

Shaping Behaviour- OB Modification



Discipline Courses-I
Semester-I
Paper : Organization Behaviour
Unit-I: OB Framework
Lesson: Shaping Behaviour- OB Modification
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Shaping Behaviour- OB Modification



Table of Contents:

Lesson: Shaping Behaviour-OB Modification

- 1: Learning Outcomes
- 2: Introduction
- 3: Organizational Behaviour
- 4: OB Modification
 - 4.1: Concept
 - 4.2: Steps
 - 4.3: Relevance
 - 4.4: Criticism

Summary
Exercises
Glossary
References

1. Learning Outcomes:

After you have read this lesson, you should be able to:

- describe what is Organizational Behaviour,
- understand the concept of Organizational Behaviour Modification (OB Mod),
- comprehend the relevance and the need of Behaviour Modification in an organizational set up,
- appreciate the contribution of Behaviour Modification in increasing organizational productivity, efficiency and effectiveness,
- identify the major advantages and limitations of OB Mod process,
- comprehend the various steps taken by the Managers to modify individual's behaviour at work,
- develop conceptual clarity relating to important terminology, facts, concepts, principles, and theories relating to OB Mod process ,
- apply the knowledge of behaviour modification in contemporary situations, as prospective managers.

2. Introduction:

There is no golden rule to understand individual psychology; we need to move from generalizations to specialization and customization.

Every individual is different from the other individual in terms of personality, values, attitude toward self and life, cognitive skills etc. These are precisely understood as physical, psychological, and emotional differences amongst people. Everybody can't be managed with the same approach. Experience may augment the understanding abilities of human nature but to a limited extent only, beyond which we require a systematic and scientific method to understand the human psychology. This makes it altogether more important to realize the importance of understanding human behaviour in an organizational context.

It is rightly said that human beings are the most valuable asset in an organisation. It therefore becomes imperative on the part of the managers and executives to understand people's behaviour in the workplace so that this vigour may be channelized in the right direction and thereby increasing organizational effectiveness and thus competency.

Organizational Behaviour Modification (OB Mod) may be viewed as a behaviour shaping technique, aimed at correcting the observable specific behavioural problem of the employee in an organization to increase the efficiency, effectiveness, motivation and performance of the people in the workplace eventually leading to building of competence and bringing organisational effectiveness, and efficiency. OB Mod can also be seen as a support tool that enhances and increases the productivity of the employees, through modifying or correcting their behaviour. However the success rates may vary from organization to organization depending upon the way it is planned and executed.

3. Organizational Behaviour:

It is important to understand organisational behaviour and organisational behaviour modification to enable the application of modification as a shaping technique or a support tool. It is only after understanding these terms deeply one would gain the capability of shaping the organisational behaviour for the benefit of the organisation as a whole. That is the reason why understanding people's behaviour specifically in an organizational set up has become a mainstream topic, rising to a corporate priority in management in the global context.

Concept of Organization Behaviour

Organizational Behaviour (OB) is basically concerned with the study of what, why and how relating to employees behaviour in an organizational context. What people do, why they do it, and how their behaviour affects other members of group, other employees, organisational environment and the performance of the organizations.

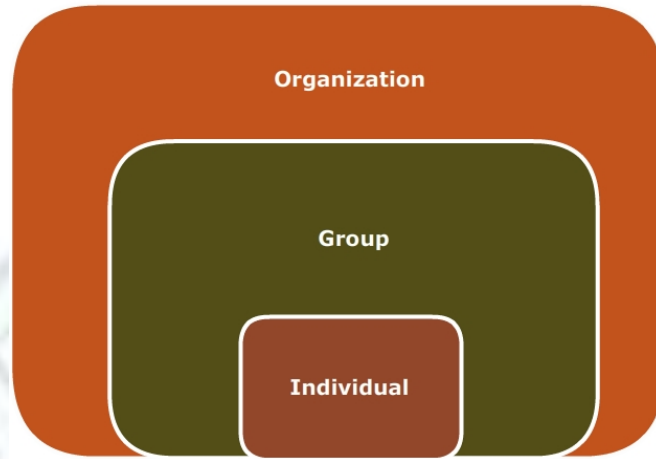
In its simplest terms Organizational Behaviour (OB) can be understood as a discipline which offers a means to predict behaviour of human beings in an organization setting at 3 levels:

- Individual Level: Identifying and analysing the behaviour of an individual, and how it affects organizational performance.
- Group Level: Identifying and analysing the group behaviour with respect to intra and inter group behaviour of individuals, and its impact on organizational performance.

Shaping Behaviour- OB Modification

- Organizational Level: Identifying and analysing the behaviour of the individuals with other people up and down the hierarchy, and how the organizational structure and culture affects the individual or the group behaviour.

Figure 1: Levels of Organizational Behaviour



Organizational Behaviour may be defined as follows:

"A field of study that investigates the impact that individuals, groups, and structure have on behaviour within organizations, for the purpose of applying such knowledge towards improving an organization's effectiveness". – Steven P. Robbins and Timothy A. Judge

"The study and application of knowledge about how people - as individuals and as groups - act within organization. It strives to identify ways in which people can act more effectively." - Keith Davis

"Organisation behaviour is concerned with the understanding, prediction and management of the human behaviour in the organizations." - Fred Luthans

Ob (organisation behaviour) can be summed up as the systematic and scientific study of looking at the way people interact within and outside their groups with other individuals; endeavouring to feature causes and effects; and depicting conclusions based on the scientific findings. It is the systematic study of the actions and attitudes exhibited by the people within their organizations. It aims at analyzing individual behaviour and group dynamics in organizations.

Consider a situation to be able to appreciate the depth of study of OB. For example, one of the employees holds important position and has almost full autonomy to take many decisions, is sad or disturbed for some or the other reason of her/his own. What will happen? He may take wrong decision or be biased while taking a decision or can even take a desirable decision. This will depend upon his power of being objective, a clear mind, sense of duty and treating his self and work separately. If he is strong and matured and sincere, he will pass through the phase easily and keep on handling the work smoothly as always. But the opposite can happen too. Organization behaviour helps the managers to understand and handle such situations that may come off and on.

That is how it guides the managers to gain deeper understanding of the work behaviour and acquire the knowledge of moulding or manoeuvring the individual behaviour at the group or organisational level. One can get the benefit of shaping individual's behaviour for the benefit of the organisation as a whole.

4. Organizational Behaviour Modification

Shaping Behaviour- OB Modification

Of course, merely acquiring the ability of understanding, or merely gaining knowledge of moulding behaviour does not solve the problem completely. We need to procure the capability of influencing, and modifying the individuals and/or group behaviour for the accomplishment of organisational goals.

4.1 Concept

Behaviour modification is basically a treatment approach, which is adopted to replace the undesirable behaviours with the desirable behaviours.

OB Mod or Organizational Behaviour Modification is fundamentally a correction strategy that is used by the managers in an organizational environment for shaping employee behaviour.

OB Mod is majorly built on the foundations laid by Ivan Petrovich Pavlov, in the late 1890s, when he experimented on a dog to view its reaction towards associating a ringing bell with getting fed. This gave birth to a new concept more commonly known as classical conditioning. However, in 1935, Skinner took the concept of classical conditioning one step further, by introducing the concept of operant conditioning, where the behaviour was learnt.

Behaviour modification or OB Mod is a strategic tool that has been derived from the concept of American behaviourist B. F. Skinner's operant conditioning. It is applied by the managers in an organizational set up to encourage and shape the desired behaviour, and discourage or abandon the undesired behaviour of the employees.

OB Mod has its roots in modern behaviour psychology. It is based on the application of principles underlying learning and reinforcement theories. It intends at effective measurement of employee performance, and then linking superior performances with appropriate rewards.

Job related behaviours that are observable and measurable, such as absenteeism or tardiness, or poor quality or quantity of work are considered as acute problems in an organizations. OB Mod is a human resources management technique aimed at improving such problem behaviours of employees.

"OB Mod is a program where managers identify performance-related employee behaviours and then implement an intervention strategy to strengthen desirable behaviours and weaken undesirable behaviours."
-Steven P. Robbins

With its origins in contemporary behaviourist psychology, OB Mod is a valuable technique used by the contemporary managers in an organizational set up for human resource purposes with the intention of maximizing the motivation, productivity, effectiveness and efficiency of the individual employees in an organization.

Since people are affected by the Social Learning processes, OB Mod happens to be a very useful technique based on the premises of the learning and the reinforcement theories, for enhancing the motivation and the performance of the employees in the workplace, by targeting only the overt and specific behaviour of the people in an organizational context, avoiding sensitive personal counselling issues in the employee's life. Hence, it may also be known as useful technique to confront and deal with the problem behaviour of the employees in the workplace and replacing it with the desired behaviour which is more compatible with the goal attainment.

This tool primarily relies on effective measurement of the performances and linking higher order employee performances with the suitable rewards to induce a specific kind

Shaping Behaviour- OB Modification

of employee behaviour in future. Furthermore, different kind of reinforcement schedules may be used to increase or decrease this motivated behaviour.

The pretext of the OB Mod theory or the reinforcement theory precisely lies in the belief that the individual behaviour in an organization can be altered through either rewards or punishments that are fundamentally reliant on performance. It is primarily based on the principles mentioned below:

- Specific employee behaviour tends to be repeated if it leads to a positive consequence or a reward, however the behaviour leading to a negative consequence or a punishment tends not to be repeated.
- A manager can successfully stimulate and alter an employee's behaviour through properly programmed rewards or punishment.

Value Addition 1: Did You Know?

Father of Behaviourism and OB Mod

John B. Watson is known as the father of Behaviourism and B. F. Skinner is known as the father of OB Mod.

Ivan Pavlov is associated with classical conditioning and his work had great influence on the development of behaviorism, B.F. Skinner is known as the father of operant conditioning. All of them are known as the pioneers in the Modern Behaviourism.

Source: Read more:

<http://www.newworldencyclopedia.org/entry/Behaviorism>

<http://webspace.ship.edu/cgboer/skinner.html>

4.2 Steps in OB Mod

Since OB modification is a tool, the managers have to follow a step by step approach to apply it in practice, for shaping or correcting the observable behaviour of the people in an organizational set up. Figure 2 illustrates the basic 5 steps in OB Mod process.

The onus of the OB Mod process lies in the fact that the manager needs to carefully observe the outward manifestations of the employee behaviour and identify the critical behaviour relevant to the organizational performance. These behaviours are then effectively measured, in case of no gaps between desirable and measured behaviours, no further action is required. However, in case of any discrepancy, further steps of OB Mod process are required to be ardently followed. These steps are analysing antecedents and outcomes, crafting and executing intervention strategies and finally evaluating that whether the gap between the desirable and the measured behaviour is eliminated, and maintaining the desired behaviour through reinforcement.

Figure 2: Click on the link below to see an image of Stages in OB Modification

Source: http://images.flatworldknowledge.com/bauer/bauer-fig05_012.jpg

Step 1: Identification of the Critical Behaviour

OB Mod exercise begins with the identification of performance related behavioural events. An employee may be engaged in several behaviours in the organization, out of which some may be critical for improving organizational performance, like absenteeism, tardiness, loafing etc. and some behaviours may not be critical like goofing up, bad attitudes etc. At this stage the manager intends to identify the critical desirable and the undesirable behaviours relevant to the organizational performance, manifested by the

Shaping Behaviour- OB Modification

individual employees in the organization. A systematic behaviour audit may be used to identify such critical behaviour.

Let us take an example. A store manager selects the behaviour of greeting the customers nicely and then guiding them with the merchandise they intended to see or buy.

By looking at figure 2 above, we realize that there are three types of organizational activities related to this desired behaviour of the employees: the behavioural event, the resulting performance and the organizational consequences that occur with the individual employee.

Step2: Measurement of the Baseline Performance

In the next step the manager tries to effectively measure the baseline performance- which is the existing level of performance shown by each individual, by using any of the performance management techniques. This is generally stated in terms of a percentage frequency across different time intervals or the rate at which these are occurring. If the rate of occurrence or the percentage frequency is within the acceptable limit, no action may be required. However if it is more, the employee behaviour need to be corrected or altered.

Continuing with the above example, the store manager may observe that a particular salesperson greets nearly 35% of the customers each day.

Step3: Functional Analysis/ Analysing Antecedents and Outcomes

Once the manager has identified and measured critical behaviour hindering the job performance of the employee, Functional analysis tends to conduct a detailed assessment of the causes/ conditions or the factors that lead to a certain employee behaviour and furthermore what consequences each of these behaviour produces. The third step relates to identifying the consequences of performance or prevailing behavioural contingencies. This precisely relates to identifying as to what happens to the salesperson having a tendency to show varying levels of performances.

Next in the example cited above, the store manager might link the rewards or punishments to salesperson performances. The manager may identify the employees who need to be rewarded or those who need to be punished on the basis of their performances. Furthermore, the manager may try to establish a link between the purchases made by those customers who are greeted warmly; or between the purchases made by those customers who were not greeted and assisted properly. For instance, those customers who are greeted warmly make purchases 40% of the time, and those customers who are not greeted and assisted properly buy merchandise only 15% of the time.

ABC analysis as shown in the figure below is a tool to conduct functional analysis of the employee's critical behaviour. Where,

A-Antecedent Cues

B- Behaviours

C- Consequences of Behaviour

Antecedent cues (A) are the precursor or circumstance that comes before another contingent consequences (C) of the performance behaviour (B) of the employee.

For example, figure below highlights the Functional Analysis of the Attendance and the Absenteeism behaviour of the employees. For the absenteeism behaviour of the employee one of the antecedent cues can be hang over leading to the employee

Shaping Behaviour- OB Modification

behaviour of sleeping on the job and the contingent consequence would be verbal reprimands/warnings from the supervisor or the boss.

Figure 3: Click on the link below to see an image for an example of Functional Analysis

Source: <http://www.mcgraw-hillanswers.com/sites/default/files/images/Table%2012.3.JPG>

Step 4: Intervention

At step four the manager tries to develop an intervention strategy making use of structure (change in hierarchy, division of labour, authority-responsibility relationship), technology (changed task methods & job designs), processes (changes in goals/priorities & methods to accomplish them) and groups (forming new groups or making readjustments to the existing groups) to modify the employee behaviour. The basic intent of crafting an intervention strategy is to accelerate and strengthen the desirable employee behaviours and abandon or terminate the undesirable behaviours of these employees.

The major intervention strategy involves (1) feedback on the critical performance-related behaviour and (2) positive reinforcement for progress and attainment.

For example, the manager might use and apply the reinforcement, punishment, and extinction or combination strategy to alter employee behaviour in the workplace. The strategies must be situation specific so as to produce the desired results.

Step 5: Evaluation and Maintenance

In the last step the manager tries to measure the responses following the intervention strategy to identify for any specific pattern of change in the employee behaviour. The manager deliberates at identifying the appropriateness and effectiveness of the intervention strategies. He tries to evaluate the performance improvement by identifying that whether the problem behaviour is altered and corrected. Changed behaviours are compared with the baseline behaviours and the deviations can be noted. No significant change in the employee behaviour calls for adoption of more appropriate intervention strategies.

However, significant changes observed suggests the effectiveness of the intervention strategies that are followed in step 4 above. By using any of the different kinds of reinforcement schedules, the manager tries to maintain the desirable employee behaviour thus achieved.

A more elaborative version of the fifth step, OB Mod process can be depicted in the form of a flow chart, as shown below in figure below.

Figure 4: Click on the link below to view the flow chart showing OB Mod Process

Source: <http://faculty.css.edu/dswenson/web/OB/OBmod.gif>

Value Addition 2: Image
Example Of Classical & Operant Conditioning
Classical Conditioning aims at creating an association between a naturally existing stimulus and a previously neutral one. For example, when a person is stuck by a pin, the natural response or behaviour would be flinching or shrinking because of felt pain and discomfort. Here, the association is made between a natural stimulus

Shaping Behaviour- OB Modification

(sticking by pin) leading to a natural or involuntary response/ behaviour (flinching). However, Operant Conditioning establishes an association between a behavior and a consequence for that behavior. If the desired behaviour is shown, the individual is rewarded or praised, however if they fail to fulfill the desired expectation, the reward is withheld. For example, if an employee works in an organization he gets paid for it, and if he increases his productivity he receives merit pay for showing increased productivity. Eventually, the employee forms an association between his behaviour of working hard (voluntary behaviour/ response) leading to the desired reward in the form of increased pay (consequence/ stimulus) and/or avoiding some subsequent aversive or punishing consequence. Click on the link below to see an image on the examples of classical and operant conditioning.

Source: <http://answers.mheducation.com/management/organizational-behavior/behavioral-performance-management>

4.3 Relevance of OB Mod

The benefits of using Behaviour Modification technique in the workplace to alter employee behaviour, is multi-fold.

On one hand, the efficiency and the competence of the organization is increased and on the other hand, the employees tend to learn new desirable behaviours better aligned with meeting corporate goals, leading to rewards and accomplishments. Hence, OB Mod leads to synchronization of personal and organizational goals through the tool of reinforcing behaviour.

Value Addition 3: Misconceptions

Reinforcement and Punishment

A common misconception amongst people is that reinforcement is always positive and punishment is always negative. But in reality both reinforcement and punishment can be both positive and negative. Where Positive refers to supplementing something to the environment and negative means withdrawing something. An example of positive reinforcement might be giving a child a hug or appreciating him/her when he/she obeys the order. An example of negative reinforcement might be turning off an annoying sound when the child does a good job. Likewise, an example of positive punishment is assigning a child with extra responsibility if he/she does something bad. An example of negative punishment is taking away the child's favourite food or toy when he/she disobeys order or behaves badly.

Click on the link below to see an image on consequences of extending or withdrawing positive and negative stimuli:

<http://answers.mheducation.com/management/organizational-behavior/behavioral-performance-management>

Source: <http://www.livestrong.com/article/105661-behaviour-modification/>

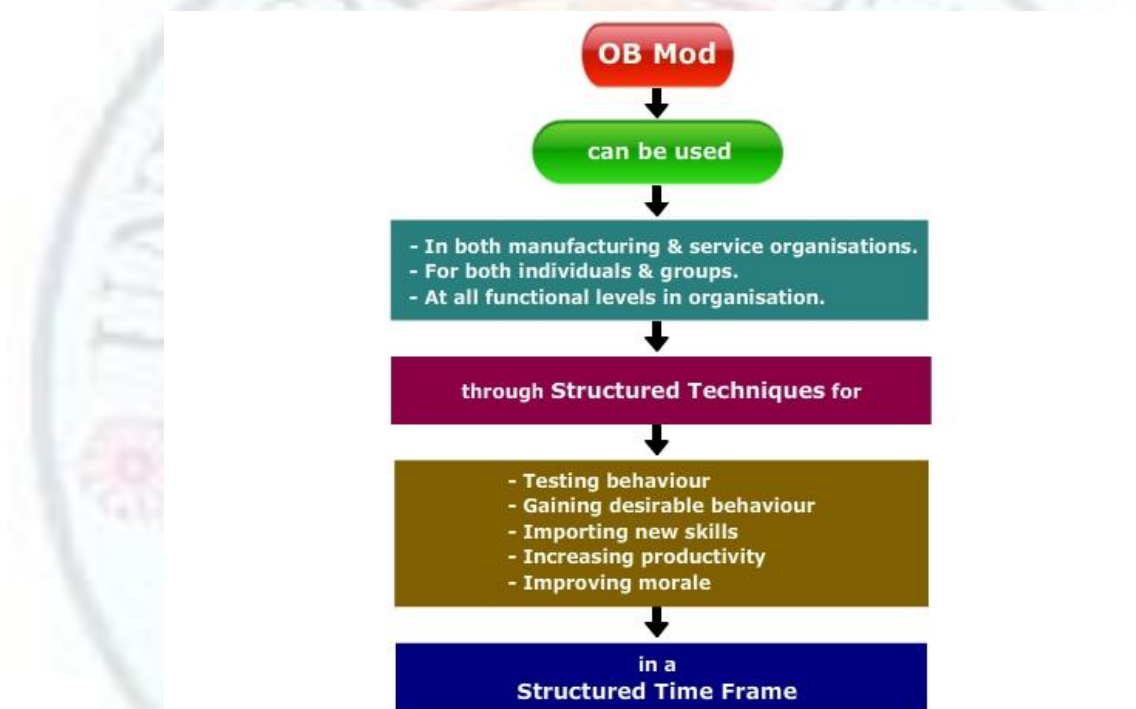
Now let's figure out few noticeable advantages or merits of using OB Mod technique for altering the behaviour of individuals in the workplace.

- OB Mod relates to overt people/employee behaviour and hence it can be put to testing.
- OB Mod can be successfully used in any organizational set up whether manufacturing or service organization, however success rates may vary from organization to organization depending upon the way it is planned and executed.
- The basics of behaviour modification can be used to increase desired behaviours of an employee, regardless of his functional level.
- It helps people to gain new desirable behaviour by owning new skills.

Shaping Behaviour- OB Modification

- Behaviour modification can also be implemented on a logical scale to increase productivity within organizations and businesses.
- This technique may be applied at varying levels of scale for altering employee behaviour in an organization, ranging from a single employee to a group of people and in the entire organization.
- A manager can successfully stimulate and alter an employee's behaviour by way of using properly programmed OB Mod techniques.
- Practical application of behaviour modification is a very simple process, and involves no underlying hidden difficulties or barriers.
- It can be used as a strategic weapon to increase the motivation & morale of the employees, and profitability & competency of the organizations.
- Finally, it provides a clear structure and significances to employees that further encourage them to change their behaviours in an observable way but in a structured time frame.

Figure 5: Benefits of OB Mod



4.4 Criticism of OB Mod:

Value Addition 4: Activity

The Ethics of Using OB Mod

Consider yourself as an employee of an organization, who is truly committed to the organizational success and is working very hard and efficiently for accomplishing the same. Your manager is constantly trying to alter and modify your behaviour; no matter how well and how effectively you had been working for the firm.

Question: What apprehensions (if any) would you have about the manager's endeavour?

In an organization set up, OB Mod can be seen as a support tool that enhances and increases the productivity of the employees, by correcting their behaviour. However, even this apparently useful technique is not free from criticism or limitations. Few criticisms have been made against this technique in the recent times. We can divide

Shaping Behaviour- OB Modification

these criticisms under three categories namely: metaphysical & ethical problems, theoretical & general problems and last but not the least practical problems. These limitations of OB Mod are described under each head.

1. Metaphysical & Ethical problems

The foundation of OB Mod is built over the work done by B. F. Skinner relating to operant conditioning. And the principles of which were developed after a series of experiments conducted on the white rats. Hence, the basic ethical criticism related to OB Mod equates this technique with applied rat morphism, and human beings with rats. The primary ethical argument against OB mod is that:

- Its use has the potential threat to the personal autonomy and to compromise individual freedom of choice if managers choose reward contingencies that are advantageous for the organization with little or no regard for the employee.
- The very idea of managers shaping or altering the employee behaviour has an element of manipulation in it because it tends to emphasize on other person's concept of ideal person.
- This technique restricts the freedom of choice of employee behaviour which might act as a barrier against individual creativity and innovative drive.
- Variable ratio schedule is a reinforcement schedule where a response is reinforced after an irregular or unpredictable number of responses, is considered as a form of gambling. And changing behaviour through reinforcement tantamount to bribery.

2. Theoretical and General Problems

The theoretical criticism relates to the conceptual foundation underlying the development of OB Mod theory, wherein an over simplified mechanism has been used to depict human behaviour. The theoretical foundation of the OB Mod theory is considered to be weak. It is criticised and blamed for ignoring many variables affecting human behaviour. The main theoretical criticism related to OB Mod can be summarized as:

- It can only reinforce overt employee behaviour but is unable to reinforce non-observable employee behaviour.
- OB mod completely ignores the impact of cognitive and affective variables like perception, belief, attitude, expectations etc. in shaping operant behaviour.
- This technique gives little importance to the internal forces residing in an individual in shaping operant employee behaviour, rather more emphasis is made on the environment and the external stimuli in controlling individual behaviour.
- OB Mod is considered to be just another application of already prevalent behaviour modification techniques that have been practised in the past. On this ground, this tool is considered to be lacking any innovation.

3. Practical Problems

There has been stringent criticism of Behavioural Modification technique in practical applicability context. The managers usually face some practical problems during the course of application of such OB Mod in the organization. The criticisms in this category are as follows:

- Reinforce tends to wear off with time.
 - Environment internal to the organization is completely different from experimental laboratory settings. Applying OB Mod in organizational context has far more practical difficulties as compared to its laboratory or controlled environment application.
- Hence, the application of OB mod in these two contexts is completely different.

Shaping Behaviour- OB Modification

- It has also been realized that managers are primarily responsible for altering employee behaviour in order to accomplish the organizational goals, regardless of the motivation approach used by them. The probability for misuse or misrepresentation of even these approaches can't be ruled out.

In spite of countless criticism of OB Mod as a behavioural shaping technique, its usage is still increasing in the modern business organizations. Throughout the globe managers have been widely using this technique in areas of human resource management, management by objectives, job design, compensation management and organizational design, as an effective tool to alter and shape the employee behaviour, by correcting and replacing the undesirable behaviour with the desirable ones.

However the major responsibility lies with the organizational managers concerning the application of OB Mod to apply it within the context of its limitations and shortcomings.

Value Addition 5: Activity

Is OB Mod a Manipulation Technique?

Constitute two groups, A and B. Group A will consist of the students who favour the discussion topic. Group B will consist of students who are against the motion. Assign a moderator to each group. Both the groups will take 20 minutes to collectively decide amongst their members, few points in support of for and against the motion as their group stand. The faculty may act as a facilitator to ensure that each group has identified its moderator, who will then present their group views in next 10 minutes (with or without the support of a group member). At the end of the discussion when both the group moderators have presented their views, the facilitator will then summarize the group discussion by highlighting the critical points made during the whole activity.

Summary:

- Each individual is different from the other individual on physical, psychological, and emotional grounds. OB Mod is a strategic tool used for correcting a specific kind of observable employee behaviour in the workplace.
- The major postulates of OB Mod states that specific employee behaviour tends to be repeated if it is linked to a positive outcome & removal of reinforces or a negative outcome leads to dismissal of a specific kind of employee behaviour.
- A manager can successfully stimulate and alter an employee's behaviour through properly programmed approach that rewards desired behaviour and punishes undesirable behaviour.
- OB Mod is a 5 step process: identification of critical behaviour, measurement of baseline performance, analysing antecedents and outcomes, crafting and executing intervention strategies and Evaluation & maintenance.
- The manager needs to carefully observe the outward manifestations of the employee behaviour and identify the critical behaviour relevant to the organizational performance and its measurement to find gaps between desirable and measured behaviours. No action is required to be taken if the gaps are not found. However, in case of any discrepancy, remaining 3 steps of the OB Mod process are followed.
- OB Mod is not free from criticisms, in recent times few criticisms have been made and few concerns have been raised against this technique relating to ethical, theoretical & practical problems.
- In spite of its countless criticism, OB Mod is still widely used by organizational managers as a behavioural shaping technique in plethora of areas like human resource management, MBO, job design, compensation management etc.

Shaping Behaviour- OB Modification

- However the major responsibility lies with the organizational managers concerning the application of OB Mod so as to apply it within the context of its limitations and shortcomings.

Exercises

A. Objective Type Questions

1. _____ is known as the father of Behaviourism.
2. OB Mod is a Behavioural Modification Technique.
 - a. True
 - b. False
3. The basic OB Mod process has how many steps?
 - a. 7
 - b. 5
 - c. 4
 - d. 3
4. B. F. Skinner developed which of the following theories.
 - a. Classical Conditioning
 - b. Learning Theories
 - c. Operant Conditioning
 - d. None of the above
5. Action taken for changing the undesirable critical behaviours of the employees in an organization is known as
 - a. Intervention Strategy
 - b. Cognitive Dissonance
 - c. Learning
 - d. Classical Conditioning
6. _____ theory states that states that behaviour is a function of its consequences, desirable behaviour can be increased by linking it with positive outcomes & undesirable behaviour can be decreased by linking it with the negative consequences.
 - a. Learning Theory
 - b. Operant Conditioning
 - c. Reinforcement Theory
 - d. None of the above
7. OB Mod technique is criticised on Ethical, Theoretical and practical grounds.
 - a. False
 - b. True
8. Overt Behaviour means observable or identifiable human behaviour.
 - a. True
 - b. False
9. Which of the following statement is False about OB Mod
 - a. It's a corrective behaviour strategy
 - b. It's based on the work done by famous psychologist B F Skinner
 - c. It links employee behaviours with rewards and punishments
 - d. This tool is absolutely free from any kind of criticism
10. _____ is an approach to psychology that emphasizes that behaviour can be measured, trained or changed.

B. Short Questions

1. What do you understand by the term Organizational Behaviour?
2. Define and discuss Organizational Behaviour Modification or OB Mod?
3. Discuss your opinion about ethics of using OB Mod in an organizational context.
4. How OB Mod can be used by the contemporary managers to alter employee behaviour?

Shaping Behaviour- OB Modification

5. What can be the few practical problems related with the application of OB Mod technique in the workplace?

C. Long Questions

1. What according to you can be the relevance of using OB Mod technique to change employee behaviour in the workplace?
2. With the help of a diagram, discuss the various steps/ stages involved in an OB Mod process.
3. Elaborate few limitations of Behaviour Modification technique in an organizational context.
4. Discuss in detail the criticism related to the behavioural modification technique on theoretical grounds.
5. What do you think are the controversies surrounding the behaviour modification approach practised by the managers in an organizational context to alter the employee behaviour?

Answers to the objective type questions

1. John B. Watson
2. a. True
3. b. 5
4. c. Operant Conditioning
5. a. Intervention Strategy
6. c. Reinforcement Theory
7. b. True
8. a. True
9. d. This technique is absolutely free from any kind of criticism
10. Behaviourism

Glossary:

- **Behaviourism:** It is a psychological approach that emphasizes that behaviour can be measured, trained or changed. According to behaviorism, behavior can be studied in a systematic and observable manner with no consideration of internal mental states. This school of thought suggests that only observable behaviors should be studied, since internal states such as cognitions, emotions and moods are too subjective.
- **Classical conditioning:** Classical conditioning is a process that involves creating an association between a naturally existing stimulus and a previously neutral one.
- **Cognitive dissonance:** The state of having incompatible or inconsistent attitudes, beliefs, thoughts, behaviours or emotional reactions specially relating to behavioural decisions and attitude changes.
- **Effectiveness:** It is the capability of producing a desired result or achievement of goals.
- **Efficiency:** The capability to produce a specific outcome effectively with a minimum amount or quantity of input, waste, expense, or unnecessary effort. The ratio of effective output to the input required to achieve it.
- **Intervention Strategy:** It is the action taken for changing the undesirable critical behaviours of the employees in an organization.
- **Learning:** It means acquiring new, or modifying and reinforcing existing, knowledge, skills, values or synthesizing new information through experience, practice, study or by being taught.
- **Operant conditioning:** Operant conditioning or instrumental conditioning is a method of learning based on providing rewards and punishments for a specific behavior. Through operant conditioning, an association is made between a behavior and a consequence for that behavior.

Shaping Behaviour- OB Modification

- **Productivity:**It is a measure of performance that comprises both the effectiveness and the efficiency.
- **Psychological Contracts:** Re-presents the mutual perceptions, beliefs and informal obligations between an employer and an employee. It is the overall set of expectations held by an individual relating to his duties towards the organization and vice versa, the responsibility of organization towards him/her.
- **Reinforcement theory:** A theory states that behaviour is a function of its consequences. A desirable behaviour can be increased by linking it with positive outcomes, whereas an undesirable behaviour can be decreased by linking it with the negative consequences or by eliminating thereinforces.
- **Social-learning theory:**It is based on the view that people learn within a social context through observation and direct experience.
- **Social cognitive theory:**This theory extends learning and/or modifying behaviour by giving more attention to the self-regulatory mechanisms.

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- Organizational Behaviour, L M Prasad, Sultan Chand & Sons, India.

2. Suggested Readings:

- "Behaviour Modification: What it is and How to Do it" by Garry Martin and Joseph Pear, Ninth Edition, Pearson Publication.
- About Behaviourism (Vintage Series) By B.F. Skinner, Random House USA Inc.

3. Web Links:

- Visit the URL <http://answers.mheducation.com/management/organizational-behavior/behavioral-performance-management> to know more on Behavioural Performance Management.
- Visit the url <http://www.slideshare.net/manishray/1basicconceptsofob> to know about basics of organizational behaviour.
- Visit the link <http://smallbusiness.chron.com/manager-should-give-praise-give-punishment-63987.html> to see a video on when to praise and when to punish.