

Table of Contents

Introduction.....	2
Bureaucratic Structure	4
Personality.....	5
Leadership Styles	5
Main Approaches To Organization, Structure, And Management	8
Application Of Scientific Management	8
Motivational Theory	9
Technology And Team Performance	12
Conclusion	13
References.....	13

Introduction

Organizational behavior is the more important area in the modern business world. Therefore managers should focus on this area before their decisions to be operative. In this report take attention on these important areas and their practical applications in the modern business world.

Before consider about the areas in the organizational behavior, get understand about what is organizational behavior much important. There are lot of definitions exist for organizational behavior among of them following definitions are much understandable.

- Science or study of what people think say and do within the organization
- Process of understanding, predicting, managing human behavior of the employees in the organization.

When consider the other disciplines that discuss in this report can be illustrated as follows. Firstly discuss what organizational culture and how it support to the organizational effectiveness. Concepts of personality, leadership styles and their advantages and disadvantages also describe after the organizational culture. Theories such as bureaucratic and motivational theories also discuss. What mean by the group and it important, influence on the corporate success? Factors that can be improving the effective team works another thing discuss in this report. This study not based on the theoretical approach it goes beyond that and explains concepts above with the practical examples.

This report consists of major two parts in connected with two tasks. Through this try to explain all the concepts mentioned earlier. Understanding of the important of organizational behavior is much important for all managers who work as HR manager, general manager. This organizational behavior is key to the whole area of management so it generalization to management functions and go beyond from the functional specialization. Major disciplines of the organizational behavior are psychology, anthropology, social psychology, sociology. Therefore achieving the objectives of this is more important for the wellbeing of employees, social and the organization.

More psychologists are placed their ideas on the organizational behavior and contribute to the development of this concept. Taylorism, Webberism, Fordism, social learning theory is the major theories contribute for the development of this vast concept. (Hampton, summer, Webber, 2002)

The scope of the OB has been evolving since the term first used by Fritz in late 1950s at Harvard University. Organizational behavior was recognized as a subject therefore syllabuses and the content of scholarly books have been changing and widening and they continued to do so. There is no any accepted number of topics and their content structure, the content structure of individual processes, group and team processes, and organizational processes have been widely accepted. In individual processes and performance depend on a number of variables such as perception, attitude, personality, motivation. Group and interpersonal influence are also powerful forces affecting organizational performance. Power and conflict, leadership, group dynamics are major topics covered in this process. In order to work effectively in organizations, managers must clearly understand the role of the organizational structure and the design of the job is falling to the organizational processes.

Each and every concept that discuss in above will place in detail in this report.

TASK 1

As a manager understand of the organizational culture and the factors that effect to the organizational culture and how it relates to the effectiveness of the organization are more important for organizational success.

When you walk into a shop, bank hotel what you notice first? What do “first impression” tell you about the organization that has just entered? What kind of behaviour is expected of you? These all are the aspects of the organizational culture. Nature of culture is more significant, both for those who work there and for customers and client. Culture seems to be from organization to organization. Managers today have incorporated culture into their everyday vocabulary hence those who want to be an effective and efficient manager should understand, control, and change the culture when necessary.(Miner, 2007)

When consider the definitions of the organizational culture there are lot of definitions among of them Hucznski and Buchanan offered definition is much important they stated that organizational culture is the collection of relatively uniform and enduring values, beliefs, customs, traditions and practices that are

shared by an organizations' members, learned by new recruits, and transmitted from one generation of employees to the next.

Organizational culture is related to the overall effectiveness of the organization. Reasons for that can be illustrated as follows.

Organizational culture try to give a unique identity to the company that can differ from the other organizations. It can used to solve the problems which related to business from the past experience and hold key strategic elements such as 7S' framework. Strong organizational culture can provide the following benefits to the organization.

- “glues” employees together
- Provide a sense of purpose
- Make employees feel better in what they do
- Provide a common direction to all employees and guidelines for their behaviour.
- Increase their commitment to the company.

BUREAUCRATIC STRUCTURE

When consider the leadership, bureaucratic is another approach to leadership. Leadership is a sophisticated concept and it conceived as the focus of group processes therefore it should be in the organization. Leadership is much important for achieving their goals and objectives in an effectively manner. There are many leadership styles in practical world. Trait, contingency, bureaucratic are major once amongthose approaches (Griffin, Moorhead, 2009)

Bureaucratic is somewhat like a dictator leadership it mainly leader take the decisions and communicate to the others for doing those tasks. It has favourable and unfavourable effects towards on organization. That can be illustrated by an example in considering UK business industry.

When consider a large automobile company, can see it has large number of employees and big organizational structure so managers face some kind of difficulties in managing day to day activities. It has many employees' levels so decentralization of authority to decision making is not advisable for organization perspective due to that managers centralise their authority and take the major strategic decisions. Finally communicate it to the lower level employee effective and efficient manner.

Decisions which related to employees can be centralised to each and every employee levels in order to get their commitment to the organizational success. In an organization like this leadership style depend on the outcome of the quality or rationality of decision making, acceptance or commitment of subordinates, time required to take decisions.

Personality

Personality can be define as” how people affect others and how they understand and view themselves , as well as their pattern of inner and outer measurable traits, and the person situation interaction”. This personality differs from person to person.(Hampton, summer, Webber, 2002)

There are three main elements which can be determining the personality there are Genetic endowment, environmental influences and situational influences. Under the category of genetic endowment these kinds of factors can include there are Motivation, temperament, reflexes, intelligent, physique. Environmental influences include the culture, family, education, religion. Nature and nurture included in the situational influences. In here nature factors we cannot change and those are inherent but nurture factors can change according to the situation.

Personality developed from our birth foundation in childhood but it can develop by education.

Leadership styles

Leadership is a universal concept in human beings and animals. There are no societies without leadership so concept of leadership is a sophisticated and controversial. Leadership has been occurred as the focus of group processes as a matter of personality. There is not specifically identified definition for the leadership but following definition can get in to attention for define the concept of leadership.(Griffin, Moorhead, 2009)

“The ability to influence a group toward the achievement of goals” (Robinson)

“The ability to influence individuals and group to work towards attaining organizational objectives” (Mescrn, Albert and Khedourn)

When consider the leadership styles can be categorize as follows

- Traditional theories
 - Trait approach
 - Contingency approach
 - Behavioural approach
- Modern styles
 - Transactional leadership
 - Transformational leadership

Trait approach

In this approach, leadership is understood by identifying the personal characteristics of leaders. This approach also called as great person theory of leadership.

Advantages of this style are easy to understand and identified of the personal leadership. Can increasing of others recognition to his or her as a leader. Easy to worked with others due to recognition.(Hampton, summer, Webber, 2002)

Major disadvantage of this is more traditional approach and it assumes that ability of leadership comes from the birth only.

Behavioural approach to leadership

This tried to identify behaviours that differentiated effective leaders from nan-leaders. Therefore leadership is not the trait of the leader but rather than the way the leader actually behaves towards followers that determine leadership.(Miner, 2007)

Advantage of this style is consider the behaviour of the persons otherwise interest of the interaction with each other.

Disadvantage of this style is not recognising the psychological factors in humans with related to leadership.

Contingency style of leadership

This style identified those factors in each and every situation that affect the effectiveness of the particular leadership style.

This is much important leadership style that contributes to the achievement of organisational goals and objectives may vary in different types of situation's or circumstances.

Under this style it stated what the major determinants of leadership are. It can be illustrated as follows.

- Superiors expectations and behaviour
- Task requirements
- Peers expectations and behaviours
- Organizations culture and policies
- Leaders personality past experience and expectations
- Subordinates characteristics expectations and behaviours.

Transactional leadership

This style is focused on role of supervision, organization, group performance.

Advantage is can use this in modern business environment more easily than traditional styles.

Major disadvantage is this assumes lots of unrealistic assumptions.

Transformational leadership

This style of leadership directed towards to positive changes in those who follow. This leadership more focused on each and every member of the group succeed as well.

Advantage is to help improving the welfare of the employees while getting commitment of them.

Major disadvantage is ignoring the psychological factors that make leadership more effective and efficient.

Main approaches to organization, structure, and management

When consider the approaches that lead to formulation of the organisation, structure, management, there are major approaches namely (Hampton, summer, Webber, 2002)

- Scientific approach to management
- Bureaucracy approach
- Trait approach

Scientific approach to management believed that by increasing specialization and the division of labour, the production process will be more efficient. This approach introduced by Fredric Taylor.

In bureaucracy it mainly focused on the theory of the social and economic organization. According to that workers should respect the “right” of managers to direct activities dictated by organizational rules and procedures.(Miner, 2007)

Application of scientific management

Frederick W. Taylor is the father of scientific management and he believed that by increasing specialization and the division of labour, the production process will be more efficient. This type of management can be implementing in a large organization such as apparel industries. In this type of organisation have a large amount of employees and huge production capacity. Due to that improving the efficiency and the effectiveness of the work place is much important for the managers in order to achieve their goals and objectives.(Griffin, Moorhead, 2009)

In a garment employees are arrange by production lines and try to get a highest contribution from them to achieve their daily target. Concept of scientific management which is division of labour is can applied for this and improve the efficiency in production processes. So scientific management stated that by doing jobs in a specific manner can be gained more effective and efficient.

Task 2

In the period of organizational change required suitable management behaviour to reduce conflict and motivate employees to accept and support the change process. There are lot of types of management styles which more effective to apply to that period of change

Scientific management is a much effective approach for this change because it has the ability of improving efficient of the employees and motivates them by doing right thing in right way. For the organizational perspective also it is much important because through the specialization of labour it can change and show the flexible responses in industrial rivalry. Therefore implement jobs by doing that in a specific manner can be more effective in the period of organizational change.(Griffin, Moorhead, 2009)

Bureaucracy approach to the management is less effective for the period of organizational change in order to reduce conflict and motivate employees to accept and support the change process. This management style mainly focused on the ideal or pure form of organizational structure. According to this theory workers should respect the “right” of managers to direct activities dictated by organizational rules and procedures. Due to that reason workers cannot do anything beyond that subjected to rigid rules and regulations. Therefore workers are demotivated and try to make informal rules on themselves to prevent those rigid regulations.

Motivational theory

Motivation is the most important factor in an organization because if the employees not motivated goal achievement is become unrealistic. Therefore managers should concentrate on this in order to achieve their goals in an effective and efficient manner. (Miner, 2007)

When consider the concepts that are available for motivate the employees following things can be stated.

- Mcgreger XY theory
- Two factor theory
- Hierarchy of needs

XY theory can be illustrated as follows. X- Said that only way of getting work from employees by forcing them towards doing things. Y- Said that only way of getting work from employees by human relation techniques. It is more appropriate to apply combination of these two factors.

Two factor theory consist of two factors namely

1. High jeer theory
2. Motivational theory

In first factor focusing on the factors that lead to decreasing the employee dissatisfaction such as salary, increments, work environment, working conditions.

Motivational theories focused on the factors that lead to increase the satisfaction levels of an employee these factors include responsibility, recognition, and promotion.

In practical situation managers should concern about what factors may most useful in the applications?

In hierarchy of needs include the following needs in order

- Biological & psychological factors
- Safety need
- Belonging and love needs
- Esteem needs
- Self-actualization

Managers in an organization play a more vital role to achieve goals and objectives. Therefore motivation of managers becomes much important in practical synario. According to the study findings hierarchy of need theory and two factor theories can be placed for the motivation of managers.(Griffin, Moorhead, 2009)

Managers have a potential to how they secure and what kind of things they have to achieve in future so hierarchy of needs can be a big roll part to show their path. When the time passed they try to achieve each and every aspect of the hierarchy and being satisfy about their achievement. High jeer factors lead to decrease managers' dissatisfaction of the job so

Two factor theory also a much important theory to the management motivation. In here motivational factors lead to increase their motivation such as promotion, give more responsibility alone with high recognition. Salary, working condition, working environment are the factors for reducing the dissatisfaction.(Hampton, summer, Webber, 2002)

Group

There is not a universal unique definition for work group. Many people defined it in many ways. Among of those definitions following definition can take as a more meaningful definition. It is “two or more persons who interact regularly to accomplish a common purpose or goal”.(Miner, 2007)

When consider the categories of group there are two main categories namely formal and informal. Formal group also divided in to further two groups namely command group and task group. Informal group also can be divided in to further two groups namely interest group and friendship group.

Factors that may be affecting to the importance and effectiveness of the group are as follows

- Size
- Leadership
- Cohesiveness
- Nature / motivation of members
- Group norms
- Individual rolls
- environment

When consider huge automobile companies in UK management of that companies practices the group concept in order to achieve their production efficiency. Therefore grouping the employees become much important for the management to get the contribution of them. (Griffin, Moorhead, 2009)

Factors may disrupt effective team work are

- Social loafing (That mean tendency to reduce individual efforts as group size increase)
- Asch effect (distortion of individual judgment)
- Group think (create the following problems)
 - Few alternative in decision making
 - No re-examination
 - Pay no consideration to reject alternatives

As a manager he/she can attempt to develop effective group/ team relationship and performance in order to achieve organizational objectives. Following factors can help to members to attract to each other and to the group. There are ;(Hampton, summer, Webber, 2002)

- Time spent together
- Severity of initiation
- Group size
- Gender of members
- External threat
- Previous successes.

If manager success in the develop effective group / team relationship organization can obtain the benefits of maintaining of the group membership, power of the group over members, participation and loyalty, personal consequences such as sense of self-esteem sense of security, improved confidents.

Technology and team performance

Technology is become a major factor for corporate performance and it has advantages as well as disadvantages. There lot of new technologies come to the operations in day by day. Therefore managers can use these innovations to their operations by minimizing the undesirable things. Technology also becomes a major part of the team work efficiency. Technology has an ability to improve the efficiency as well as effectiveness in their team workings.(Miner, 2007)

Benefits of the technology using in team work are

- Reducing the more human efforts when introducing the machines
- Improve the productivity by reducing the resource consumption
- Reduce the work stress
- Can easily gain competitive advantages

Disadvantages of using technology are

- Increasing the job security of lowers level employees and they demotivated through this.
- Due to the not security of jobs can lead to increase the workplace conflicts

Therefore managers should think of the both advantages and disadvantages in their decision making in order to improve the efficiency and effectiveness of the work groups.

Conclusion

In this report clearly discuss about major theories and concepts which including the Organization behavior. OB is a major determinant of the organizational growth it mainly consisting with psychological, sociological, socio psychological, anthropological factors.

When managers need to improve their organizational efficiency they should consider about their leadership style, motivational methods, group behavior, in a meaning full way.

Presently industrial rivalry is very high and each and every company focuses on competitive advantages that make them different from others. Therefore managers should consider about what alternatives they have to do it and gaining the knowledge of how apply that in to practical situation.

Organizational behavior provides a much important mechanism for the organizational development.

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