

Organisational Behaviour -Text, Cases & Games

Rakna.M

Assistant Professor in BBA Department,
TDA College of Arts and Science, Kannirajapuram, India
E-mail: raknarak10@gmail.com

K. Aswathappa is the author of the book entitled Organizational Behaviour-Text, Cases & Games. He is a former dean, faculty of commerce and management, Bangalore University and former School of Management Studies, Bangalore. He was a member of several bodies in Bangalore University and was on the Boards of studies of many other universities. A prolific writer, Prof Aswathappa has authored 25 books and many articles on different areas of management and commerce. He has penned down several books on relevant topics like human resources, management concept – practice and cases, international business, and organizational behavior. Organizational Behavior is a fascinating subject. The more one reads about it the more absorbing it becomes. In the present competitive, complex, and constantly changing world, organizations must be both efficient and effective, and different people work differently in different situations because of differences in personality. By studying organizational behavior both individual and group behavior can be understood. By learning organizational behavior, both employees and manager relationship can be maintained in a better way. Employees can use the knowledge to adjust self to increase work performance without stressing too hard. Managers can use the knowledge to accomplish goals on time.

The twelfth revised edition of this book was released in 2016 and after a year a new edition has been necessitated. This edition is highly recommended for M.com, M.B.A courses and various diploma courses in management.

This book consists of 800 pages and is divided into five parts with each part consisting of several chapters. The present edition is much improved in terms of new cases, additional boxed items, and enriched text. The references are mentioned in each aspect of different behavior in the organization. Each chapter consists of self-check and relook exercises at the end. Self-check consists of objective type question and answers, which helps to assess the students' understanding towards the subject. Relook exercises help to understand the principles and practices of the real world.

Some of the chapters started with opening cases to understand the concept very deeply.

This book consists of five parts with twenty-five chapters. Part I talks about an overview of organizational behavior and consists of four chapter. Chapter I deals with fundamental of organizational behavior including nature, importance, foundation, contextual perspective, and different model of organizational behavior. Chapter II discusses management including nature, function, and evolution of management and different types of managerial skills and managers with their roles. Also, contemporary trends based on Indian management practices and changing hierarchies based on the situation have been discussed. Chapter III analyses the various diversity in the organization by focusing on changing employee expectation by promoting ethical behavior, ethical dilemmas, and managing ethics. Chapter IV explains the business ethics and social responsibility of the organization, which helps to prevent the society by producing harmless product.

Part II discussed the individual behavior. Factors influencing individual behavior and model of individual behavior have been given in Chapter V. Chapter VI talks about the intelligence of individuals with theories and measurement. Chapter VII discusses the unique characteristics of the individual with theories, stages, and determinants. Chapter VIII gives importance about perception on the way they act on what they have seen with their process and the influencing factors. It gives importance to attribution theory. Chapter IX is all about learning through practice, training or experience with the theories and principles. Chapter X is about beliefs, feeling, and action of the individual with their nature, components, functions, and measurement with their values. Chapter XII talks about motivation theories of two broad categories including early and contemporary theories, followed by scientific management, human relation model, and process models. There are several motivational practices and application for motivating employees. Some of them are rewards, job design, behavior modification, empowerment, goal setting, motivating problem, quality of work life, and others which are deeply discussed in Chapter XII. Following motivation, work stress model, stressors, and stress management strategies have been discussed in Chapter XIII.

Part III is about group dynamic and group behavior related matters and they are included from the chapter number XIV to XIX. In Chapter XIV, group dynamics were elaborated with group behavior, group dynamics, pitfalls of group and

group decision-making techniques followed by team dynamics are discussed in chapter XV. In this chapter, the topics on the difference between group and team, implementing strategies of the team in the organization, effective teamwork, and typical team formation in the organization were clearly mentioned. Chapter XVI discusses power, political behavior. This chapter contains two parts- first part discusses power and its dynamics and the second describes political behavior. Conflict and Negotiation topics were elaborated in Chapter XVII. Conflicts like power and organizational politics have been highlighted to be solved by negotiation. This chapter also highlights the importance of trust, psychological contract and deviance. Leadership refers to the influence of one on others which is discussed in Chapter XVIII. This chapter helps to know the nature, theories, and other related topics. Chapter XIX discusses how people interact with each other with its nature, significance, interpersonal organizational communication, and barriers to communication.

Part IV, highlights to the organization, is dealt with in the following chapters. In chapter XX, the author referred organization refers to the planned coordination of the activities of the number of people to achieve desired goals by knowing their nature, structures and the impact on individual and group behavior. Chapter XXI talks about the culture, creativity, and innovation. Changes are inevitable in the life of an organization and this leads to development which is highlighted in chapter XXII. Chapter XXIII discusses the nature, types, approaches, techniques, and other matters related to decision-making in organizations. Employees are the brain cells of the organization; therefore, identifying the right person is the greatest challenge which was discussed in Chapter XXIV.

Part V is about the global organization and it consists of only one chapter. This chapter briefly discusses the principles and practices of international organizational behavior.

This book gives the systematic study of human behavior. Its main purpose is to analyze how the organization functions with individual and the group behavior. It identifies how organizational climate changes the behavior of the person. This book helps to know how work can be done effectively and efficiently to increase production. For understanding stress, conflict, interpersonal behavior, and decision making, this book is really useful for the managers who are not from management background. The author had written the book by using appropriate diagrams, case

studies, and self-check concept to attract readers' interest. Case studies help students develop logical thinking, presence of mind, and self-development. Self-check concept helps to know the student understanding level, which would be more helpful for the instructors to pay attention to the weak students. The narration given in each chapter is easy to understand and can let students apply the concepts in a practical way. The keywords given at the end of each chapter are very helpful to the students from them to recall the learned concept. This book is a valuable asset and is highly recommended for the undergraduate students in Business Management and Commerce to get an extensive knowledge of Organizational Behavior.

Aswathppa, K. (2016). *Organisational Behaviour*. Mumbai: Himalaya Publishing House.