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INTRODUCTION TO ORGANISATION BEHAVIOUR

BACHELOR OF BUSINESS ADMINISTRATION

SEMESTER – I

Introduction to Organizational Behaviour

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Introduction to Organizational Behaviour

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Unit 1: Organizational Behaviour – Introduction

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1.1 Introduction

Organizational Behaviour Introduction

Organizations today operate in environments marked by rapid technological change, diverse workforces, and evolving ethical expectations. At the heart of every successful business lies an understanding of how individuals and groups behave within organizational settings. This foundational unit introduces the field of organizational behaviour (OB), exploring its meaning, significance, and the ways it shapes managerial effectiveness and organizational outcomes. By examining real-world scenarios, such as an intern adapting to new office norms, students are invited to reflect on the practical relevance of OB in navigating workplace dynamics and decision-making processes.

Understanding organizational behaviour begins with grasping its definition, scope, and the multiple levels at which it operates—individual, group, and organizational. The study of OB is essential for managers seeking to enhance leadership, foster collaboration, and drive organizational efficiency. Its significance is further underscored by the contributions it makes to managerial effectiveness, enabling leaders to analyze and respond to complex human factors that influence productivity and workplace satisfaction. The scope of OB extends across all business functions, making it a critical discipline for anyone aspiring to manage or lead in contemporary organizations.

The evolution of OB as a field reflects a rich history shaped by insights from psychology, sociology, and anthropology. Key milestones in its development have established OB as an interdisciplinary science, drawing on theories of motivation, group dynamics, and cultural analysis to explain workplace behaviour. This integration of disciplines allows for a comprehensive understanding of how individuals interact, how groups function, and how organizational cultures are formed and sustained. By tracing the historical development of OB, students gain perspective on its current relevance and future directions.

Central to the study of OB are the models that describe how organizations function and how managers can influence behaviour. The autocratic, custodial, supportive, collegial, and system models each offer distinct perspectives on authority, motivation, and employee engagement. These models provide frameworks for analyzing organizational practices and understanding the impact of leadership styles on employee attitudes and performance. By evaluating these models, students learn to assess which approaches best align with organizational goals and values.

Finally, the contemporary challenges facing organizations—such as technological advancements, remote work, diversity and inclusion, sustainability, and ethical conduct—underscore the dynamic nature of OB. These challenges require managers to adapt their strategies, embrace innovation, and foster inclusive environments that support both organizational objectives and individual well-being. By engaging with these issues, students develop the analytical and evaluative skills necessary to navigate the complexities of modern business and to contribute meaningfully to organizational success. Collectively, the topics in this unit provide a comprehensive foundation for understanding and applying organizational behaviour in real-world business contexts.

1.2 Learning Objectives

By the end of this unit, students will be able to:

- Interpret the foundational concepts and significance of organizational behaviour within business contexts.
- Analyze the scope and levels of OB, assessing their impact on managerial effectiveness.
- Evaluate the historical evolution and interdisciplinary contributions of psychology, sociology, and anthropology to OB.
- Compare and contrast major OB models, synthesizing their implications for workplace dynamics.
- Assess contemporary challenges in OB, including technology, remote work, diversity, and ethical behaviour.

1.3 Opening Caselet: What Do You Know?

Caselet: Remote Work Realities at Tata Consultancy Services

Tata Consultancy Services (TCS), a global IT services giant headquartered in Mumbai, employs over 600,000 professionals across 50 countries. Traditionally structured with hierarchical management and project-based teams, TCS experienced rapid growth during the digital transformation boom. In 2020, the company shifted to a “Secure Borderless Workspaces” (SBWS) model, enabling over 95% of its workforce to operate remotely. Key leaders included Rajesh Gopinathan, then CEO, and a network of delivery managers overseeing distributed teams.

The transition to remote work exposed new behavioral and managerial challenges. While productivity metrics initially improved, employee engagement and collaboration declined. Managers, accustomed to the autocratic and custodial OB models, struggled to adapt to the supportive and collegial approaches required for virtual teams. Some leaders imposed rigid monitoring tools, eroding trust, while others failed to provide adequate feedback or recognize achievements, leading to disengagement and increased attrition.

TCS’s HR department conducted an internal review, combining employee pulse surveys and exit interviews. The findings highlighted a disconnect between management practices and the evolving needs of a remote, diverse workforce. The review also revealed that traditional OB models were insufficient for addressing issues of motivation, inclusion, and well-being in a virtual environment. In response, TCS piloted new training programs emphasizing psychological safety, cross-cultural communication, and flexible leadership styles, but challenges persisted.

What Would You Do?

- How could TCS’s leaders apply insights from the evolution and disciplines of OB to better address the challenges of remote work?
- Which OB model(s) would you recommend for TCS’s remote teams, and why?

1.4 Organizational Behaviour – Introduction

Organizational behaviour (OB) is the systematic study of how individuals, groups, and structures affect behaviour within organizations. As a multidisciplinary field, OB draws on insights from psychology, sociology, and anthropology to analyze and interpret workplace behaviour. Its primary focus is to understand, predict, and influence human actions in organizational settings, enabling managers and employees to navigate complex interpersonal and structural dynamics.

In contemporary organizations, OB is vital for addressing challenges related to workforce diversity, technological change, and evolving work arrangements. By examining patterns of motivation, communication, leadership, and decision-making, OB equips organizations to manage conflict, foster collaboration, and adapt to shifting environments. The field's relevance extends across industries and organizational forms, from multinational corporations to startups and non-profits, reflecting its broad applicability in business administration.

The scope of OB encompasses all aspects of human behaviour at work, including individual attitudes, group processes, and organizational culture. Its principles are applied to improve organizational effectiveness, enhance employee well-being, and support ethical decision-making. OB aims to create productive work environments where individuals and teams can thrive, contributing to both organizational goals and personal development.

OB operates at three primary levels of analysis: the individual, the group, and the organization as a whole. Each level offers unique perspectives on behaviour, from personal motivation and perception to group dynamics and organizational systems. Understanding these levels enables managers to design interventions that align individual and collective interests with organizational objectives.

A practical example of OB's impact can be seen at Google. The company's emphasis on psychological safety within teams, identified through its Project Aristotle research, led to higher team performance and innovation. By fostering open communication and trust, Google demonstrated how applying

OB principles at the group level can drive organizational success and sustain a competitive advantage.

Level One Activities	Level Two Activities	Level Three Activities	Level Four Activities
Recall elements and details of story structure, such as sequence of events, character, plot and setting.	Identify and summarize the major events in a narrative.	Support ideas with details and examples.	Conduct a project that requires specifying a problem, designing and conducting an experiment, analyzing its data, and reporting results/ solutions.
Conduct basic mathematical calculations.	Use context cues to identify the meaning of unfamiliar words.	Use voice appropriate to the purpose and audience.	Apply mathematical model to illuminate a problem or situation.
Label locations on a map.	Solve routine multiple-step problems.	Identify research questions and design investigations for a scientific problem.	Analyze and synthesize information from multiple sources.
Represent in words or diagrams a scientific concept or relationship.	Describe the cause/effect of a particular event.	Develop a scientific model for a complex situation.	Describe and illustrate how common themes are found across texts from different cultures.
Perform routine procedures like measuring length or using punctuation marks correctly.	Identify patterns in events or behavior.	Determine the author's purpose and describe how it affects the interpretation of a reading selection.	Design a mathematical model to inform and solve a practical or abstract situation.
Describe the features of a place or people.	Formulate a routine problem given data and conditions.	Apply a concept in other contexts.	
	Organize, represent and interpret data.		

Webb, Norman L. and others. "Web Alignment Tool" 24 July 2005. Wisconsin Center of Educational Research, University of Wisconsin-Madison. 2 Feb. 2006. <<http://www.wcer.wisc.edu/WAT/index.asp>>.

Fig 1.1. Learning Objectives

Sources: <https://jwu.pressbooks.pub/app/uploads/sites/18/2021/01/Webb-Table.jpg>

1.4.1 Learning Objectives

Articulate the scope and significance of Organizational Behaviour within contemporary business environments, emphasizing its role in enhancing organizational effectiveness and adaptability.

Distinguish among the individual, group, and organizational levels of analysis in OB, evaluating how each level contributes to understanding workplace dynamics.

Identify and differentiate the primary elements that constitute the field of OB, including behavioural processes, structural factors, and contextual influences.

Analyze the interdisciplinary foundations of OB, interpreting its connections with psychology, sociology, anthropology, and related disciplines to explain complex organizational phenomena.

Outline and compare the major models and theoretical frameworks that underpin OB, assessing their relevance and application to diverse

organizational contexts.

Anticipate and evaluate emerging challenges and trends in OB, such as technological change, workforce diversity, remote work, sustainability, and ethical considerations, to inform effective management practices.

1.4.2 Opening Engagement: What Do You Know? (Scenario: Intern Adjusting To Office Norms)

Upon entering a business organization as an intern, individuals often encounter a complex array of explicit and implicit expectations that shape daily interactions and performance. The initial days are typically marked by careful observation of colleagues' behaviours, communication patterns, and adherence to formal policies such as dress codes and punctuality. While some expectations are clearly articulated—such as official working hours or guidelines for professional attire—others are embedded within the informal social fabric of the workplace. For instance, an intern may notice that team members communicate through a blend of formal emails and informal instant messaging, or that certain topics are discussed openly in meetings while others are reserved for private conversations. Navigating these nuances, the intern may experience uncertainty about when to contribute ideas, how to address senior staff, or the appropriate level of formality in written and verbal exchanges. Initial missteps, such as arriving precisely at the scheduled start time when others routinely arrive earlier, or dressing more casually than the prevailing norm, can prompt subtle feedback from colleagues or supervisors. Through attentive observation, seeking clarification, and responding to both direct and indirect cues, the intern gradually adjusts their behaviour to align with the organization's established norms.

This scenario underscores the practical significance of organizational behaviour in understanding how individuals interpret and adapt to their environments. The intern's experience exemplifies the process of socialization, wherein newcomers learn the values, norms, and expected behaviours that facilitate integration into the workplace. Adaptation to group norms is evident as the intern modifies communication style, dress, and punctuality to mirror those of established employees, thereby reducing social

