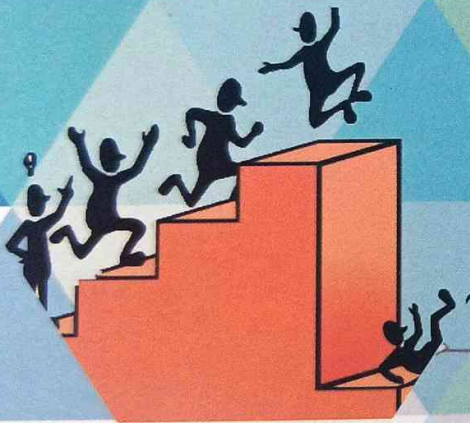


Organizational Behaviour

L.M. Prasad



Sultan Chand & Sons

Organizational Behaviour

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Preface

Understanding and managing people's behaviour in the work organizations are quite challenging jobs for managers because of the complexities involved in this process. In order to ease these complexities, last few decades have witnessed exponential growth of research and writing on human behaviour in organizations which has led to the emergence of a new field of study in management, known as Organizational Behaviour. Organizational behaviour has contributed a lot towards the development of knowledge for managing people's behaviour at work. Its increasing rôle in management can be appreciated by the fact that it has been made a compulsory subject for the students of management at all levels. The basic requirement of a management student in this area can be met by providing a suitable textbook through which he can get the insight of how people behave and how their behaviour can be made meaningful so that their coordinated efforts result into organizational effectiveness. Though there are many textbooks on the subject, these fall short of satisfaction because the contents of these books do not fit with the Indian socio-cultural milieu having significant factors affecting the behaviour of people at work. The present text tries to overcome this limitation.

It has been established that an individual's behaviour is affected by (i) his own characteristics – his personality, perception, learning, attitudes and values, emotional intelligence, and motivation; (ii) group of individuals in which he works; and (iii) organizational factors, such as organization structure, work system, and organizational culture. This text makes an attempt to understand people's behaviour by analyzing all these three dimensions of human behaviour. Thus, the efforts in this book have been aimed at articulating and systematizing the conceptual and operational core of human behaviour at work. More specifically, these efforts have been directed to the following aspects: *First*, efforts have been made to understand individual behaviour by analyzing his socio-psychological characteristics, his behaviour as affected through interaction with others, and his behaviour in the context of the organization as a whole. *Second*, emphasis has been put on contemporary developments in the field of organizational behaviour but without neglecting older contributions that have proved their worth over the years. *Third*, emphasis has been put on those topics which are believed to be the richest in their implications for management of human behaviour in organizations not only as guides to immediate action but in their potential for guiding a long-term process of self-education in the dynamics of human behaviour in organizations. *Fourth*, attempt has been made to incorporate the latest practices in the Indian context so that the readers can appreciate how Indian organizations are applying various concepts developed in the field.

In the light of the above, it is expected that this text will serve the management students adequately as well as it will be quite useful for busy practising managers, particularly those who have no formal education in management or those managers who have had the formal management education long back and wish to update their knowledge in the field.

Organization of the Text

Textual materials of the book have been divided into four parts with each part dealing with a set of dimensions of organizational behaviour. Each part has been divided into relevant chapters.

Part I presents conceptual framework of organizational behaviour and contains only one chapter – introduction to organizational behaviour. Part II deals with foundations of individual behaviour and contains nature of human behaviour, personality, perception, learning, attitudes and values, emotional intelligence, motivation and its applications, and individual decision making. Part III contains foundations of group behaviour and deals with interpersonal behaviour, group dynamics, work teams, power and politics, leadership, communication, and conflict management. Part IV deals with organization systems and contains three chapters: design of organization structure, organizational culture, and organizational change and stress management.

Acknowledgements

This book has not been the product of the author exclusively but several personalities have contributed towards this. To all those whose ideas have been helpful in preparing this text, I express my sincere appreciation. Though it is too difficult to mention these names in an exhaustive manner, some prominent ones have, however, been recognized in the form of references at appropriate places. I am really grateful to my colleagues at various universities and institutes who have always provided me inspiration not only for updating this book but also to complete other academic work. I am thankful to numerous readers of the previous edition of the book who have favoured me with their valuable suggestions in the form of their feedback. I am sure that you will provide your feedback which will be highly appreciated and acknowledged.

L.M. Prasad

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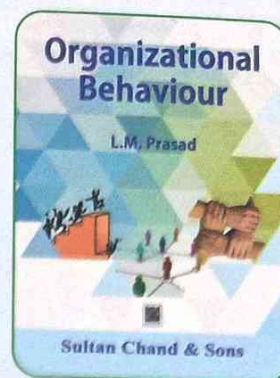
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About the Book

The book in the present edition has been thoroughly revised and restructured. All the chapters have been re-written not only to incorporate new developments in Organizational Behaviour but also to make the subject-matter more lucid and crisp. Thus, the present edition is vastly improved both in terms of contents and



Salient Features

- Most comprehensive coverage of subject-matter with latest development.
- Most authentic presentation of the subject-matter.
- Subject-matter presented in simple and lucid style with suitable Figures, Tables and Exhibits.
- Proper blend of theory and practice.
- An opening case of organizational behaviour so that the concerned concepts can be related to practices easily.
- Multiple choice questions, short answer questions, discussion/application questions at the end of each chapter to test the assimilation of subject-matter concerned.
- Awareness Developer at the end of each chapter to enable the reader to assess her/his behavioural pattern.
- Case at the end of each chapter for class-room discussion to sharpen diagnostic and analytical skills of the readers.
- Guidelines for learning through cases at the end of the book to enable the readers to make full use of learning through cases.
- Glossary at the end of the book for bird's eye view.

Thus, the present edition is ideally suited to MBA/PGDM and other relevant courses.

About the Author

Dr. L.M. Prasad is ex-Professor and Head, Department of Business Management, Purvanchal University, Jaunpur (UP). Prior to that, he taught at South Gujarat University (Surat), Punjab Agricultural University (Ludhiana), Kurukshetra University and Banaras Hindu University. During this period, he completed many research projects, guided many research students, and offered consultancy services to many business organizations. A committed academician and prolific writer, he has written many books, research papers, developed cases, business games and role playing exercises. His publications with Sultan Chand & Sons include:

- Principles and Practice of Management (translated in Hindi also)
- Organizational Behaviour
- Human Resource Management
- Strategic Management

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