

Organisations and Behaviour



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Lesson 2

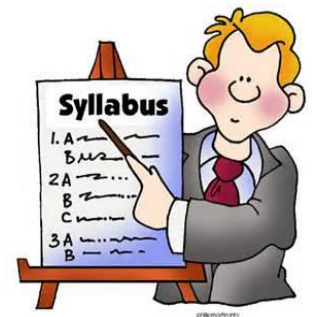


ORGANISATIONS AND BEHAVIOUR

LO I: Understand the relationship between organisational structure and culture

October – November 2014

The Basic Syllabus



- - Understand the relationship between organisational structure and culture
- - Understand different approaches to management and leadership
- Understand ways of using motivational theories in organisations
- - Understand mechanisms for developing effective teamwork in organisations

LEARNING OBJECTIVES



- At the end of the class, students should be able to:
- Compare and contrast different organisational structures and culture

OVERVIEW



- An important part of any performance management system this process used to identify and diagnose the cause is of behavioral or performance problems. An effective behavioral diagnosis process starts with a clear identification of the problem. Simply stated, a performance gap is the difference between desired or expected behavior, and actual or observed behavior. The articulation of expected behavior should be clearly linked to competitive strategy of an organization.



Diagnosing behavioural problems

- Organisation is a framework that works when operated by people. The purpose or mission of an organisation provides the direction in which it moves. An organisation has several parts each having its own independent minds and they may not always function in a fully unified way. An organisation can put itself through periodic check ups or diagnostic exercises to assess its growth, dynamism, strength, weaknesses etc.
- Most of the calculated management decisions are based on some sort of diagnosis. Every manager irrespective of his level, is in a continuous cycle of diagnosis-decision-action –evaluation, so long as his decisions and actions are not impulsive.
- Organisational diagnosis is an exercise attempted to make an analysis of the organisation, its structure, subsystems and processes in order to identify the strengths and weaknesses of its structural components and processes and use it as a base for developing plans to improve and/or maximise the dynamism and effectiveness of the organisation
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Diagnosing Behavioural Problems

- Organisational diagnosis could be done as a periodic routine exercise like the case of periodic medical check up of an individual or may be undertaken whenever there is a cognizable problem that is affecting the functioning of an organisation.
- Steps, method and process of organization analysis
- Steps – Analysing the organisation, in terms of its components and their functioning is the first step in a comprehensive diagnosis.

Diagnosing behavioural problems

- Thus organizational analysis may either focus on the structural aspects (subsystems, various components etc.) or on processes. The following is an illustrative list of the various subsystems of an organisation and the processes which could form a focus of diagnosis.
- Methods of Organisational Analysis – The Professional Management and the OD perspective encompass the Economic, Political and Sociological and Social Psychological perspectives. These are also more modern and are being more frequently used. Among these two of the professional management perspective is vast and covers the entire management field.
- There are many ways of analyzing and diagnosing organisations and their phenomena. The following are the most frequently used methods :

Diagnosing behavioural Problems

- 1. Questionnaires
- 2. Interviews
- 3. Observation
- 4. Analysis of records, circulars, appraisal reports and other organizational literature.
- 5. Analysis of hard data of organisations and various units
- 6. Task forces and task groups
- 7. Problem identification/problem solving workshops
- 8. Seminars, symposia and training programme
- 9. Recording and examining critical incidents, events.

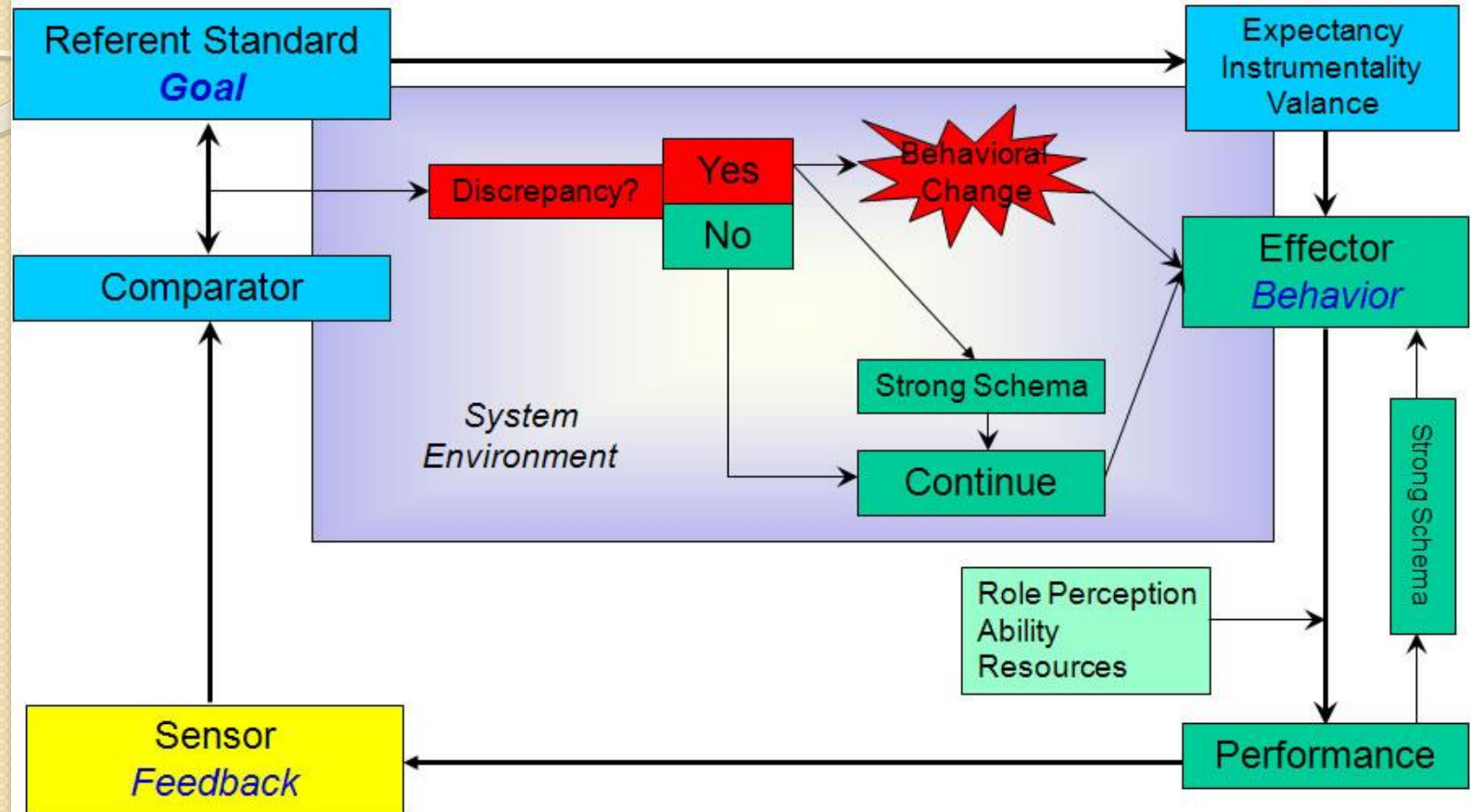
Diagnosing behavioural problems

- The purpose of the analysis is “Organisational Diagnosis” . Diagnosis gives the state of the organisation or one or more of its subsystems and points out the scope for improvements that could be made for achieving organizational effectiveness. Hence the methodologies presented are limited to this goal.

Diagnosing behavioural problems

- Using the concept of a cybernetic control system, Klein (1989) developed a control theory-based model of self-regulation, motivation and responses to behavioral feedback. In this model, the discrepancy, or difference between a performance goal and behavioral feedback is the performance gap. This model suggests that individuals will modify their behavior in response to a discrepancy depending on levels of motivation, self-efficacy, and the existence or absence of strong behavioral schema.

Diagnosing behavioural problems



FURTHER READING



- **DIAGNOSING BEHAVIORAL & PERFORMANCE PROBLEMS**
Charles T. Schmidt, Jr. Labor
Research Center
- What is organisational diagnosis?
Describe the steps and methods of
organisational analysis. - Satish Raj
Pathak
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