Identifying objects through patterns of its surface by touching it.
- Taste – The ability to receive flavor of substances by tasting it through sensory organs known as taste buds.
- Other senses – They approve perception through body, like balance, acceleration, pain, time, sensation felt in throat and lungs etc.
- Of the social world – It permits people to understand other individuals and groups of their social world. Example – Priya goes to a restaurant and likes their customer service, so she will perceive that it is a good place to hang out and will recommend it to her friends, who may or may not like it. Priya's perception about the restaurant is good.

PERCEPTION PROCESS

Perceptual process are the different stages of perception we go through. The different stages are –

- Receiving

- Selecting
- Organizing
- Interpreting

Receiving

- **Receiving is the first and most important stage in the process of perception. It is the initial stage in which a person collects all information and receives the information through the sense organs.**

Selecting

Selecting is the second stage in the process. Here a person doesn't receive the data randomly but selectively. A person selects some information out of all in accordance with his interest or needs. The selection of data is dominated by various external and internal factors.

- External factors – The factors that influence the perception of an individual externally are intensity, size, contrast, movement, repetition, familiarity, and novelty.
- Internal factors – The factors that influence the perception of an individual internally are psychological requirements, learning, background, experience, self-acceptance, and interest.

Organizing

- Grouping them on the basis of their similarity, proximity, closure, continuity.
- Establishing a figure ground is the basic process in perception. Here by figure we mean what is kept as main focus and by ground we mean background stimuli, which are not given attention.
- Perceptual constancy that is the tendency to stabilize perception so that contextual changes don't affect them.

Interpreting

- Finally, we have the process of interpreting which means forming an idea about a particular object depending upon the need or interest. Interpretation means that the information we have sensed and organized, is finally given a meaning by turning it into something that can be categorized. It includes stereotyping, halo effect etc.

IMPORTANCE OF PERCEPTION IN OB

We need to understand what the role of perception in an organization is. It is very important in establishing different role of perceptions like –

- Understanding the tasks to be performed.
- Understanding associated importance of tasks allotted.
- Understanding preferred behavior to complete respective tasks.
- Clarifying role perceptions.

Group Dynamics

- Stages in a group development
- New comers,
- Isolation
- Rejection
- Group-bond
- Sub groups
- Clique – Group with different ideology
- Gang
- Dyad- Two teams with same idea
- Triad- Three teams with same idea
- Group norms
- Membership
- Cohesiveness- Sticking towards
- Group pressure
- Group morale- the team spirit
- Leadership
- Team building

- Decision making
- Problem solving
- Conflict management
- Communication in a group
- Role clarity
- Use of Sociometry- Quantitative study of social relationships

Unit 3

Human Behaviour at Work: Models and theories of motivation; attitude, job Satisfaction, morale, frustration, conflict and stress management.

MCCLELLAND'S HUMAN MOTIVATION THEORY

One of your team members recently created a report that was so thorough and well-written that the board of directors asked you to make sure that she was praised for her efforts. So, at your monthly staff meeting, you stood up in front of the group, and congratulated her on her achievement, and for the good impression she made for the team. However, instead of smiling and appreciating the attention, she looked embarrassed. She lowered her head, and as soon as she could, she left and went to her office.

What did you do wrong?

Managing a group of people with different personalities is never easy. But if you're managing or leading a team, it's essential to know what motivates your people, how they respond to feedback and praise, and what tasks fit them well. David McClelland's Human Motivation Theory gives you a way of identifying people's motivating drivers. This can then help you to give praise and feedback effectively, assign them suitable tasks, and keep them motivated.

Using McClelland's theory in the example above would have helped you structure your feedback for the person. You would have known that your team member's main motivational driver is affiliation, which means that she never wants to stand out in a crowd. So, your feedback would have been far more effective, and appreciated, if you had praised her in private.

Understanding McClelland's Theory

In the early 1940s, Abraham Maslow created his **theory of needs**. This identified the basic needs that human beings have, in order of their importance: physiological needs, safety needs, and the needs for belonging, self-esteem and "self-actualization".

Later, David McClelland built on this work in his 1961 book, "**The Achieving Society**." He identified three motivators that he believed we all have: a need for achievement, a need for affiliation, and a need for power. People will have different characteristics depending on their dominant motivator.

According to McClelland, these motivators are learned (which is why this theory is sometimes called the Learned Needs Theory).

McClelland says that, regardless of our gender, culture, or age, we all have three motivating drivers, and one of these will be our dominant motivating driver. This dominant motivator is largely dependent on our culture and life experiences.

These characteristics are as follows:

Dominant Motivator	Characteristics of This Person
Achievement	<ul style="list-style-type: none"> • Has a strong need to set and accomplish challenging goals. • Takes calculated risks to accomplish their goals. • Likes to receive regular feedback on their progress and achievements. • Often likes to work alone.
Affiliation	<ul style="list-style-type: none"> • Wants to belong to the group. • Wants to be liked, and will often go along with whatever the rest of the group wants to do. • Favors collaboration over competition.

Dominant Motivator	Characteristics of This Person
	<ul style="list-style-type: none"> • Doesn't like high risk or uncertainty.
Power	<ul style="list-style-type: none"> • Wants to control and influence others. • Likes to win arguments. • Enjoys competition and winning. • Enjoys status and recognition.

ATTITUDE

An attitude is a positive; negative or mixed evaluation of an object that is expressed at some level of intensity. It is an expression of a favorable or unfavorable evaluation of a person, place, thing or event. These are fundamental determinants of our perceptions of, and actions toward all aspects of our social environment. Attitudes involve a complex organization of evaluative beliefs, feelings, and tendencies toward certain actions. How much we like or dislike something determines our behavior towards that thing. We tend to approach, seek out or be associated with things we like; we avoid, shun or reject things we do not like. Some examples of attitudes are- he has a positive attitude about the changes, she is friendly and has a good attitude, he was showing some attitude during practice today, so the coach benched him, I like my friends that means I am expressing my attitudes towards my friends, etc.

DEFINITIONS OF ATTITUDE

Attitude is manner, disposition, feeling and position with regard to a person or thing, tendency or orientation especially in the mind.

According to Gordon Allport, "An attitude is a mental and neural state of readiness, organized through experience, exerting a directive or dynamic influence upon the individual's response to all objects and situations with which it is related."

Frank Freeman said, “An attitude is a dispositional readiness to respond to certain institutions, persons or objects in a consistent manner which has been learned and has become one’s typical mode of response.”

Thurstone said, “An attitude denotes the sum total of man’s inclinations and feelings, prejudice or bias, preconceived notions, ideas, fears, threats, and other any specific topic.”

Anastasi defined attitude as, “A tendency to react favorably or unfavorably towards a designated class of stimuli, such as a national or racial group, a custom or an institution.”

According to N.L. Munn, “Attitudes are learned predispositions towards aspects of our environment. They may be positively or negatively directed towards certain people, service or institution.”

CHARACTERISTICS OF ATTITUDE

1. Attitudes are the complex combination of things we tend to call personality, beliefs, values, behaviors, and motivations.
2. It can fall anywhere along a continuum from very favorable to very unfavorable.
3. All people, irrespective of their status or intelligence, hold attitudes.
4. An attitude exists in every person’s mind. It helps to define our identity, guide our actions, and influence how we judge people.
5. Although the feeling and belief components of attitude are internal to a person, we can view a person’s attitude from his or her resulting behavior.
6. Attitude helps us define how we see situations, as well as define how we behave toward the situation or object.
7. It provides us with internal cognitions or beliefs and thoughts about people and objects.
8. It can also be explicit and implicit. Explicit attitude is those that we are consciously aware of an implicit attitude is unconscious, but still, have an effect on our behaviors.
9. Attitudes cause us to behave in a particular way toward an object or person.
10. An attitude is a summary of a person’s past experience; thus, an attitude is grounded in direct experience predicts future behavior more accurately.
11. It includes certain aspects of the personality as interests, appreciation and social conduct.
12. It indicates the sum total of a man’s inclinations and feelings.
13. An attitude is a point of view, substantiated or otherwise, true or false which one holds towards an idea, object or person.

14. It has aspects such as direction, intensity, generality or specificity.
15. It refers to one's readiness for doing Work.
16. It may be positive or negative and may be affected by age, position, and education.

FACTORS INFLUENCING ATTITUDE

By attitudes, we mean the beliefs, feelings, and action tendencies of an individual or group of individuals towards objects, ideas, and people. Attitudes involve some knowledge of a situation. However, the essential aspect, of the attitude is found in the fact that some characteristic feeling or emotion is experienced and, as we would accordingly expect, some definite tendency to action is associated. Subjectively, then, the important factor is the feeling or emotion.

There are a number of different factors that can influence how and why attitudes form. These are:-

- Social Factors.
- Direct Instruction.
- Family.
- Prejudices.
- Personal Experience.
- Media.
- Educational and Religious Institutions.
- Physical Factors.
- Economic Status and Occupations.

WORK PLACE ATTITUDES

Taking this a step further, we can assemble some ideas of how these three components can impact the workplace.

The challenge in the workplace is that now these components are tied to work functions, policy, procedures and organizational structure, as well as the people and individuals present in the organization.

For example, we could have thoughts or beliefs (cognitive) about managers in general, and those thoughts or beliefs could manifest themselves as not trusting a manager (affective), and thus we would never want to develop a close relationship with a manager (behavioral).

It is important to make the point here that these are attitudes – and yes, they can be wrong. Just because we have an attitude that does not mean it is correct. It is just how we feel about a person or situation.

Obviously not every manager is trustworthy, but if we let our negative attitudes dictate how we view and react to managers, we will never be able to see if some are really good people and can be trusted.

Certainly having a good relationship based on trust with the manager is a great thing to have in the workplace.

STRESS

Stress is a normal reaction the body has when changes occur. It can respond to these changes physically, mentally, or emotionally.

What is stress?

Stress is the body's reaction to any change that requires an adjustment or response. The body reacts to these changes with physical, mental, and emotional responses. Stress is a normal part of life. You can experience stress from your environment, your body, and your thoughts. Even positive life changes such as a promotion, a mortgage, or the birth of a child produce stress.

How does stress affect health?

The human body is designed to experience stress and react to it. Stress can be positive, keeping us alert, motivated, and ready to avoid danger. Stress becomes negative when a person faces continuous challenges without relief or relaxation between stressors. As a result, the person becomes overworked, and stress-related tension builds. The body's autonomic nervous system has a built-in stress response that causes physiological changes to allow the body to combat stressful situations. This stress response, also known as the "fight or flight response", is activated in case of an emergency. However, this response can become chronically activated during prolonged periods of stress. Prolonged activation of the stress response causes wear and tear on the body – both physical and emotional.

Stress that continues without relief can lead to a condition called distress – a negative stress reaction. Distress can disturb the body's internal balance or equilibrium, leading to physical

symptoms such as headaches, an upset stomach, elevated blood pressure, chest pain, sexual dysfunction, and problems sleeping. Emotional problems can also result from distress. These problems include depression, panic attacks, or other forms of anxiety and worry. Research suggests that stress also can bring on or worsen certain symptoms or diseases. Stress is linked to 6 of the leading causes of death: heart disease, cancer, lung ailments, accidents, cirrhosis of the liver, and suicide.

Stress also becomes harmful when people engage in the compulsive use of substances or behaviors to try to relieve their stress. These substances or behaviors include food, alcohol, tobacco, drugs, gambling, sex, shopping, and the Internet. Rather than relieving the stress and returning the body to a relaxed state, these substances and compulsive behaviors tend to keep the body in a stressed state and cause more problems. The distressed person becomes trapped in a vicious circle.

What are the warning signs of stress?

Chronic stress can wear down the body's natural defenses, leading to a variety of physical symptoms, including the following:

- Dizziness or a general feeling of "being out of it."
- General aches and pains.
- Grinding teeth, clenched jaw.
- Headaches.
- Indigestion or acid reflux symptoms.
- Increase in or loss of appetite.
- Muscle tension in neck, face or shoulders.
- Problems sleeping.
- Racing heart.
- Cold and sweaty palms.
- Tiredness, exhaustion.
- Trembling/shaking.
- Weight gain or loss.
- Upset stomach, diarrhea.
- Sexual difficulties.

Tips for reducing stress

People can learn to manage stress and lead happier, healthier lives. You may want to begin with the following tips:

- Keep a positive attitude.
- Accept that there are events that you cannot control.
- Be assertive instead of aggressive. Assert your feelings, opinions, or beliefs instead of becoming angry, defensive, or passive.
- Learn and practice relaxation techniques; try meditation, yoga, or tai-chi.
- Exercise regularly. Your body can fight stress better when it is fit.
- Eat healthy, well-balanced meals.
- Learn to manage your time more effectively.
- Set limits appropriately and say no to requests that would create excessive stress in your life.
- Make time for hobbies and interests.
- Get enough rest and sleep. Your body needs time to recover from stressful events.
- Don't rely on alcohol, drugs, or compulsive behaviors to reduce stress.
- Seek out social support. Spend enough time with those you love.

Seek treatment with a psychologist or other mental health professional trained in stress management or biofeedback techniques to learn more healthy ways of dealing with the stress in your life.

EMPLOYEE MORALE

Definition:

Employee morale is defined as the attitude, satisfaction and overall outlook of employees during their association with an organization or a business. An employee that is satisfied and motivated at workplace usually tend to have a higher morale than their counterparts. Employee engagement and employee satisfaction play an important role for employees to be happy in their workplace.

On the contrary, employees who are not happy in their workplace, who constantly complain and crib about the various attributes in an organization, like employee policies, workplace culture, facilities at work etc. tend to have a low employee morale. This is quite evident in their behavior. Employee morale is a complex concept because it involves a lot of factors that affect their morale.

Employee morale is vital to organization culture- a positive collective attitude will create a positive working environment for everyone. If your organization has a poor morale or a culture of suffering then there is a possibility that in your organization employees have a low or negative morale that can adversely affect the productivity of the organization. It can most certainly lead to greater employee attrition, just to begin with.

So how can you measure the morale of employees? It's easy! Here are a few tips that you can use to check if the employee morale is high or not:

1. Stay connected with your employees: A feedback is an effective mechanism to stay in touch with your employees. Deploy an employee engagement survey at timely intervals to get first-hand feedback about how engaged or motivated are your employees. The responses to the survey will help you determine their attitude and in turn their morale.

2. Your managers must be coaches: Over the last decade or so, the definition of a manager has slightly shifted from being a taskmaster to a coach. Your managers should be like coaches. They should be able to help employees learn and grow within the organization. A good manager or a supervisor will not only motivate an employee to perform better but also help them resolve problems and related issues.

3. A good workplace culture: Like you cannot simply induce employee engagement, you cannot expect that a negative work culture will help induce a high morale. A good work culture will help employees settle in faster especially the new employees. New employees are most susceptible to workplace gossips. One negative word can make them doubt their decision to be in the organization thus affecting your employee Net Promoter Score.

5 Factors Affecting Employee Morale

Employee morale is a complex phenomenon and depends on various factors. Here is the different criterion that affects employee morale:

1. Organization Itself: While it may sound surprising, but the organization itself is one of the biggest and most important factors that affect employee morale. An organization influences an employee's attitude towards his/her work. The reputation of an organization can certainly build up for better or worse, their attitude towards it.

2. Type of work: The nature of work an employee is performing at his/her workplace also is greatly responsible to determine the morale. If the employee is expected to perform the same task day in and out, there is going to be boredom associated with it sooner or later. It can make situations worse for an employee. Unorganized organization structure also affects employees, if the employee feels that he/she is just a cog machine in a factory line, instead of a real person, this too may adversely affect their morale.

3. Personal attributes: Mental and physical health play an important role in determining employee morale. If the employee is not physically or mentally fit, this can be a potential obstacle in their progress and learning at their workplace. There are also other important factors that concern their progress and in turn their morale: age, education qualification, years of experience, occupational levels, reward perception, and similar factors.

4. Supervision and feedback: The level of supervision received by an employee is a tremendous factor that affects the morale. If the employees feel they have no direction or don't understand the organizational goals and commitments, then it is the job of the superiors and the leadership in the organization to get them on the same page. But there should not be too much interference too if the employees are given the freedom to work their morale will be high.

5. Work-Life balance: Most organizations fail to recognize the importance of a healthy work-life balance. It is important that the employees have some activities to relax while they are at work. It's not just about the foosball culture or an inventory stuffed with food. It is important that proper guidance and counseling is given to the employees whenever needed.

Unit 4

Organizational Development: The concept, theory, scope and practice of organizational development, organizational culture design, organizational change.

Organizational charts serve as a blueprint for the chain of command for an organization. Different organizations tend to have more basic structures at inception, which become more complex and hierarchical as the organization expands. In what is to follow, we will elaborate upon the different types of organizational structures, organization chart types and some recommendations for making attractive organizational charts using

Different Types of Organizational Structures

Before one can create a chart for an organization, it is necessary to classify what organizational structure is in place. Following is an overview of some commonly used organizational structures.

Bureaucratic Structures

These include Pre-Bureaucratic, Bureaucratic and Post-Bureaucratic structures.

Pre-Bureaucratic Structures: Pre-Bureaucratic Structures are common in small organizations. Such a structure includes centralized management, where the key decisions lie with the strategic leader.

Bureaucratic Structures: Unlike the Pre-Bureaucratic Structures, the Bureaucratic Structures have some level of standardization. Such structures are usually used in larger organizations.

Post-Bureaucratic Structures: Such structures have a strict hierarchy, with the flexibility of using more modern management techniques. One example is the use of Total Quality Management initiatives.

Functional Structure

In a Functional Organizational Structure the organization is managed according to delegation of command to different functional areas; e.g. the chain of command may include a CEO, followed by functional managers for the sales, marketing and production department, followed by their subordinates. Organizational Chart Type Suitable for Functional Structure: You can create Functional Structures

Divisional Structure

In such organizations, functional areas are divided in different divisions. In such a structure, each division has its own resources for independent functioning. Organizational Chart Type Suitable for Divisional Structure: Since there can be multiple layers for such organizational structures, the use of a complex template can be of immense help. You can create charts for Divisional Structures using a lateral org chart template like the [Tree Diagram](#)

Matrix Structure

This type of organizational structure allocates employees based on the product and functions. It contains aspects from both functional and divisional structures, where different teams are used for completing tasks. In such a structure a project manager may have immense or very little authority, depending upon the nature of the matrix. Organizational Chart Type Suitable for Matrix Structure: You can make use of matrix chart templates. The type of chart you create will depend upon the format of the matrix in your organization.

Organizational Chart Types And Templates

Whatever organizational chart you may create, it will usually fall under any of the following categories:

- Basic Organizational Chart
- Line Organizational Chart
- Lateral Organizational Chart
- Staff Organizational Chart
- Functional Organizational Chart
- Divisional Organizational Chart
- Hierarchical Organizational Chart
- Matrix Organizational Chart

ORGANIZATIONAL DEVELOPMENT: DEFINITION, USES AND TECHNIQUES

- Organizational Development's main purpose is to improve a company's performance by promoting the individual progress of the employees. The process involves helping companies to increase their productivity or value via change in leadership, power, policies, job redesign or control. Organizational development will help companies of any size reach their strategic goals within a pre-established time frame.

What is Organizational Development?

- There are many definitions for Organization Development, which only goes on to prove the discipline is very complex. One of the definitions describes it as a process that prepares organizations to embrace change. Organizational Development intends to bring about a shift in beliefs, attitudes and values in order to enable companies to keep up with the fast-paced technologies and environments in which they operate.
- Organizational Development is more than often mistaken by personal development, team building, learning, and human resource development. While the process might include these, it is not limited to them. OD aims to develop systems, structures and processes, not only the staff or the organization.

ORGANIZATIONAL DEVELOPMENT VALUES

- The underlying values of Organizational Development are humanistic:
- Enabling people to work as human beings instead of being treated as mere resources in the huge productive process.
- Encouraging organization members to achieve their full potential. Organizations have the opportunity to grow and live by their core values.
- Taking into consideration all the goals of the organization when the Organizational
- Development consultant seeks to increase its effectiveness.
- Laying the foundations of a challenging work environment that keeps members motivated and excited.
- Offering the chance for organization members to change how they relate to the environment, the organization, and their individual work.
- Viewing each person as an organization member that has needs that are highly significant to their life and work.

WHAT WILL ORGANIZATIONAL DEVELOPMENT CONSULTANTS DO?

Organizational Development jobs involve a wide array of services that include:

- **Change management:** Involving committees and other departments into the planning and implementation of high priority changes within the organization (space changes or reorganization).
- **Talent Management:** Aiding managers accurately evaluate the workforce in order to ensure the right employees occupy the right jobs according to their skills.
- **Group problem-solving:** Supporting a group in identifying key issues, gathering enough data about it and drafting plans or decisions to tackle the issue.
- **Team development:** Enabling a team to find ways to work more efficiently together.
- **Customized training:** Helping a group to develop a new set of skills, values or knowledge that help it get one step closer to the common objective.

ORGANIZATIONAL CLIMATE

Simply put, organizational culture is your company identity. It's your values and the norms that have arisen organically over time. Common Values Include:

- **Curiosity** – Embracing the desire to be continually learning and growing
- **Quality** – Assessing accuracy and logically thinking over situations and problems
- **Innovation** – Risk-taking and introducing new ideas
- **Outcome Orientation** – Focusing on overall results and achievements
- **Diversity and Inclusion** — creating space for minorities, women, those with disabilities, and other underrepresented groups.

For example, a bank might have, what would be considered, a more traditional company culture. A corporate bank is a structured environment, as the banking industry is heavily regulated by well-established laws. Banking is an old industry, which suggests the culture has had a long time to develop and is firmly ensconced. At a bank, you'll likely find a culture where people are expected to follow proper channels and defer to the chain of command — where being experimental in your methods and practices would be less favourable and where staff members present a calm, courteous face to the customer so as to convey trust and reliability. On the other hand, a company like a tech start-up is likely to be more collaborative

and unstructured — where disruption, innovation, and entrepreneurship is not only welcome, but also encouraged. Disruptive conflict, wild ideas, and challenging traditions might even be a key value in their culture. Everyone from the company president to the newest intern may be able to communicate laterally and casually.

ORGANIZATIONAL CLIMATE

Organizational climate is the way people experience the work environment. What is it like to work there? How do individuals feel when operating in that culture? How do business conditions, management decisions, and the actions leadership affect the general mood? When you consider the collective experience of all the talent in the organization, you're evaluating climate. Problems of organizational culture arise when the existing culture is detrimental to achieving business goals or realizing the organization's ideal state. For example, a tech company where the culture is collegial, collaborative, and academic — and where behaviors that are brash, autonomous, or cut-throat are discouraged — may be an engaging place for easygoing managers and low-key product engineers to work. However, the tech world is highly competitive and disruptive, and while internally, a tech company such as this may flourish, they may find themselves unequipped to deal with the characteristically more aggressive and venturesome competitors within the industry.

Other drawbacks to organizational culture include:

- It can become too entrenched, making it difficult to adapt or change
- It may ostracize employees who don't feel like they fit in, or cause people to isolate themselves from coworkers they can't relate to
- May form cliques or biases
- May make it difficult for employees to present opportunities for improvement or express concerns

Unit 5

Operational research – Network analysis, PERT – CPM, Process Mapping.

PERT & CPM

Project management can be understood as a systematic way of planning, scheduling, executing, monitoring, controlling the different aspects of the project, so as to attain the goal made at the time of project formulation. PERT and CPM are the two network-based project management techniques, which exhibit the flow and sequence of the activities and events. Program (Project) Management and Review Technique (PERT) is appropriate for the projects where the time needed to complete different activities are not known. On the other hand, the Critical Path Method or CPM is apt for the project which is recurring in nature. The two scheduling methods use a common approach for designing the network and for ascertaining its critical path. They are used in the successful completion of a project and hence used in conjunction with each other. Nevertheless, the truth is that CPM is different from PERT in a way that the latter concentrates on time while the former stresses on the time-cost trade-off. In the same manner, there are many differences between PERT and CPM, which we are going to discuss in this article.

DEFINITION OF PERT

PERT is an acronym for Program (Project) Evaluation and Review Technique, in which planning, scheduling, organizing, coordinating and controlling uncertain activities take place. The technique studies and represents the tasks undertaken to complete a project, to identify the least time for completing a task and the minimum time required to complete the whole project. It was developed in the late 1950s. It is aimed to reduce the time and cost of the project. PERT uses time as a variable which represents the planned resource application along with performance specification. In this technique, first of all, the project is divided into activities and events. After that proper sequence is ascertained, and a network is constructed. After that time needed in each activity is calculated and the critical path (longest path connecting all the events) is determined.

DEFNITION OF CPM

Developed in the late 1950s, Critical Path Method or CPM is an algorithm used for planning, scheduling, coordination and control of activities in a project. Here, it is assumed that the activity duration is fixed and certain. CPM is used to compute the earliest and latest possible start time for each activity. The process differentiates the critical and non-critical activities to reduce the time and avoid the queue generation in the process. The reason for the identification of critical activities is that, if any activity is delayed, it will cause the whole process to suffer. That is why it is named as Critical Path Method. In this method, first of all, a list is prepared consisting of all the activities needed to complete a project, followed by the computation of time required to complete each activity. After that, the dependency between the activities is determined. Here, 'path' is defined as a sequence of activities in a network. The critical path is the path with the highest length.

