



A Study of Organizational Behaviour Concepts Through Screening of the Movie "CROODS"

KEYWORDS

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Introduction to OB:

Organizational Behaviour- Organizational Behaviour is directly concerned with the understanding, prediction, and control of human behaviour in organizations. It is an area of study that investigates the impact; the individuals, groups, and structure have on behaviour within organizations for the purpose of applying such knowledge towards improving an organization's effectiveness.

Human behaviour in organizations is a relatively new concept and it emerged as a distinct field of study in the late 1950s and early 1960s. This study has changed the traditional beliefs of the managers that all the managerial and organizational problems are technical in nature. The managers now understand that to make their organizations more effective, they need to understand and predict the human behaviour in the organizations.

About the movie CROODS:

A cave family called the Croods survives due to the over-protective nature of their stubborn, stern patriarch, Grug. The only one who questions the family's sheltered life is his teenage daughter Eep who frequently disobeys her father's orders out of curiosity, which he finds dangerous. After stealing an egg for their meal and running afoul with a carnivorous cat; Grug and Eep, along with her mother Ugga, her grandmother Gran, and her younger brother and sister Thunk and Sandy face time sheltered in their cave home.

Eep sneaks out when she sees what she discovers to be a torch of fire and she encounters an inventive homo sapiens boy named Guy and his sloth Belt. He warns her of an impending apocalypse and offers to take her with him, but concerned for her family, Eep stays, getting a shell horn from him to blow in case she needed his help. Reuniting with her frantic father, she tries to tell her family what Guy told her, but fearing things that are "different" and "new" they destroy her horn.

A massive earthquake then destroys their home, and to avoid the earlier carnivore, they descend down into a tropical forest that lay behind their cave all the time. Encountering a "Macawnivore" a brightly colored feline that Gran dubs "Chunky the Death Cat," the family flees him until he is deterred by swarms of piranha keets that devoured a ground whale. Using another horn, Eep calls to Guy who rescues them from the birds with his fire. After a great deal of confusion regarding their first contact with fire, Grug imprisons Guy in a log until he can guide them somewhere safe.

Outrunning the destruction, Guy is trusted enough to be let out of the log and he gives the Croods rudimentary

shoes to walk over the harsh landscape as he leads them to a mountain in which he says will be safe. Guy also tells them stories of "Tomorrow" a haven of safety where he is headed and where curiosity is not deadly as Grug had claimed. At his treetop home, Grug sees the impression Guy is leaving on his family and he becomes jealous, especially when he realizes that Eep has fallen in love with Guy. Attempting to invent things like Guy, Grug only further embarrasses himself and drives his family further away from him. After the family is split up in a labyrinth of tunnels, all but Grug manage to escape by coming up with ideas for overcoming obstacles in their paths.

Reaching the mountain, Grug tries to force his family to hide out in a cave, but they resist, telling him that they can't live in caves anymore, that they don't want to "survive" but to "live". This enrages Grug, who attacks Guy and the both of them end up in a tar flow where Grug learns that Guy's family had perished in one. Realizing that Guy's method of survival is better for his family, Grug works with him and they lure Chunky into a trap to free themselves. The family reunites, and then flees a massive cataclysm as the land begins to violently rip apart.

The family is cut off from their destination by a continental split, but Grug, realizing the errors of his ways decides to throw his family to safety. He shares an invention he calls a "hug" with Eep, briefly before sending her across as well. Cut off from his family, Grug finds a cave for safety, where he encounters Chunky; who is truly a frightened and sweet feline, and he comes up with an idea to get across the chasm. Using a skeleton and the Piranhakeets to fashion a simple airship, Grug manages to send them; including several animals the family had encountered during their journey, across the chasm, reuniting with his family once again. He apologizes to them all and promises to never be so overbearing again.

Later, the Croods now live on the land and have settled on a vast beach where every day they can follow the light to "Tomorrow."

Methodology:

The movie can be an excellent case study to make the students understand the concepts of organizational behavior. Clippings from the movie were shown after the completion of each topic and then the students were given time to relate the whole concept with the scenes shown and answer the given questions.

The key concepts taught in the class through the screening of "Croods" are as follows:-

Personality:**(The BIG 5 personality traits)**

- **Extroversion**

Extroversion is characterized by excitability, sociability, talkativeness, assertiveness and high amounts of emotional expressiveness. People who are high in extroversion are outgoing and tend to gain energy in social situations. People who are low in extroversion (or introverted) tend to be more reserved and have to expend energy in social settings.

This personality trait can be seen in Eep's character. She is always seen excited about hunting and curious about new things such as fire, shoes, whistling, etc. she is inquisitive and outgoing and is always questioning her father's rules.

- **Agreeableness**

It is a tendency to be compassionate and cooperative towards others. People with high agreeableness tend to say 'YES' to everything in order to avoid conflicts and to maintain harmony. High agreeableness is often seen as naïve or submissive.

The characters of Thunk and Ugga show high agreeableness in the movie. Thunk follows his father's rules without any questions. When told to initiate the hunt, he does so despite his unwillingness which shows his unconditional commitment towards his father Grug. "I get it, Dad. I will never do anything new or different." This statement shows his high agreeableness and love for his father. Ugga, Grug's wife knows that most of the time Grug's actions will be illogical but still she supports him because she loves him and doesn't want to hurt him.

- **Conscientiousness**

A tendency to be organized and dependable, show self-discipline, act dutifully, aim for achievement and prefer planned rather than spontaneous behaviour.

The character of Guy is a perfect example of this trait. Well organized and efficient, he knows his destination and how to reach there. He also uses his brains to overcome the obstacles. Similarly, Grug is also seen as a disciplined, dependable head of the family. He puts his unique plans into action for his family's survival, examples can be seen while hunting, protecting his family at night and in the end, his own survival to reach back to his family.

- **Emotional stability**

It is how a person copes up with his emotions.

Guy is shown as a character that is emotionally very stable. This can be seen in the movie when despite of losing his parents, he continues his journey towards 'tomorrow'. He follows his parents' last words, "don't hide, live. Follow the Sun and you will reach tomorrow".

Even Grug is seen coping up with his emotions and being very stable towards the end of the movie. When his entire family reaches safely to the other side and he is trapped alone to die, he initially becomes very emotional thinking about the fact that he would never be able to see his family again, but within a few moments he regains emotional stability and uses wits to reach his family.

- **Openness to experience.**

Eep is imaginative and curious about new things, be it watching the sunset or her first encounter with fire. She desires to be independent and free from caves and is

ready to learn and explore all that comes her way in the journey towards tomorrow. Guy, on the other hand, is exposed to a lot of experiences good and bad in the outer world, and is left with no other option but to face it all alone still he follows the path shown by his parents with a positive attitude and is also excited about his journey towards tomorrow.

- Whose personality is most interesting according to your opinion?
- Do you have any personality traits that you can relate to these characters?
- Among the characters who's personality do you relate to the most and why?

Perception

Perception is the process of receiving, selecting, organizing, interpreting, checking and reacting to sensory stimuli or data. It is not necessarily just what one sees with his own eyes or what one listens with his own ears. Perception is a unique interpretation of the situation, not its exact recording. Perception is a very complex cognitive process that yields a unique picture of the world, a picture that may be different from the reality.

The same things that Grug perceived are perceived very differently by Eep.

Guy's perception does not match that of Grug. It is seen that whatever Guy perceives as an opportunity, Grug takes it as a risk. The movie also showcases the perceptual errors made by some characters. Perception of the world by Grug is of a pessimist nature. Guy's perception about the world gives a fresh perspective (optimistic) to the group of Croods except Grug.

- Can you change the perception of an individual? Give an example from the movie.
- Is the perception of two individual similar to a similar situation? If yes how? If no how?

Learning

Learning is a relatively permanent change in knowledge or observable behavior that results from practice or experience.

When Guy and Eep have the first encounter with each other and she learns about fire and thinks Guy can make fire, she tries to force it out of him and squeezes his body hard enough that he slips into unconsciousness. When he regains his consciousness he offers her to join him.

She also learns a new term "pants up" where he explains that his pet sloth also serves as his belt, hook, conversationalist, and navigator.

When all of them move towards the mountain Guy had informed about. Guy decides this is his only chance to walk away when he hears the wails of the pain of everyone. So he decides to help them by giving them shoes and starfish that act as makeshift shoes that will help them walk on those pointy rocks. They all learn to walk on pointy rocks with the help of Guy.

When Ugga, Gran and sandy comes across the tall stemmed bright pink beautiful flowers spread over the entire area before them when they notice the big bug was eaten by the flower that's when a frog passes ahead of them with his tongue transformed into the same flower

above them and he moves away without being eaten alive. Ugga, Gran and Sandy learn to wade through the carnivorous flowers without being eaten alive.

Learning is a continuous process which has been aptly shown throughout the movie.

- Learning is continuous who according to you shows this in the movie?
- What sort of learning is most prominent among the characters?

Motivation

Motivation represents an unsatisfied need which creates a state of tension or disequilibrium, causing the individual to move in a goal-directed pattern towards restoring a state of equilibrium by satisfying the need. The motivating factors keep changing from fun, curiosity to survival. What may be the motivating factor today may not be the motivating factors tomorrow.

Storytelling by Grug is where he motivates his kids. He narrates the story of the crispy bear. He says the crispy bear was alive because she listened to her father and lived her life in routine and darkness and terror so she was happy. One day while crispy was on a tree, the curious little bear wanted to climb to the top and no sooner did she climb to the top she saw something new and died. Thunk gets scared about the fate of crispy bear and promises his dad that he would never try anything new.

Motivation can be positive or negative. Grug's storytelling acts like a negative reinforcement. Grug's story influences the individual opinions and beliefs of the members of the family of Croods.

- Was there any sign of motivation in the movie?
- What sort of motivation was shown by the characters of the movie?
- What motivated Guy in the movie?

Attitude

An attitude is generally defined as a way a person responds to his or her environment, either positively or negatively. It shows how a person responds to a thing, object or individual. The protagonists display both their negative and positive opinion in an uninhibited way which shows us that irrespective of the age, class and status everyone holds attitude. Eep's curiosity lures her to explore the mystery of a world unknown to her family while her dad is ruled by a thought that anything new would only lead to the extinction of their species.

Certain scenes prominently portray a passive attitude held by Gran, Sandy, Ugga and Thunk. Guy exhibits a positive attitude throughout the movie. He also has a 'never give up' attitude. The later part of the movie highlights the point that it takes the time to make a change in one's attitude; Grug is the finest example of the same.

- What attitude is shown by the character you like?
- Do you agree that attitudes can be changed? Explain.
- What sort of change in attitude do you want to see the characters you like?

Values

Rokeach defines values as "basic convictions that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence.

The role of environmental factors like family and society help in shaping the values strongly held by the family of Croods.

Family – family is an institution where individuals share opinions, experiences, beliefs and attitudes. These sharing influence individuals in modifying the values they possess or forming new values.

When Grug calls for Eep and she climbs down with ease through the crevices on the mountain but when the new sound of horn pulls her interest to look towards the source of it and she climbs back the wall, dangles through the tree and swings herself to reach the branch of the bare tree when Grug mutters "how long is it going to take, I have to close the cave" and he looks upward and finds her on a delicate branch.

When he looks back to find the predatory big cat perched on a boulder. The cat spots him and runs towards his prey when Eep manages to finally slip into the cave at the last minute before Grug closes the cave. They were a breath away from the dangers harm. Grug repeats what he always told the family that fear keeps them alive. It is shown here that the father's values dominate the family.

- What sort of values do you think the main characters show?
- Can you differentiate the values of Eep and that of Guy?
- Do you agree that values play an important role in a person's upbringing?

Group Dynamics and teamwork

Group dynamics deals with the attitudes and behavioral patterns of a group. Group dynamics concern how groups are formed, what is their structure and which processes are followed in their functioning. Thus, it is concerned with the interactions and forces operating between groups.

Group dynamics is relevant to groups of all kinds – both formal and informal.

In other words, a group is a collection of people who interact with one another; accept rights and obligations as members and who share a common identity.

Teamwork is generally understood as the willingness of a group of people to work together to achieve a common aim. For example, we often use the phrase: "he or she is a good team player". This means someone has the interests of the team at heart, working for the good of the team.

Croods family displays the finest examples of group dynamics and teamwork. Each member of the family, in spite of having a different behavioral pattern, at the time of need works as a team player. For example in the first scene of the movie, the entire family works as a team for one common goal i.e. food. They have their own tactics and plans. The best part of this teamwork is that each member of the family knows their role. The hunt is initialized by Thunk, then Sandy and Ugga then Granny and finally Eep. When they are chased by the big cat in the hunt Eep and Grug steer the elephant on which the entire family escapes from the cat.

The second example can be seen when they are on the journey to the future and they have to cross a maze. They divide themselves into smaller groups and cross the maze

through different paths still working as a team with one goal, to cross the maze and reach to the destination.

- As a team player which character do you relate to?
- How important is being a team player?
- What would you have preferred- Guy being in a group or alone for survival?

Leadership

Leadership involves the exercise of influence on the part of the leader over the behavior of other people towards the attainment of the organizational goal.

• Autocratic style

Autocratic form of leadership holds a belief that the power of decision making is centralized with the leader. The order is issued and the decision carried out without any resistance and thought from the subordinates.

This is prominently brought forward when Grug commands his family to form the breakfast formation to acquire the egg. His family does not question his actions nor the strategy used to get the food until a little later in the movie it is shown to the Croods a better and much effective way of luring a prey into a trap rather than fighting it.

• Laissez - faire style

The leader does not assume the role of strong leadership instead rather depends on the group to establish objectives, goals and to formulate policies and programmes. This is subtly seen in Guy's personality; all through the journey Guy assumes the role of a guide rather than an actual leader. He lets them do their own thing and finally leads them to their destination with his small inputs here and there throughout the adventurous journey.

- Are leaders born or made? Comment.
- Identify the leadership style in the characters?
- Which style of leadership do you favour?

Decision Making

Decision making is the process of choosing the best among the available alternatives with a purpose under a given set of circumstances.

The importance of decision making can be finely illustrated with the example of the Croods when the entire family except Grug decides to follow Guy to the land of tomorrow to see a new day. That one decision gave them an opportunity of survival over becoming extinct.

- Decisions are made every second. Do you agree? If yes give an example.
- Decisions make you who you are. Comment
- Which part of the movie shows a critical point in decision making?

Conflict

Conflict is the state of disagreement between people. Conditions of conflict include the existence of opposing pressures from different sources. The pressures are due to psychological, sociological and political factors.

Conflict is a common scenario depicted in the father – daughter relationship where Eep does not agree with his strong beliefs of the world and she retaliates by being a rebel.

- Why do you think there is a conflict between father

and the daughter?

- Are conflicts healthy? If yes why? If no why?
- How common is conflict in reality? Elaborate.

Conclusion:

It was observed that the students were able to understand the topics better and to also relate themselves with the incidents shown in the movie. Case studies can be a powerful method of delivering theories to the class. Students are more active and expressive during the lecture and hence are able to contribute to their maximum.