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**BA4102-MANAGEMENT CONCEPT OF ORGANISATIONAL BEHAVIOUR**  
**UNIT I**

**2 MARKS**

**1) Define OB**

Stephen.P. Robbins defines Organizational Behavior as a “field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations for the purpose of applying such knowledge towards improving an organizations effectiveness”

**2) What are the disciplines contributing for OB?**

- Ø Psychology.
- Ø Sociology.
- Ø Anthropology.
- Ø Political Science.
- Ø Economics.

**3) What are the Characteristics of the term manager?**

Manager: Individuals who achieve goals through other people. Managerial Activities

- Make decisions
- Allocate resources
- Direct activities of others to attain goals

**4) What is organization?**

Organization is the place where managers practice the art of management. An organization is a structured social system consisting of groups and individuals working together to meet some agreed upon objectives. In other words, an organization consist of people who, alone and together in work group, strive to attain common goals.

**5) What is Anthropology?**

Anthropology is understood as the study of man and his works. In particular anthropologists study the culture. Culture has significant influence on human behavior. It dictates what people learn and how they behave. An employee’s behavior, discretion about things good or bad, and his style of functioning are Influenced by the culture of his organization.

**6) What is the importance & scope of OB?**

1. Personal Selection, Placement and Promotions
2. Education, Training and Development
3. Motivation
4. Productivity study.
5. Trade Union areas
6. Employee Relation and Public Relation

**7) What are interpersonal roles?**

The interpersonal roles are ones that involve people (subordinates and persons outside the organization) and other duties that are ceremonial and symbolic in nature. The three interpersonal roles are figurehead, leader, and liaison. They are as follows:

Figurehead- These are symbolic duties. The nature of these duties is social or legal.

Leader- This involves each aspect of being a quality leader including forming a team, guiding the members, motivating them, and building strong relationships.

Liaison- involves maintaining and developing a network for assistance and information outside the office.

### **8) Differentiate effective Vs successful manager. EFFECTIVE VS SUCCESSFUL MANAGERS**

FOLLOWING ARE THE ACTIVITIES THAT MANAGERS ARE ENGAGED IN:

Ø Traditional Management / Communication / People Management / Networking

Managers Can Be Classified Into:

Ø Average / Successful / Effective

The Time Spent By Above Managers In The Activities Engaged By Them:

Ø Managers Need To Develop Their People Skills If They Are To Be Effective

### **9) What is The Autocratic Model of OB?**

The basis of this model is power with a managerial orientation of authority. The employees in turn are oriented towards obedience and dependence on the boss. The employee need that is met is subsistence. The performance result is minimal.

### **10) What are the challenges to OB?**

1. Responding to Globalization

i) Increased foreign assignments

ii) Working with People from different cultures iii) Coping with anti-capitalism backlash.

iv) Overseeing movement of jobs to countries with low- cost labour

v) Managing people during the war on terror

2. Managing workforce Diversity i. Embracing diversity

ii. Changing demographics

### **11) What are the sources of power?**

Expert and reference power are positively related to employees' satisfaction with supervision, their organisation commitment and their performance, where an reward and legitimate power seem to be unrelated to these outcomes

## 12) What are the causes of stress?

### ENVIRONMENTAL FACTORS

i) Economic Uncertainty ii) Political uncertainty ii) Technology changes

### ORGANISATIONAL FACTORS

i) Task demands ii) Role demand iii) Interpersonal demand

### PERSONAL FACTORS

i) Family ii) Economic iii) Personality iv) Individual Differences

## 13) What are the ways to manage stress?

### Individual Approach:

Ø Take personal responsibility for reduce stress level

Ø Strategies include Time Management,

Ø Techniques –Physical exercise, relaxation training, expands social supports and network.

### ORGANISATIONAL APPROACH

Task and role demand can be controlled by management and it can be modify and change in organisation

## 14) What is organizational change & causes of change?

Change refers to alternation in the total work environment. People should adopt themselves to the changing situations. i.e. the change towards the growing trend.

### EXPLAIN CAUSES OF CHANGES OR FORCES FOR CHANGES

Work Force, Technology, Economic Shocks, Competition, Social trend

## 15) Explain the Maslow's hierarchy theory?

Hierarchy of needs are arranged in the form of this pyramid is ascending order.

a) Physiological needs

b) Security needs

c) Social needs

d) Self esteem needs

e) Self actualisation needs.

## 16) Explain the theory of Mc. Gregor's Theory X and Theory Y

### Theory X:

i) Employees inherently dislike work and try to avoid it.

ii) Employees should be coerced to perform under supervision.

iii) Employees will deter from taking responsibilities'.

### Theory Y:

i) Employee consider work as natural as rest or play.

ii) People exercises self direction and control in attaining goals.

## 17) Explain the Types of value?

i) Instrumental value:

It is a single belief that a specific mode of conduct is personally and

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 socially preferable in all situation with respect to all subjects.

ii) Terminal value:

These refers to the belief that a particular end state of existence is worth striving prosperity freedom equality and security.

**18) Explain the process of perception?**

- i) Receiving
- ii) Selecting
- iii) Organising
- iv) Interpreting
- v) Checking
- vi) Reacting

**19) What are the factors affecting organisational climate?**

- i) Organisational structure
- ii) Individual responsibility
- iii) Support And warmth
- iv) Risk and risk taking
- v) Rewards
- vi) Conflict and tolerance

**20) Explain the Theories of learning?**

i) Classical conditioning:

It states that behaviour is learned by repetitive association between a stimulus and response.

ii) Operant conditioning:

This theory argues that the learner forms a cognitive structure is memory, preserves and organise information about the various events that occur in situation.

iii) Cognitive learning:

It suggest that people emit response that are rewarded and will not emit response that are either rewarded .

**21) What are the importance of leadership?**

- 1) To have team work
- 2) To guide
- 3) To motivate
- 4) To bring about changes
- 5) To handle crisis

**22) What are the determinants of personality?**

- 1) Biological factors
  - i) Heredity
  - ii) Brain
  - iii) Physical appearance
- 2) Family and social factors
- 3) Cultural factors
- 4) Situational factors

**23) Explain the types of power?**

- 1) Reward power
- 2) Coercive power

- 3) Legitimate power  
 4) Represent power  
 5) Expert power

**24) Explain the measurement of morale?**

- 1) A company records and reports  
 2) Observation  
 3) Attitude surveys

**25. List the significance of OB.**

Significance Organizational Behavior

- (OB) is a study involving the analysis of an organization's persons, community and structure or actions, and this analysis has significant significance in an organization's successful working.
- It is a kind of study pertaining to “what people do within an organization” and “how their behavior affects the performance of an organization”.
- Organizational conduct relates primarily to job-related concerns such as jobs, work, leaves, turnover, efficiency, human resources, and management.

## 13 MARKS

**1.Explain the Organizational BEHAVIOUR: CONCEPT AND SIGNIFICANCE?**

“Organizational behavior is directly concerned with the understanding, prediction, and control of human behavior in organizations.” Fred Luthans.

“Organizational behavior studies the impact that individuals, groups and structure have on behavior within organization for the purpose applying such knowledge towards improving Organizational effectiveness.” Stephen P. Robbins.

Keith Davis said that, “Organizational Behavior is the study and application of knowledge about how people act within organization.”

Raman J. Aldag states, “Organizational Behavior is a branch of the Social Sciences that seeks to build theories that can be applied to predicting, understanding and controlling behavior in work organizations.”

“Organizational Behavior is a subset of management activities concerned with understanding, predicting and influencing individual behavior in Organizational setting.” Callahan, Fleenor and Kudson.

Organizational behavior is basically a study of human behavior in both, group as well as an individual in an organization. As we know that certain types of behavior of a person is linked to certain types of roles and responsibilities. So, generalizations were made based on their behaviors that help us predict what people do and should do so.

And the accurateness of these generalizations is depending upon the accurate observations. An accurate generalization helps in taking strategic decisions in managing and controlling workforce in an organization. While observing and understanding the behavior, one should follow a systematic approach because a structured approach to conduct study may boost the explanatory and predictive capacities of a person. On the basis of above mentioned definitions and different views, features of Organizational Behavior can be defined in the following manner:

Significance Organizational Behavior

(OB) is a study involving the analysis of an organization's persons, community and structure or actions, and this analysis has significant significance in an organization's successful working.. It is a kind of study pertaining to “what people do within an organization” and “how their behaviour affects the performance of an organization”. Organizational conduct relates primarily to job-related concerns such as jobs, work, leaves,

turnover, efficiency, human resources, and management. Organizational behavior study provides a comprehensive set of concepts and theories dealing with commonly accepted 'facts' about a person's behavior and organizations acquired over the years, e.g. "You can teach new tricks to an old dog," "Two heads are better than one." And such facts are not always true in all cases, at all. Ergo, these popularly held ideas are in desperate need of replacement. Study of "organization behavior does offer challenges and opportunities for managers since it focuses on ways and means to improve productivity, minimize absenteeism, increase employee job satisfaction, etc". A Study Organization Behavior provides a basis for managers to develop and create an ethical culture and climate of work. Also, good prediction of human and Organizational behavior is helpful.

#### RELATIONSHIP TO OTHER FIELDS

Organizational behavior is a multidisciplinary subject because it has borrowed concepts and theories from other fields like Psychology, Sociology, Political science, Anthropology, Economics, Technology, Environmental science, and science. Organizational behavior is basically an applied behavioral science.

#### Psychology:

The term 'psychology' originates from the Greek language 'Psyche' meaning 'soul' or 'heart' and Organizational behavior is a scientific field that explores human behavior mainly concerned with the psychology of the individuals. Industrial psychology can be defined as "Industrial Psychology is a scientific study of employees, workplaces, organizations and Organizational behavior. Industrial psychology is also known as work psychology, Organizational psychology. Industrial psychology helps in improving the workplaces, satisfaction and motivation levels of the employees, and helping the overall productivity of the organization."

Organizational Behaviour and other fields of study

#### Sociology:

According to Dictionary of the social sciences, sociology is "the study of society, patterns of social relationships, social interaction, and culture that surrounds everyday life." From the definition it is very much clear that sociology also has a major impact on the study of Organizational behavior. Max Weber defines sociology as, "a science which attempts the interpretive understanding of social action in order thereby to arrive at a causal explanation of its course and effects."

#### Anthropology:

According to Britannica, "the science of humanity, which studies human beings in aspects ranging from the biology and evolutionary history of Homo sapiens to the features of society and culture that decisively distinguish humans from other animal species."

Therefore, Anthropology deals with the relationships between people and their environment and anthropology contributes to understanding the cultural impact on Organizational behaviour, the impact of value structures, expectations, emotions, unity and interaction.

Also, University of Florida defines, "Anthropology is the study of humankind. Of all the disciplines that examine aspects of human existence and accomplishments, only Anthropology explores the entire panorama of the human experience from human origins to contemporary forms of culture and social life." Eric Wolf said, "Anthropology' is less a subject matter than a bond between subject matters. It is part history, part literature; in part natural science, part social science; it strives to study men both from within and without; it represents both a manner of looking at men and vision of men – the most scientific of the humanities, the most humanist of sciences."

#### Political Science

Political science has some fascinating implications in researching Organizational behavior as it helps in understanding how and why people gain control, political actions, decision-making, conflict, interest group activity and creation of coalitions. And the same is also true of major areas of Organizational behaviour.

It has been stated many times that political parties and government are actively active in many of the activities of the ORGANIZATION.

#### Economics

Lionel Robbins stated the term economics as, "the science which studies human behaviour as a relationship between ends and scarce means which have alternative uses." Economics tackles the problem of scarce resources and limitless uses or restricted resources and infinite desires. In addition to this, we studied the growth, distribution, and consumption of goods and services in economics. And studying different economic subfields helps to illustrate the Organizational actions in a very useful way such as understanding the dynamics of the labor market, efficiency, human resource planning and forecasting, and cost benefit analysis.

#### Science:

Scientific approaches are the foundation of organization's actions. Organizational behavior is based on the systematized analysis of data, actions, their relationships and predictions. New research methods help to learn modern analytical tools and techniques and to apply them.

#### Technology:

Technological progress often impacts employee behaviour. Because we live in an era of information technology in which technology plays a very important role. To understand the Organizational actions, the study of technological development becomes important because people are affected by technological growth.

Technology influences consumer behaviour, manufacturing practices, and storage and distribution activities. To match the pace people need to be educated and/or technically qualified about technological development.

#### Engineering:

Engineering too plays significant role in the study of Organizational behavior. Certain topics are very common in both engineering as well as Organizational behavior.

#### Medicine:

Medicine has a link to researching human behavior in the workplace, as stress has become a very common issue in organizations as well as in people employed in organizations. To control the causes and consequences of stress, since it is important for the well-being of both the individual and the organizations. Medicine helps with treating emotional disorders as well as emotional related problems.

Finally, it can be inferred that the Organizational conduct is given a multidisciplinary focus. Material is taken from many other fields and is aimed at explaining behaviour.

## **2.Explain OB MODEL?**

Every organization develops a particular type of culture or value system or a model according to which people of an organization are supposed to behave. And the system is developed by taking into account the assumptions of the management regarding people, mission and management vision. The assumptions on which an organization's culture is based vary greatly from one organization to another, and so do the ORGANIZATIONAL BEHAVIOUR MODELS.

In the starting of civilized human society, there were two forms of strategies for the people in action, one says "trust anyone unless there is proof to the contrary" and an additional says "trust no one unless there is evidence to the contrary." Obviously, in such organizations the interactions between people take place differently according to these two approaches.

"McGregor" Was specified "theories X and Y and each theory makes assumptions which are quite contrary to each other"; Argyris WAS specified "the concept of immaturity and maturity of people which also provides two opposite views about the people". Ergo, Models of Organizational behavior built on the basis of different decisions or assumptions represent Beat variations. OB models that are in practice, however, show some sort of continuum between these two opposite poles, although they tend to lean towards a specific pole. "Davis" has described four OB models which are as follows:

1. Autocratic
2. Custodial
3. Supportive
4. Collegial.

#### Autocratic Model

In the autocratic model there is managerial orientation toward power. Managers see power as the only way to get the job done, and employees are forced to obey orders which lead to high boss dependence. The Organizational mechanism is largely formalized; power is delegated by the right of command to the individuals to whom it refers. The model is largely based on the "Theory of X assumptions of McGregor is where the human beings are taken inherently distasteful to work and try to avoid responsibility". In this model employees are closely and strictly supervised in order to attain desired performance. Employees are supposed to obey the order of the managers and there is no place for employee's suggestion in this model which sometimes result in minimal performance.

#### Custodial Model

Under this model, the key goal relating to management is to use money or resources to support workers. Employee works towards security attainment and in return organization uses the organization's economic resources to benefit the organization's employees which lead to high employee dependence on organization. Employee Organizational reliance reduces personal dependence on boss. Employees in this model feel satisfied when working and their performance level is a little higher than the autocratic Organizational model but overall performance is not that good.

This model is similar to the more satisfying and dissatisfying Herzberg theory.

Employees are getting sufficient respect and Organizational protection according to this model, they feel satisfied but they are not given any kind of authority to determine what benefits or incentives they will receive. This model is quite common in many Indian business Organizations.

#### Supportive Model

In this supportive model managers are very supportive towards employees. Here Managerial leadership is the key criterion of Organizational behavior, rather than using money or influence or authority. The main goal is to assist employees in achieving results with the aid of employee involvement and participation in managerial decision making process.

The model is based on "Likert 's supporting partnership values, which is the fundamental component of his program 4 (participatory)." "Likert" notes that full manager-employee interactions will occur. The job of the manager is to support and inspire the subordinates to carry out their mission, rather than closely supervise them. In this model, employee output is much higher than the autocratic and custodial model, because employees have a sense of belonging due to managers' positive attitude towards them.

#### Collegial Model

This model is an extension of the positive model. Within this model all actors work for a common target. Collegial meaning implies a community of shared-intentioned individuals. Therefore, in collegial model, suggests the concept of a partnership in which a high degree of understanding is established between the two in order to accomplish common objectives. This model requires less guidance and control from the side of management. And the organization's environment is so favorable that Regulation is essentially carried out by team members by self-discipline. Collegial model is more useful where there is flexibility in behaviour, an intellectual environment and considerable freedom of employment.

These OB models are based on the individual characteristics and how they could perform better. One model cannot be adapted in all situations and at all stages and managers cannot assume that a particular model is best suited for all purposes and all situations.

### **3.EXPLAIN ETHICS AND ETHICAL BEHAVIOR IN ORGANIZATIONS?**



The word "ethics" is taken from the Greek word *ethikos* which means "relating to one's character" or "moral nature". In an organization, ethics means various rules, guidelines and principles which direct the way an employee should behave at workplace. It also refers to the "code of conduct" which one should follow while working in an organization. No firm wants to earn profits by compromising with the ethics and depend upon unfair means to earn profits. An organization should not:

- Exploit any of the employee for the benefit of an organization
- Compromise with the safety of the employee
- Lie to customer/client.
- Discriminate any employee on the basis of any ground such as physical appearance, age, family background and behave in uniform manner.
- Compromise with environment by taking any step to spoil environment.

An organization should take initiatives to:

- builds a conducive and cordial Organizational culture,
- increase customer/client confidence by encouraging ethical practices
- Always recruit and hire by following ethics
- Be transparent in Organizational matters pertaining to finances, human resources

#### LEARNING: MEANING AND DEFINITION

##### Meaning of Learning in Organizational Behavior

Learning is the process of attaining new or modified knowledge and skills. Change in existing behavior because of new knowledge, skill or training is known as learning. The change should be permanent means there should be significant change in behavior before and after acquiring some knowledge or skill and the change must be because of certain kind of experience or training.

Definitions:

In the words of Gestalt's, "the basis of learning is to gain knowledge after observing the whole structure.

Responding towards the entire situation is learning."

Kurt Lewin said that, "The learning as the direct cognitive organization of a situation. Motivation has a significant role & place in learning."

Woodworth said that, "The process of acquiring new knowledge and new responses is the process of learning."

According to G.D. Boaz (1984) "Learning is the process by which the individuals acquires various habits, knowledge, and attitudes that are necessary to meet the demands of life, in general."

According to Cronbach, "Learning is shown by a change in behavior as a result of experience." Pavlov has said, "Learning is habit formation resulting from conditioning."

Zalkind says, "Every aspect of human behavior is responsive to learning experience, including knowledge, Language, skills, attitude, values and one's personality traits."

According to N. L. Munn, "Learning is described as a process of having one's behavior modified more or less permanently, by what he does and the consequences of his action, or by what he observes."

According to Hilgard, "Learning is a relatively permanent change in behavior that occurs as a result of prior experience."

On the basis of above mentioned definitions, the following features of learning can be concluded:

#### 4. EXPLAIN THE PROCESS OF LEARNING IN OB?

"Learning is a process of acquiring knowledge, skills, behavior and attitude." Learning includes following four stages.

##### 1. Stimulus

Everyone needs a source of motivation to perform something and Stimulus is a motivating source or an incentive. Learners should have a good perception of stimuli, as the learner should be supported in the learning process. When there are no triggers there is no thought. Stimulus can take the form of 'knowledge

expansion,' 'abilities and skills,' 'job quality improvement,' 'productivity and profitability,' 'effectiveness,' 'career development,' and 'financial and non-financial incentives.'

## 2. Response

In theory, reaction is the result of the learner to the stimulus. When the result is reached, response is the first step in the process of learning. Learner will respond positively, because only then does the learning process take place and can he / she respond positively to certain negative reactions only if the learner is persuaded of positive behavioral changes.

## 3. Motivation

Motivation is the key catalyst to motivate individuals to learn, because learning cannot take place without motivation. It's the enthusiasm for learning that boosts curiosity and attitude. No one can learn without willingness and this willingness comes from motivation because we all know that whatever thinking and understanding capacity an one has without motivation, nobody can learn.

## 4. Rewards

In learning process, rewards are incentives which learner gets. In learning process, there should be a clear incentive scheme, and it should be straightforward and predictive. Employees should be well aware in advance when studying at various rates of what they can get as return or bonuses. Rewards can come in both financial and non-financial form. For examples, praise is the incentive and salary increment etc.

## **5. EXPLAIN THE LEARNING THEORIES IN ORGANIZATIONAL BEHAVIOR?**

### 1. Classical Conditioning

### 2. Operant Conditioning

### 3. Cognitive Theory.

### 4. Social Learning Theory.

#### 1. Classical Conditioning

Classical Conditioning: Classical conditioning theory was propounded by Ivan Pavlov that is it is also known as Pavlovian condition theory. It is a process in which an individual responds to some kind of stimulus that would not normally produce a response like this. Learning is associated with a particular thing in our environment in this leaning process, With a prediction of what will happen next. This is the easiest way to understand the learning process according to classical conditioning theory, since the association of such an event with another desired event is closely related. For example, "the normal stimulus for a flow of saliva is the taste of food. But often the mouth waters at the mere sight of luscious peach, on hearing it described or even thinking about it. Therefore, one situation is substituted for another to elicit behavior and this process is called conditioning." In classical conditioning, According to Evan Pavlov, "a procedure is to be followed by Pavlov to observe accurately the amount of saliva secreted by a dog. When dog was feed with a piece of meat, the dog exhibited a noticeable increase in salivation. When Pavlov withheld the presentation of meat and merely rang a bell, the dog did not salivate. Then Pavlov proceeded to link the meat and the ringing of the bell. After repeatedly hearing the bell before getting the food, the dog began to salivate as soon as the bell rang. After a while, the dog would salivate merely at the sound of the bell, even if no food was offered". Learning is related to a conditioned stimulus according to the classical conditioning and an unconditioned stimulus. In the above case, the meat was an unconditional stimulus; it caused the dog to respond in a particular way, and the reaction that occurred after the unconditional stimulus was called the unconditional response. In this case, the bell was a conditioned stimulus and, when the bell was combined with the meat, it eventually created a response when presented alone. This is called conditioned response.

#### 2. Operant conditioning

B.F. Skinner, a Harvard Psychologist gave this theory of learning. According to Skinner (1938), "operant conditioning is a method of learning that occurs through rewards and punishments for behavior. Through operant conditioning, an individual makes an association between a particular behavior and consequence". The

learning of a behavior is usually followed by a reward or punishment according to this theory. Operant conditioning indicates that an individual's behavior depends on the various types of circumstances. Usually people used to behave in a specific way where they earn incentives and often people used to avoid acts from which they do not get anything. Skinner said generating satisfactory outcomes for a specific type of action improves the action's frequency. B.F Skinner's rat experiment offers the best example of this theory of learning in which "Skinner trained rats to press a lever to get food, a hungry rat was placed in a box containing a lever attached to some hidden food content. Initially the rat ran around the box randomly and while doing so, leads to press the lever, and the food dropped into the box. The dropping of food reinforced the response of pressing the lever. And the same things happen again and again and the rat learned to press the lever for food. People usually engage in such a behavior's if they are positively reinforced for doing so and rewards are most effective if they immediately follow the desired response."

### 3. Cognitive Theory

Learning cognition theory states that learning relies on one's own perceptions, experience of meanings, comprehensions, or ideas about one's self and environment. Learners learn in this learning process through their own successful and positive thought processes, like a practice or using our memories. This learning process involved physical actions or activities solely within your own experience, intuition, and didn't include the outside environment. That needs only cognitive energy, which implies only an inner thought process. Cognitive processes included the assessment, categorization and creation of generalizations of the world. Cognitive learning theory proposed explanation of the various learning mechanisms by first studying the mental processes, thinking with the aid of positive cognitive processes, learning is easier and new information can be stored in the brain for a long time to come.

### 4. Social Learning Theory

The theory of social learning is also called observational learning, in this theory one person learns by watching what happens to others and not by being told about something or his, her own world. Due to this principle one can learn stuff by looking at others Parents, teachers, peers, movie pictures, television artists, bosses and others for example. Most concepts about actions are learned by studying other people's activities and studying the repercussions for them. This theory involves four processes namely: "Attention process, Retention process, Motor reproduction process, and Reinforcement process."

In which, attention means people know when they remember something or its vital features and pay attention to it. In this learner all due attention is to be paid and if the learner is not attentive they will not be able to know anything.

#### Retention Process

That means how well one recalls the actions after the model is not readily available any more.

#### A process of motor reproduction

Upon learning, the process of motor replication is understood by monitoring others attentively and holding the same, based on learned behavior. This involves studying the model's behaviors and performing one's own actions and comparing them against those of the model. This process then demonstrates that the individual is able to carry out the activities as model.

#### Reinforcing method

Individuals that are motivated are expected to display their modeled actions if they are presented with good motivation or rewards for that, and more attention is paid to, learned more, and conducted actions that is positively improved.

Finally we can conclude that the role of consequences is the concept of social learning. This also takes into account observational perception and the importance of perception in learning.

OB LEARNING ORGANIZATION

Organizational behavior is the field of study in which human behavior, both as an individual and as a group, is studied to know how an individual or group acts within an organization. The Organizational

Behavior Study extends its area to Change, Leadership, and Human Behaviour. And its central role is to strengthen partnerships by achieving, Organizational, social and human goals. Today organizations strive to improve their core competencies for greater success, and their approaches are aimed at creating a "strong psychological human capital" which in turn will be the key to achieving their common vision and goals. It is therefore important for managers to have a detailed understanding of what Organizational Behavior (OB) is all about. As managers it is important to have the technological skills, interpersonal skills and analytical skills to research human behaviour these people skills are of the utmost importance to predict what people do in an organization and how much the behavioral trends have an impact in Organizational performance, for example. a manager with professional expertise in managing employee complaints will now be adequate, etc hence he needs to develop his soft skills to tackle employee conflicts. Human capital is considered to be an important asset for any organization, ensuring that moral staff, work ethics, and employee satisfaction are in favor of organization to thrive outcomes. E.g. "One of UK's Richest Millionaire and Entrepreneur of Virgin Airlines, Richard Brandson in his own words says that "Employees are first, then the customers". He argues that primarily the employees need to be treated well and be satisfied; this would in turn lead to better services to customers benefiting the organization as a whole. "In reading others, OB embraces and stresses a more systematic approach, rather than being intuitive. It helps managers provide a basis for understanding more accurate behaviour predictions. The underlying truth is that it indicates that action is not just unpredictable, but that there are basic consistencies that help to explain all individual's behaviour. Learning Organizational Behaviour is an effective tool for managers as it focuses on understanding the significance of learning and management styles for personal and Organizational growth and development, as well as for business leadership and management styles for personal and Organizational growth and development, as well as for business leadership and management; it recognizes the value of developing specific skills in an organization.

## UNIT II

### 2MARKS

1) Define personality.

The term personality has been derived from Latin name persona, which means speak through. It denotes the mask worn by actors in ancient Greece and Rome

2) What are the determinants of personality?

Heredity

Environment

1. Culture.

2. Family.

3. Social

4. Situational

### 3) What is trait theory of personality?

A trait is what we call a characteristic way in which an individual perceives, feels, believes, or acts. When we casually describe someone, we are likely to use trait terms: I am, for example, somewhat of an introvert, a pretty nervous person, strongly attached to my family, frequently depressed, and awesomely intelligent.

I have a good sense of humor, fond of languages, very fond of good food, not at all fond of exercise, and a little obsessive. You see: I have just given you ten traits that actually go a long way towards describing me!

Psychologists, especially personologists, are very interested in traits. They are especially interested in finding which traits are broad and possibly genetically based, as opposed to ones that are rather peculiar and can change easily. Over the years, we have had a number of theories that attempt to describe the key traits of human beings.

### 4) Define Attitude

It may be defined as a tendency to feel and behave in a particular way towards object, people or events.

- Attitude is a state of mind of an individual towards something.

### 5) What are the ABC components of attitude?

Affect, Behaviour, and Cognition

**AFFECTIVE**- response is an emotional response that expresses an individual's degree of preference for an entity.

- For an example: from heart, I love my job.

- A component is the person's emotions or feelings about object of that attitude.

**BEHAVIOURAL** – intention is a verbal indication or typical behavioral tendency of an individual. (Intention to act I am going to get to work early with a smile on my face) **COGNITIVE** response is a cognitive evaluation of the entity that constitutes an individual's beliefs about the object. (From brain- my job is interesting). "C" component includes the beliefs, opinions and information the person has about the object of the attitude.

### 6) What is job satisfaction?

Important widely study of attitudes.

v Refers to an individual's general attitude towards his or her job.

v As the positive emotional state that results when an individual evaluates his job or job experience.

v 3 dimensions of job satisfaction.

v Job satisfaction is an emotional response to a job. This response can be inferred.

Job Satisfaction is that an Individual driven from his job depends on the extent to which outcomes meet his expectations. Job satisfaction reflects others attitude of employees

7) What is Organizational commitment?

Refers to an employee's satisfaction with a particular organization & its goals. Who are highly committed is a strong supporter of the values & goals of the organization and he want to strive hard to achieve the goals of the organization

8) What are the determinants of job satisfaction?

The work itself Pay Supervision

Co-workers

Working conditions

9) What is Locus of Control?

one's perception as to where is his locus of control. The concept was developed originally Julian Rotter in the 1950s. Do you believe that your destiny is controlled by yourself or by external forces (such as fate, god, or powerful others)?

Internals – they control what happens to them

Externals – controlled by outside forces (lady luck to chance, fate)

10) Differentiate between type A & B personality

Type „A“

Always moving, walking & eating fast

Feel impatient

Strive to do two or more things at once

Cannot cope with leisure time

Obsessed with number; how many, how much they have achieved

Type „B“

Never suffer from a sense of time urgency

Feel no need to display/discuss their achievements unless required

Play for fun /relaxation

11) Define EI

EI is composed of five dimensions

Self-awareness (what you're feeling)

Self-management (manage the feelings)

Self-motivation (go on with -ve emotions)

Empathy (feel how others are feeling)

Social skills (handle emotions of others)

12) What is emotional labor?

Emotional labor – employee displays desired (organizational) emotions.

Almost all jobs require high emotional labor (customer dealing, sales, doctors, pilot's service jobs, cricketer etc)

13) Define motivation

A motivation is one's willingness to push up efforts to accomplish some specific goals.

14) Explain the Maslow theory in short?

One of the most widely mentioned theories of motivation is the hierarchy of needs theory put forth by psychologist Abraham Maslow. Maslow saw human needs in the form of a hierarchy, ascending from the lowest to the highest, and he concluded that when one set of needs is satisfied, this kind of need ceases to be a motivator.

15) What is reinforcement theory?

B.F. Skinner, who propounded the reinforcement theory, holds that by designing the environment properly, individuals can be motivated. Instead of considering internal factors like impressions, feelings, attitudes and other cognitive behavior,

individuals are directed by what happens in the environment external to them. Skinner states that work environment should be made suitable to the individuals and that punishments actually leads to frustration and de-motivation. Hence, the only way to motivate is to keep on making positive changes in the external environment of the organization.

#### 16) What is Goal Setting Theory?

Instead of giving vague tasks to people, specific and pronounced objectives, help in achieving them faster. As the clarity is high, a goal orientation also avoids any misunderstandings in the work of the employees. The goal setting theory states that when the goals to be achieved are set at a higher standard than in that case employees are motivated to perform better and put in maximum effort. It revolves around the concept of "Self-efficacy" i.e. individual's belief that he or she is capable of performing a hard task.

#### 17) Define leadership

"as the ability to influence a group toward the achievement of a vision or set of goals". Sources of this influence may be formal based on the managerial rank in an organization. Leadership role simply because of position he/she hold in organization

#### 18) differentiate leader Vs Manager

Leader

Manager

Leader takes personal and active interest in achieve goals.

Managers tend to play a relatively passive role in accomplishing goal

Leaders have power within themselves and the required drive the head people and motivate them to work enthusiastically towards achieving objectives.

Managers need power to be entrusted to them by organization to deal with people.

Leader can act confidently even, if they need to work independently.

If managers are require to work alone without assistance from people. They become tense.

Leaders interact with people frequently and in more natural way. They inspire people motivate them and lead them.

Managers limit their interaction with people to the minimum extent required to carry out their managerial responsibility.



19) What are the leadership skills?

Technical, Human, Conceptual skills.

4) Explain the behavioral theory in short?

Theories proposing that specific behaviours differentiate leaders from non-leader.

I) Ohio Theory II) Leadership Grid.

20) Explain the Path- Goal Theory.

It states that it is the leader's job to assist followers in attaining their goals and to provide the necessary direction and / or support to ensure that their goals are compatible with the overall objectives of the group or organisation. Clarify the path to help their followers get from where they are to the achievement of their work goals and make the journey along the path easier by reducing road blocks.

21) What is managerial GRID?

Concern for People / Production

Differentiate between transactional leader & transformational leader.

TRANSACTIONAL LEADERS

TRANSFORMATIONAL LEADERS

Management by exception (active) Leader constantly monitors organisational activities. If there is

any deviation from the established rules and standards take necessary steps to bring condition back to normal

Charisma Leaders have a vision which they easily communicate with others. They establish a mission for their followers and make them take pride in working towards that mission. They gain respect and trust of their follower

Management by exception (positive) Leaders involve in day to day operations only if the required standard is not met.

Inspiration They inspire their followers by communicating to them the high expectations of the organisation has often and assume them of their capacity to meet those expectations. They are good at expressing complicating goals and objectives

22) What is Laissez-faire?

Leader tries to escape responsibilities and avoids making decision. Preference for contingent rewards: Leaders believe that people can be motivated by recognizing their accomplishments and designing rewards appropriate for their level of efforts and performance.

23) define power

Power

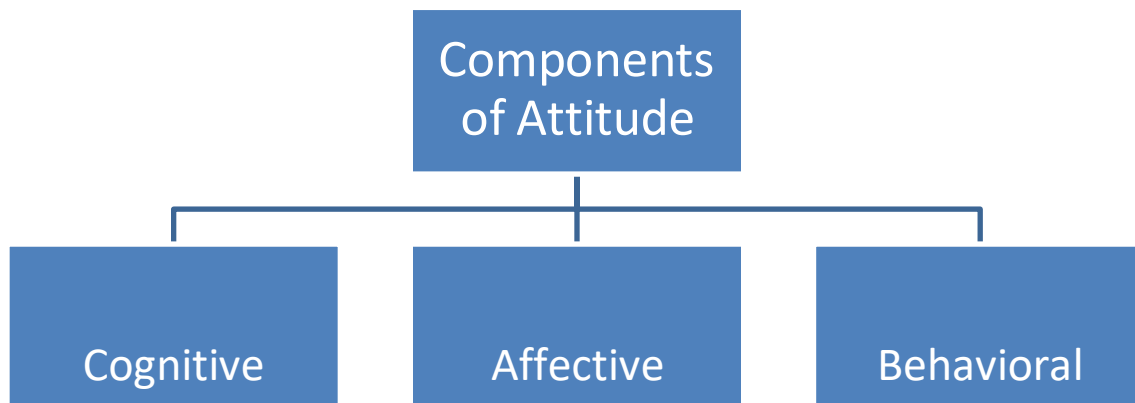
- A capacity that “A” has to influence the behaviour of “B” so that B acts in accordance with A's Wishes.

24) What is legitimate power?

The power a person receive as a result of his/her position in the formal hierarchy of an organization. It represent the formal authority to control and use organisational resources. E.g. Production Manager can control the wastage for the material from the production

### 1.EXPLAIN COMPONENTS OF ATTITUDE?

Famous psychologists, Rosenber, Eagley and Holand provided three components of Attitude:



1. **Cognitive component:** This component is a combination of ideas, information, facts and knowledge about a person or an object.
2. **Affective component:** In this component, it is the feelings or emotions towards an object or a person which leads to liking or disliking, favoring or disfavoring.
3. **Behavioral component:** In this component, it is the behavior towards the object or a person.

### CHARACTERISTICS OF ATTITUDE

## Characteristics of Attitude

Attitudes are learnt

Attitudes are predispositions

Attitude has an object

Attitude has an emotional

Attitude influence human behavior

Attitude is relatively stable

### **1 Attitudes are learnt:**

Attitude is learnt through experiences or social interaction or encounter of an event. It is not an inborn phenomenon.

### **2. Attitudes are predispositions:**

It is already formed opinion or predetermined on the basis of prior experience or information.

### **3. Attitude has an object:**

It has an object (object can be an idea, a person or situation) which is favored or disfavored or analyzed as positive or negative.

### **4. Attitude has an emotional component:**

Attitude is having an emotional aspect in the form of like or dislike, or positive or negative.

### **5. Attitudes influence human behavior:**

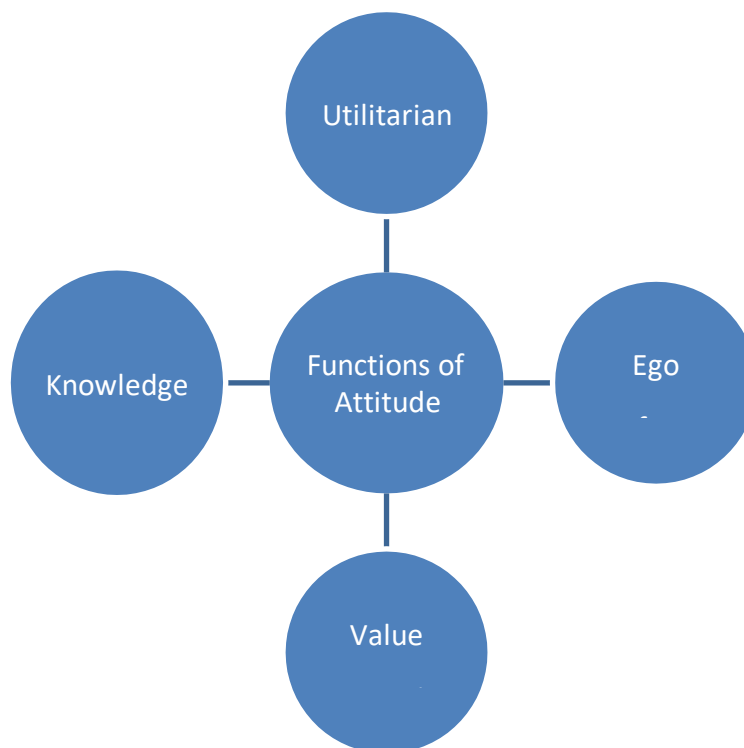
Attitude has all the power to mould the behavior of a person in a positive or negative form.

### **6. Attitude is relatively stable phenomena:**

Attitude is basically a stable phenomenon which persists for a period of time. It does not change so frequently.

### **2. EXPLAIN THE FUNCTIONS OF ATTITUDE:**

“Attitude allows us to respond to the individual or object in a meaningful way or manner.”  
It is necessary to hold a certain kind of attitude because of the below mentioned functions:



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### **1. Utilitarian**

An attitude has a utility to develop certain kind of behavior which helps a person to draw conclusions. It is the attitude which helps one in obtaining reward or avoiding punishment. "A worker finds that when he expresses a negative attitude towards his boss, his co-workers pay attention to and sympathies with him, but when he expresses a positive attitude, he is ignored or chastened. The negative attitude is instrumental in obtaining rewards (acceptance) and avoiding punishment (reflection)".

### **2. Ego-defence**

Individuals usually create these conducts to protect their own self-images. For example , a person may feel discouraged in their organization by the employment or development of female employees and may develop biases towards new employees as well. He may develop an attitude such as rookies being less skilled or less experienced and may mistreat such workers, this is known as an attitude of ego protection which is usually developed and used to cope with a sense of guilt or risk. That sort of mindset will remain unchanged until it eliminates this feeling.

### **3. Value Expressive**

The attitude of one is the reflection of his system of values and the value of expressive attitudes depends on our concept of oneself. One who values freedom is the individual who expresses very positive attitudes towards the organization's decentralization of authority and provides a cordial work environment.

### **4. Knowledge**

Knowledge pertaining to a particular object leads to a positive attitude towards that object and absence of knowledge leads to negative attitude towards that object. In the absence of knowledge sometimes we form stereotype attitude too.

### **3.EXPLAIN FORMATION OF ATTITUDE**

Individuals usually learn attitudes from various sources, it should be noted that attitudes are formed but not inherited from them. Among the most significant attitude-gaining sources are:



### 1. Direct experience with the object

One can form attitude towards an object with the help of his direct exposure or direct experience of that object. Employees, for example, generally form their attitude to jobs based on their previous experiences. Attitudes can develop from an object experience which is personally rewarding or punishable. And the attitude created by experience can hardly be modified.

### 2. Classical conditioning and attitude

One can also develop attitude with the help of classical condition. If an event occurs again and again, it develops a different kind of learning and that will leads towards a particular kind of attitude.

### Operant conditioning and Attitude acquisition

One can also develop an attitude with the help of operant conditioning. According to Skinner (1938), "operant conditioning is a method of learning that occurs through rewards and punishments for behavior. Through operant conditioning, an individual makes an association between a particular behavior and consequence". According to this theory learning a behavior is usually followed by a

reward or punishment. Operant conditioning depicts that the behavior of an individual is depend on the kind of different situations. Generally people used to act in a certain way when they get rewards and sometimes people used to discourage actions from when they're not getting something. Such conduct may create a particular sort of attitude.

### **3. Vicarious learning**

One can also learn certain things by observing the behavior of other people which automatically develop a certain kind of attitude. And this learning is known as vicarious learning in which a person learns by observing behavior of others. For example watching TV, movies etc.

### **4. Family and Peer groups**

A person may also learn the attitudes by imitating his or her parents or other family members. Even from his party of peers too. If parents have a positive attitude toward a particular phenomenon, the child will admire his parents, and it is evident that he will adopt a similar attitude, even without being told. Similarly, behaviors in universities, schools, are learned from peer groups.

### **5. Neighborhood**

Sometimes neighbors also play a significant role in developing a particular kind of attitude. Each and every neighbor has something different value system or culture aspects which will automatically provide a kind of impact on our personality.

### **6. Economic condition and occupation**

The economic condition and work-related roles of one often lead a great deal to the creation of a certain kind of behavior, and this will shape an attitude automatically. Our socio-economic history has a very important part to play in our current and future attitudes.

### **7. Mass communication**

Mass media like television, radio, newspaper, and magazines can also add a lot to somebody's personality. Media coverage is designed to build a public attitude.

## **CHANGING OF ATTITUDE**

Employee behaviors that operate within an organization may be modified because it is in the best interest of the organization. Yet change is complicated, because there are some hurdles in it.

### **Hurdles to change**

Usually people resist change of attitude because of balance and consistency theory of attitude. Accordingly, a person wants their attitudes towards people and things to be in line with one another's

own acts and objects (i.e. safe, consistent). If habits aren't identical and consistent, people typically try rewarding internally to eliminate differences.

### **The second barrier**

When a person is bound by certain commitment or protocol then his attitude is really hard to change like every organization has some different kind of value system, protocol etc.

### **The third barrier**

Sometimes a person sees no strong cause or sufficient amount of information then that person finds it difficult to change his attitude.

## **WAYS OF CHANGING ATTITUDE**

There are certain ways for changing attitudes which are as follows:

### **1. Providing new information**

When a person is well informed with all latest and accurate information about a particular object then that person changes himself accordingly. New information always helps change attitudes. Once employees become conscious of the fact that the management think about the welfare of the workers, they modify their attitude and turn pro-management.

### **2. Use of Fear**

Sometimes fear can prove to be a powerful weapon for changing attitude. The change will no doubt depend on the degree of fear. Yet often people tend to become stubborn in their actions when they are being challenged too far and people can fail to adjust.

### **3. Influence of friends or peers**

Changes of attitude can also be influenced by friends or peers. Here credibility of the peers or friends matters a lot. Peers or friends having high creditability put more influence on change.

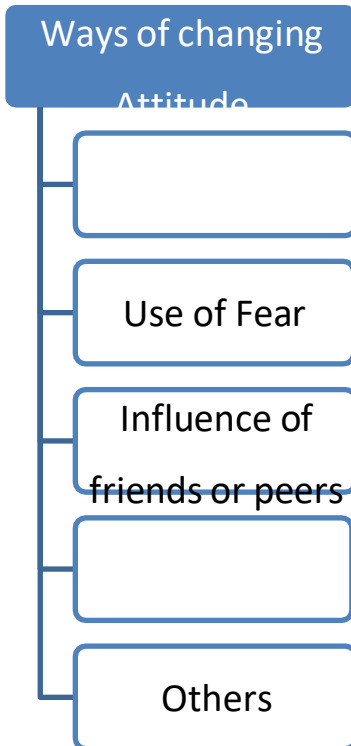
### **4. The co-opting approach**

Co-opting also can be an efficient means of changing habits. When people are unhappy with a particular situation, and involve them in changing things. Co-opting can be the most effective form of changing attitude.

### **5. Others**

It is also found that a person is more likely to alter an attitude kept in private than one that he has publicly mentioned.





## ATTITUDE AND PREJUDICE

Many times people consider attitude and prejudice the same as both are people's feelings and expressions, but there is a considerable difference between the two. Among all human beings attitude is a very normal phenomenon. People usually have both positive and negative attitudes towards different things, and they may favor something or not. While prejudice is a prejudice over something without knowing the facts behind that particular situations or having exposed it to a situation's reality. Most of the prejudice is contradictory with the actual situation. However, the fact remains that almost every person can see both attitudes and prejudices. Gordon Allport described attitudes as "the most distinctive and indispensable concept in contemporary social psychology. Attitude is an important part of one's personality and one's way of thinking is a very important basis for creating the kind of life we want to live in. No doubt attitude and discrimination are both essential condition of one's personality and one's way of thinking is a very important basis for creating the kind of life we want to live in. No doubt attitude and discrimination are both essential condition of one's personality and both contribute to one's behavior or lifestyle. They are still feeling emotional against someone; Attitude may be targeted at an individual, an event, a location, or a circumstance, but bias is targeted at a person of community. Positive or negative disposition positive or unfavorable, but discrimination is often a negative feeling.

Attitudes are usually developed after a full investigation into a particular issue or event or circumstance or individual, while prejudice is founded on bias without any investigation being carried out. Prejudice can be regarded as an attitude which is not established without examining the evidence. All attitudes and biases can change over time as they are not ideologies of permanence. When people are aware of their emotions, they can better control their behaviors and attempt to change them before it is demonstrated by behaviour. Research evidence indicates a behavioral shift can alter values and attitudes.

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## PERSONALITY: MEANING AND DEFINITION

Personality is a term derived from the Latin word 'persona' which means mask or dress up. This is a mix of certain characteristics or qualities which define the character of a person. This is a dynamic phenomenon that combines many distinct human traits. It's hard to grasp as it has contextual personal characteristics to it. Personality defines a person's recurring psychological patterns or emotions, feelings, beliefs, and behavior. It represents the overall profile or combination of stable traits capturing a person's unique nature.

Personality has components, internal as well as external. External characteristics or physical features are measurable actions based on which we draw inferences about the personality of an individual. The inner factors or cognitive characteristics are inherently more complex feelings, thoughts, ideas, values and interests.

### Definition

**According to G W Allport**, "Personality is the dynamic organization within the individual of those psychophysical systems that determines his unique adjustment to his environment."

**According to R. B. Cattell**, "Personality is that which permits a prediction of what a person will do in a given situation."

**According to Hogan**, "Personality refers to the relatively stable pattern of behaviors and consistent internal states that explain a person's behavioral tendencies."

According to **Eysenck**, "Personality is more or less a stable and enduring organization of a person's character, temperament, intelligence and physique which determine his unique adjustment to the environment."

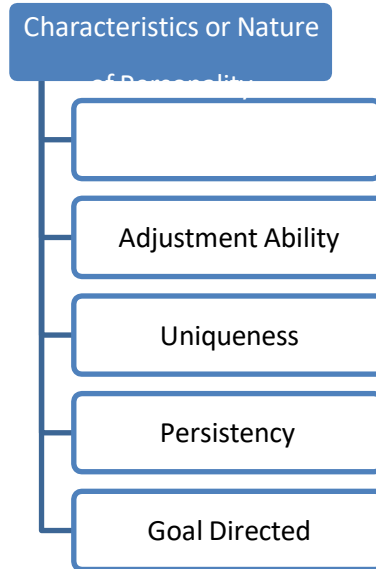
According to **Allport**, "Personality is the dynamic organization with the individual of those psycho-physical systems that determine his unique adjustment to his environment."

According to **Valentine**, "Personality is the sum total of innate and acquired disposition."

According to **Child**, "Personality refers to more or less stable, internal factors that makes one person's behavior consistent from one time to another and different from the behavior of other people would manifest in comparable situations."

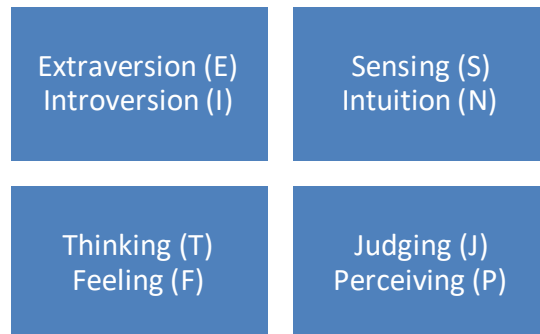
**Burges** says, "Personality is an individual's unique and relatively stable pattern of behavior, thoughts and feelings."

Thus, personality is a reflection of the overall behavior of a person. It is the sum of all the actions and reactions of a person towards other persons. Every person has a unique personality and they act in different situations in a different way according to their personality traits. Every manager should have understanding of personality dimensions of employees in order to manage them. Managers have to use varied motivation techniques to influence the behavior of their employees.



**4.EXPLAIN THE MYERS-BRIGGS TYPE INDICATOR (MST')**

The Myers-Briggs Type Indicator (MBTI) is a personality assessment questionnaire pinpoints varied psychological preferences of people while decision making. This is a popular questionnaire containing 100 questions and is widely used to comprehend personalities' different work setting. This questionnaire was developed by Isabel Myers and Katherine B based on their work with Carl Jung's theory of personality type. This questionnaire inquires people about their feelings or actions in particular situations. The MBTI helps in assessing personality types. It is a useful determinant of communication preferences during management employees. It also assists in employing 'right person at the right job' during selection process. The Four different scales of the questionnaire:



On the basis of these four scales, the following 16 four letters code were generated

**The sixteen personality traits according MBTI**

ISTJ - The Inspector	INFJ - The Advocate	ESTP - The Persuader	ENFP - The Champion
ISTP - The Crafter	INFP - The Mediator	ESTJ - The Director	ENFJ - The Giver
ISFJ - The Protector	INTJ - The Architect	ESFP - The Performer	ENTP - The Debater
ISFP - The Artist	INTP - The Thinker	ESFJ - The Caregiver	ENTJ - The Commander

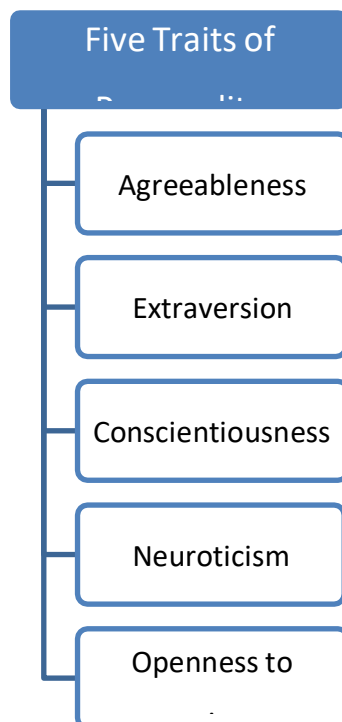
These personality divisions provide an insight about the personality of a person or tendencies of his/her behavior. According to the Myers & Briggs, it is important to note that every personality type has its own merits and demerits. The strength and weaknesses of every individual should be considered ingroup tasks to achieve the desired objectives.

### THE BIG FIVE PERSONALITY MODEL

The big five model of personality or popularly known as the 'Big Five' is a part of 'Trait theories of Personality'. Earlier trait theories illustrated variety of possible traits. Some of the popular theories are "Gordon Allport's list of 4,000 personality traits, Raymond Cattell's 16 personality factors, and Hans Eysenck's three-factor theory. The five core personality traits theory has been supported by many researches such as D. W. Fiske (1949), Norman (1967), and Goldberg (1981). Robert McCrae and Paul Costa (1987) later developed the Five-Factor Model, or FFM, which describes personality in terms of five broad factors." The big five personality model describes the essential traits that are the fundamentals of personality of a person. Curiously, all five personality variables indicate a variation between two extremes, i.e. high or low. Individuals in the real world normally fall between these two extremes somewhere in between.

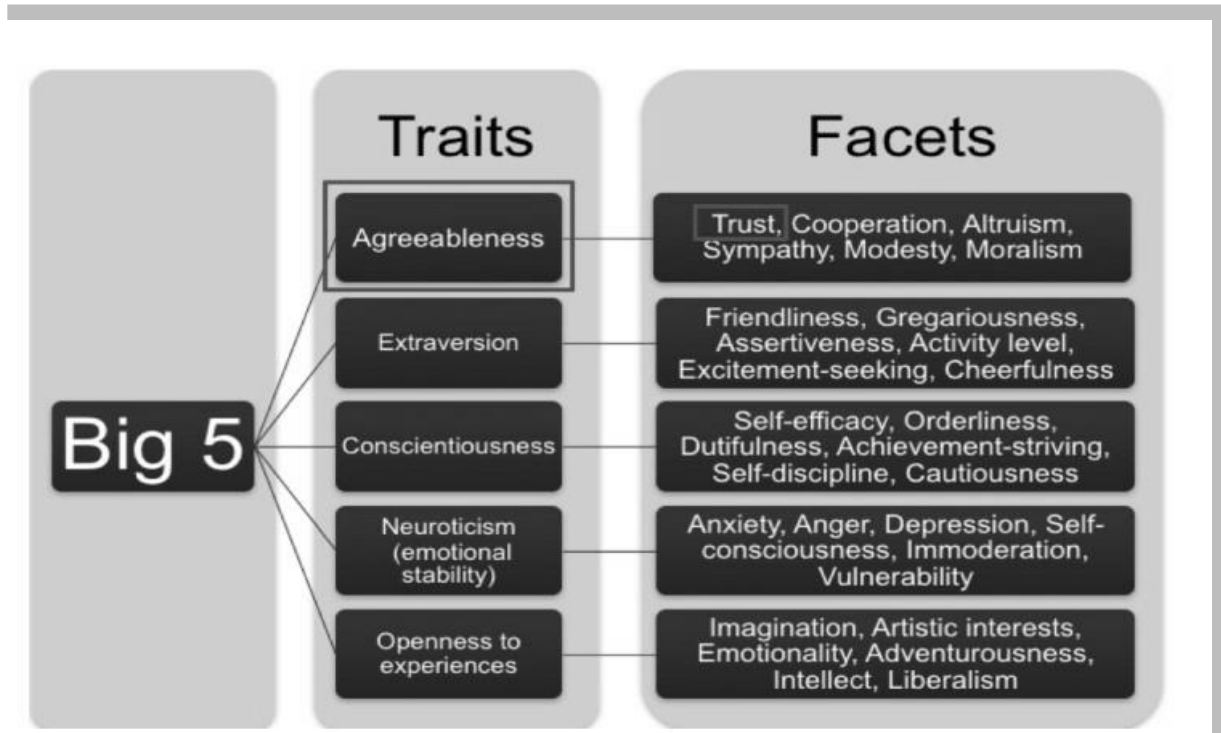
The five factors of this model or five traits of the personality are:

1. Agreeableness
2. Extraversion
3. Conscientiousness
4. Neuroticism
5. Openness to experiences



A brief description of the above five factors are as follows:

1. **Agreeableness:** It applies to one person's willingness to get along with others. The trait is characterized by confidence, collaboration, compassion and empathy. Those who are highly agreeable value harmony more than just having a say or a way. They're cooperative, and trust other people. People who concentrate more on their own needs than on acceptability needs of



those who are weak.

Note: The acronym CANOE (for conscientiousness, agreeableness, neuroticism, openness, and extraversion) is helpful while remembering the big five personality traits.

2. **Extroversion:** It represents the degree of comfort a person has with relationships. Extroverts are sociable, talkative, assertive and open to new relations. Introverts are less sociable, less talkative, less assertive, and more reticent about beginning new relationships.

3. **Conscientiousness:** This trait refers to the number of targets a person is focusing on. At one point, a person of high conscience focuses on very few goals. Such individuals are believed to appear to be well organized, cautious, responsible, self-disciplined, and centered. A person with low conscientiousness tends to be less concentrated, and at one time may seek to accomplish several goals.

4. **Neuroticism or Emotional stability:** This personality trait centers on the ability of an individual to cope with stress. Emotionally stable individuals tend to be calm, enthusiastic and secure. The emotionally unstable person, on the contrary, appears to be anxious and deprived with insecurities.

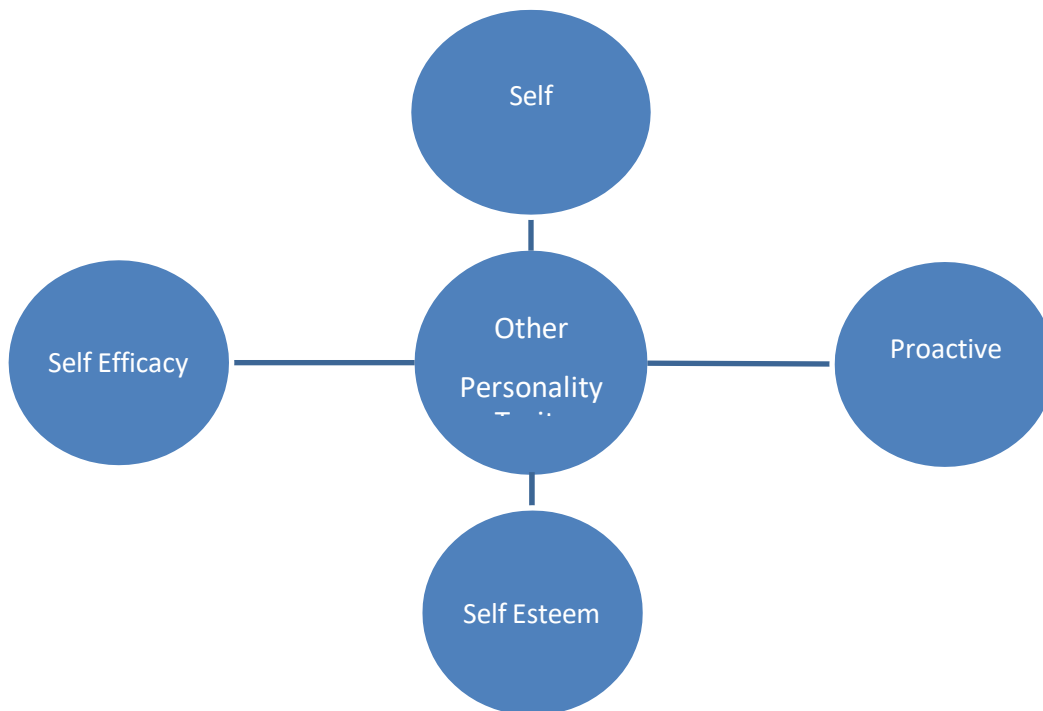
5. **Openness to Experiences:** Creativity and innovation intrigue especially transparent humans. They 'rewilling to listen to new ideas in reaction to new knowledge, and change their own ideas, beliefs and attitudes. At the other hand, those with low levels of transparency tend to be less inclined towards new

ideas and less likely to change their minds, respectively. These do seem to be less adventurous and have less and fewer focused interests.

The “Big Five” framework is considered valuable for managers as study of these personality dimensions give them with the power to predict the behavior of individuals in certain situations.

However, there are many demographic, cultural, and environmental factors that influence the Big Five traits. These factors should be taken into consideration while taking decisions based on The Big Five Personality dimensions.

### Several other Personality Measures or Traits



In addition to the Big Five, researchers have suggested several other personality measures, or traits. Things include self-monitoring, self-esteem, positive temperament and self-efficacy.

**1. Self-Monitoring:** It refers to the degree to which a person is capable in social contexts of controlling his or her behavior and appearance. "People who are social monitors are social chameleons who understand what the situation demands and act accordingly, while low social monitors tend to act the way they feel (Snyder, 1974)".

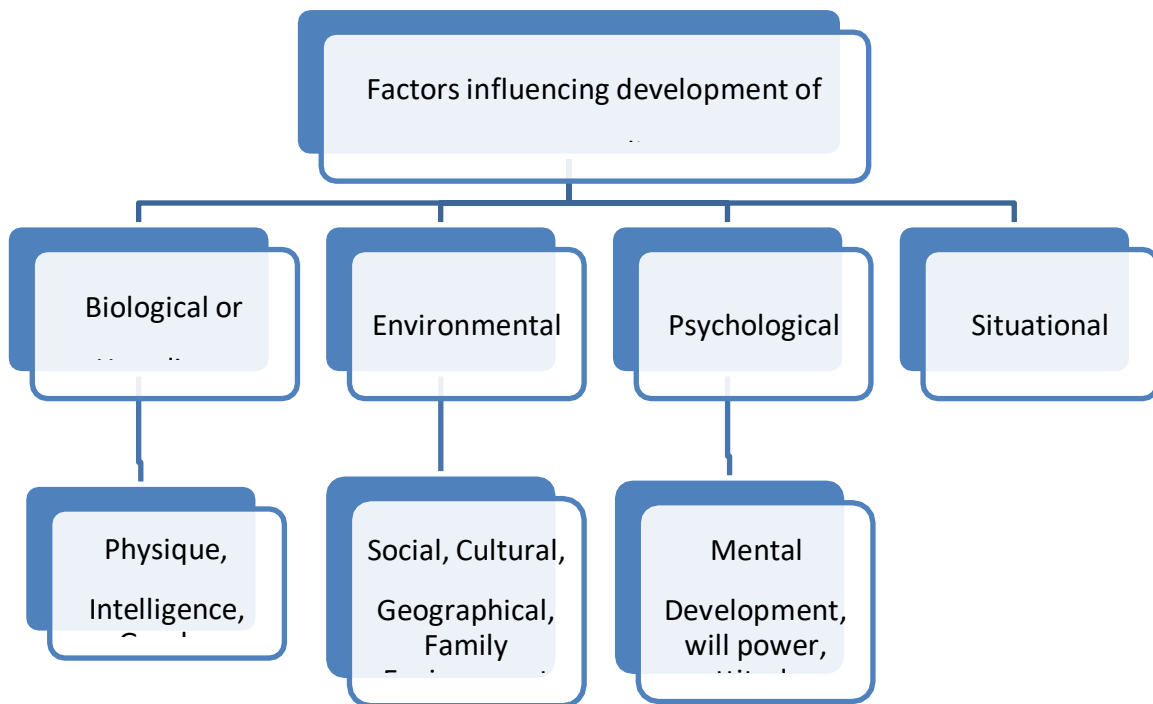
**2. Proactive personality:** This refers to the desire of a person to correct what is wrong, to change things and to use initiative to overcome problems. Rather of waiting to be told what to do, positive people are taking steps to bring about real change and through the barriers that they face along the way. Proactive individuals tend to be more effective in both work searches and career paths.

**3. Self-esteem:** It's the degree to which a person has positive feelings about himself or herself overall. People with a high self-esteem take a positive view of themselves are confident and respect themselves. Those with low self-esteem, by comparison, experience high levels of self-doubt and challenge their

self-worth. High self-esteem is linked to higher levels of work satisfaction and higher levels of performance on the job.

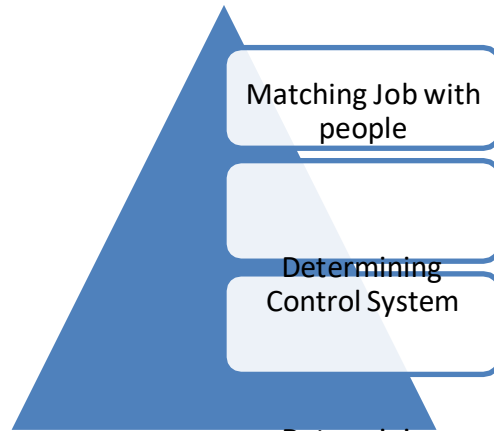
**4. Self-efficacy:** It is a belief that one can perform a specific task successfully. Evidence indicates the assumption that anything we can do is a strong indicator of how we can actually do it. Self-efficacy varies from other personality characteristics, since it is unique to the task. You may have a high degree of self-efficacy in being academically effective but low self-efficacy with respect to your ability to repair your car.

#### 5. Explain the Factors Influencing development of Personality



#### Relationship between Personality and Organizational Behavior

The study of personality has a significant impact on Organizational behavior. If an entrepreneur wants to run his business organization successfully and smoothly, then it is very essential to understand the key components of personality traits. To understand the concept of human behavior, one needs to understand the different concepts of personality. And study of human behavior itself included in the study of Organizational behavior. Many decisions are taken in an organization in which personality and their traits play a significant role, it can be shown in the following diagram:



### UNIT III

#### 2 MARKS

1) What is group dynamics?

GROUP DYNAMICS are the interactions and forces among group members in social situation

2) Differentiate between a work group & a Team.

Work Group: A group interacts primarily to share information and to make decision to help each group member perform within his or her area of responsibility.

Work Team: A group whose individual efforts result in performance that is greater than the sum of the individual inputs.

3) Differentiate formal & Informal groups

Formal- hierarchical. These groups are formed by the organizations to carry out specific tasks.

Informal- interest groups or cliques- horizontal, vertical or random. These are the groups formed by employees themselves.

4) What are the stages of group development?

FORMING

· STORMING

· NORMING

· PERFORMING



---

· ADJOURNING

5) define work team

Work Team: A group whose individual efforts result in performance that is greater than the sum of the individual inputs

6) What is group structure?

1) Formal leadership

2) Roles

3) Norms

4) Status

5) Size

6) Composition

7) What are the Characteristics of Effective Work Teams?

1. Commitment and inspiring goals

2. Role Clarity

3. Self- disclosure (incl.confrontation)

4. Openness to feedback

5. Competence

6. Creativity with constructive confrontation

7. Collaboration /Support/Trust

8. Congruence between individual and group goals

9. Supportive leadership

10. Management of power

8) What are the Characteristics of ideal org. structure?

Ø Work specialization & division of labours:-

.....  
Ø Division of labour

Ø Abstract rules

Ø Impersonality of managers

Ø Hierarchy

Ø Modification of bureaucratic centralization decentralization

9) What is Division of labor?

The degree to which tasks in an organization are subdivided into separate jobs.

10) What is Departmentalization?

Basis by which jobs in an organization are grouped together engineering, accounting personnel.

11) What are the Function of communication?

1) Control

2) Motivation

3) Emotional Expression

4) Information

12) What are the Directions of Communication?

Downward

Flow of authority, Maintenance of hierarchy, Reasoning, Memo

Upward

Feedback, report submission, request, permission

Lateral

Communication among same work group

13) What is Organizational communication?

1. Chain 2. Wheel 3. Network

Criteria Chain wheel Network Speed Moderate Fast Fast Accuracy High High Moderate Emergence leader  
Moderate High None

Member satisfaction

Moderate Low High

14) Define control?

It is a process of monitoring activities to ensure they are being accomplished as planned and of correcting any significance deviation.

15) What are the control processes?

Measure à measure present performance. Monitoring and evaluation Compare

à effect of measurement range of variation. Goal Vs Performance. Managerial actions à correct actual performance. Revise standard one

16) What are the Approaches to Measure Effectiveness?

There are 2 reasons for measure effectiveness.

1. To know whether organisation is doing things rightly, if not additional efforts require.

2. Organisational means for satisfying the needs of people in the society and the satisfaction of such needs is directly linked to organisation effectiveness.

Approaches

o Goal Approach

o Behavioural Approach

o System - Resource Approach

o Strategic Constituencies Approach

17) Differentiate organizational Culture & climate

CULTURE

CLIMATE

Based on anthropology and sociology

Study of climate base on psychology.

.....  
Culture is a means through which members learn and communicate what is accepted and unaccepted in an organisation on the light of its values and norms

Climate does not deal with values and norms it is concerned with the current atmosphere in the organization

Culture is more difficult to change in short period of time

Climate is subject to manipulation by managerial actions even in short-term.

18) differentiate strong Vs weak culture

Strong culture impact on employee behaviour and or more directly related to reduced turnover. Primary and dominant values that are accepted throughout the organisation. It influence on the behaviour of its members because the high degree of sharedness and intensity creates an internal climate of high behavioural control. Builds cohesiveness loyalty and commitment less opportunity to leave organisation.

19) differentiate organizational culture Vs national culture

National culture is greater impact on employees than organisational cultur  
.National culture strongly shaped this company"s organisational culture.

20) What is socialization process?

It means process that adopts employees to the organisation cultures. For that 5 month training programme where they learn way of doing everything. From how to speak to superiors to proper grooming & dress. Company considered it is entered for transforming young employee"s fresh out of school into dedicated corporate warriors

21) How do employees learn culture?

Through,

Stories, rituals, material symbols, language.

22) Explain rituals?

Rituals repetitive sequence of activities that express & re-in force the key values of the organisation. What goal is most important who is important?

Corporation rituals.

May - Kay cosmetics annual award meeting. Miss American pageants wear. This show act as a motivator by publicly recognising outstanding sales performance. In convey to sales persons that reaching their quote is important & that through hard work & encouragement they too can achieve success.

23) What are the determinants of job satisfaction?

.....  
Individual factors, nature of job, situational variables

“Stress is an adaptive response, mediated by individual characteristics and/or psychological processes, that is consequence of any external action, situation, or event that places special physical and /or psychological demands upon a person

24) Define stress management

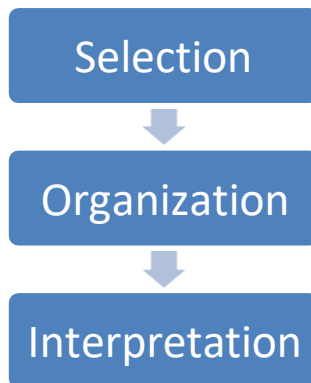
Predetermined strategy for coping with psychological or emotional turmoil.

As part of a health benefits package, a company may offer stress management therapy to improve job performance.

**1. Explain Process of Perception:**

There are three stages of perception process are;

1. Selection.
2. Organization.
3. Interpretation.



**Process of Preception**

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- Selection

The world around us was packed with endless stimuli that we should follow, but our brains didn't have the energy to pay attention to everything. And the first decision stage is to decide what we want. When we pick one object in our universe, whether it's a smell, a feeling, a sound, or something else, it's the stimulus that's being attended. Selecting is the first aspect of the perception process, where we concentrate our attention on the sensory feedback that is coming in. In selection, we choose stimuli which attract our attention. We focus on those that distinguish our senses (seeing, sound, smell, taste and touch).

- Organization

When we have chosen to take care of stimuli in the world, and the option sets in our brain a sequence of reactions. This neural process starts when our sensory receptors (touch, taste, smell, sight, and hearing) are triggered. Organizing is the second part of the process of perception in which we sort and categorize information we perceive based on cognitive patterns that are innate and learnt. Through using proximity, similarity, and difference (Stanley, mo), we sort items into patterns three ways.

- Interpretation

Having attended to a stimulus, and having obtained and arranged the information from our minds, we perceive it in a way that makes sense using our current knowledge. The word Interpretation means we're taking the information we've sensed and organized and turning it into something we can classify. We can better understand and react to the world around us by putting different stimuli into the categories. Other experiences include sensing, arranging, and processing details about people and what they are doing and doing. The feeling is a primary function of perception, because it relates to external information. First of all the perceiver will pick what will be experienced in the perceptual phase. Instead, as listeners recognize the type of sound and equate it with other sounds heard in the past, the organization is retained. Interpretation and categorization are generally the most subjective areas of perception, since they involve decisions as to whether listeners like what they hear and want to continue listening. We conduct instant assessments that cause unconscious conclusions of positive and negative reactions to others outside of our consciousness.

Selection, organization, and interpretation of perceptions can differ from one person to another. Based on these, the perceptual performance of the perceiver implies varying beliefs, attitudes, behaviors, etc. Therefore, when people react differently in a situation, by examining their perceptual process, they can explain part of their behavior, and how their perceptions lead to their responses.

## **2. Explain Factors Affecting Perception**

Perception is the technique a man or woman uses to select, „oz and interpret facts to create a meaningful picture. However, perception no longer relies solely on the physical stimulus but also on the relationship between the stimulus and the surrounding environment and the conditions within the person. Perception is a way by which people arrange and interpret their sensory perceptions to provide their environment with what means.

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How one perceives, however, can be significantly different from objective truth. It is the system that selects, receives prepares and interprets the data from the outdoor surroundings to make it significant.

This input of significant selections and behavior resulting in the details. A number of elements work to form and distort perception from time to time. These elements may live in the perceiver within the perceived object or goal, or in the context of the situation in which the understanding is made.

When a person arrives at a target and attempts to interpret what he or she sees, the perception is closely influenced by the individual perceiver's personal traits.

Personal traits which affect perception consist of the attitudes, personalities, motivations, interests, past experiences, and expectations of an individual.

There are certain elements that affect the goal like- novelty, motion, sounds, size, background, proximity, similarity, etc.

The characteristics of the destination being determined will influence what is perceived. Since goals no longer exist in isolation, the relationship between a goal and its context also affects interpretation, as does our propensity to group dosing items together and comparable matters.

There are also certain situational factors, such as the time of perceiving others, work environments, social settings, etc., which affect the process of perception.

Besides these: there are several separate elements such as perceptual learning which is entirely based on previous experiences or any extraordinary training we receive: each of us learns to prioritize certain sensory stimuli and ignore others.

Another issue is the mental set: which refers to being prepared or ready to acquire a certain sensory input. This anticipation holds the disciplined man or woman with favorable attention and focus. The understanding stage we have may also change how we perceive his or her behaviors.

For instance; if a person knows that his friend is being pressured for household troubles then she may forget her snappy comments. Learning has an important perceptual effect.

In humans it generates anticipation. Additionally, the essence of the matters that must be interpreted is an important factor. By nature we mean, whether or not the object is visible or audible, and whether or not it includes images, persons or animals.

With the assistance of every human being's physiological and psychological characteristics, perception is determined when feeling is conceived with only the physiological characteristics.

Therefore, perception is no longer simply what one sees through the eyes it is a far more complex mechanism by which a person selectively absorbs or assimilates the stimuli in the world, cognitively organizes the interpreted data into a specific pattern and then interprets the information to make an assessment of what is happening in one's setting.

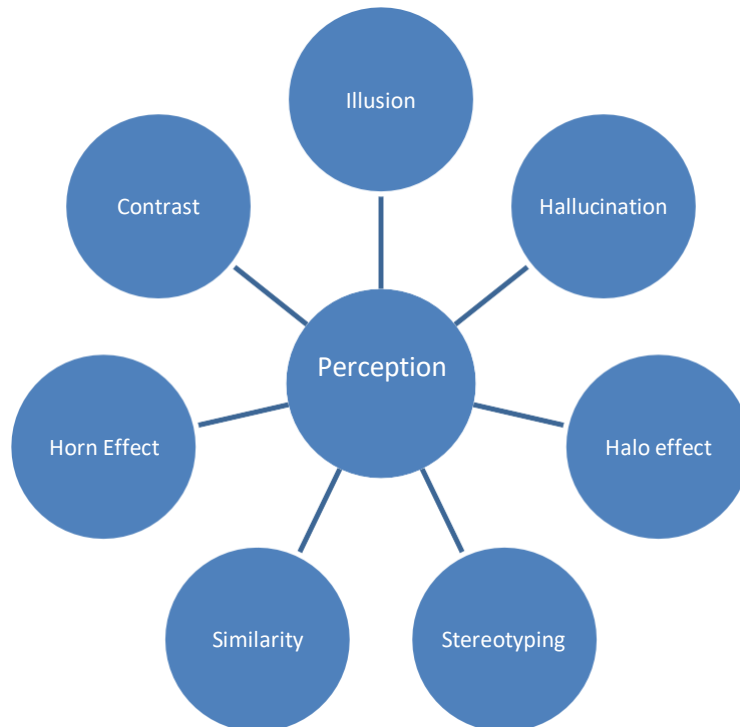
When a man or woman appears at a target and tries to interpret what he or she sees, that interpretation is closely influenced by the perceiving person's personal characteristics.

Perception Errors

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There are a few mistakes in perception which are describes as follows:

1. Illusion.
2. Hallucination.
3. Halo Effect.
4. Stereotyping.
5. Similarity.
6. Horn Effect.
7. Contrast.



### **Illusion**

False thinking is delusion. The individual is going to botch an improvement here, and see it wrongly. In darkness, for example, a rope is mixed up like a snake, or the other way around. An unknown individual's voice is mixed up like the voice of a friend. An person that remains a way off and that may not be seen as a recognized entity.

### **Hallucination**

Wherever the individual sees any stimuli, it can't in present in any situation. This mystery is called Hallucination. The person may see an object, a person, and so on, or he may hear some voice out, but there are actually no articles and sounds.

### **Halo effect**

Individuals are evaluated on the basis of apparent positive quality, aspect, or function. A corona impact works when we draw a general impression about a person based .4 for example, on a solitary trademark, knowledge, friendliness or appearance. In the end of the day, that is the tendency to score a man



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consistently high or low in different characteristics on the off chance that he is exceedingly high or low in one specific attribute: if a worker does not have several unfortunate shortcomings, his boss will award him a high rating in any other region of work.

### **Stereotyping**

Individuals will typically fall into a general class based on physical or social characteristics in either situation, and then they are assessed. We use the simple route called stereotyping at the point where we judge others based on our understanding of the gathering that the individual has a place to.

### **Similarity**

Frequently, individuals will in general search out and rate all the more emphatically the individuals who are like themselves. This propensity to affirm of comparability may make evaluators give better appraisals to representatives who show similar interests, work techniques, perspectives or models.

### **Horn Effect**

At the point where the person is judged solely on the basis of an obvious negative attribute or highlight. These findings are lower than an acceptable rate in a general ranking. He can't spruce up in the office, which is why he could possibly grind away too.

### **Contrast**

The propensity to rate individuals comparative with others instead of to the individual execution the individual is doing. Or maybe will assess a representative by contrasting that worker's exhibition and different workers.

### **Group Dynamics**

A group is when "two or more people share a common definition and evaluation of themselves and behave in accordance with such a definition." (Vaughan & Hogg, 2002, Page 200).

According to Keith Davis – "The social process by which people interact face to face in small groups is called group dynamics. It is concerned with the interaction of individuals in a face to face relationship. It focuses on team work, wherein small groups are constantly in contact with each other and share their ideas to accomplish the given tasks."

### **3.Explain Importance of Group Dynamics?**

The following importance of group dynamics as under:

The group can influence the way it believes the members. The leaders are often informed by other leaders interacting within the party. Compared to a group with a bad leader, a group with a strong leader makes good.

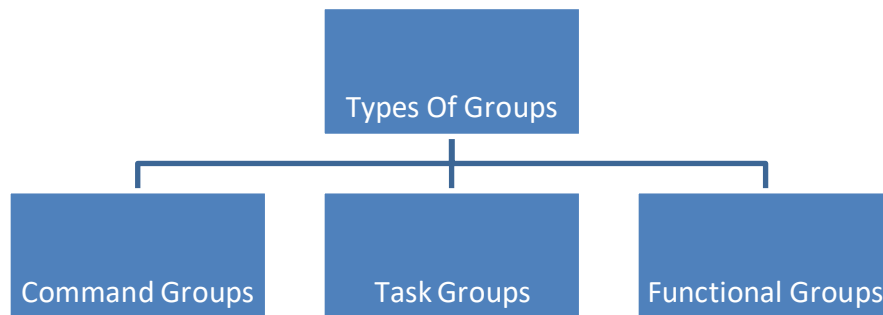
1. The group will provide the impact of collective effort, i.e. if the collective is made up of positive thinking then each time its performance is more than double.
2. Apart from that, group dynamism can give the individuals work fulfillment.
3. Group may also impart the spirit of the team among members.

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4. Also members' attitudes & ideas depend on group dynamism. For example, with the help of the facilitator negative thinkers convert to positive thinkers.

### **Types of Group**

A common way of classifying a group is through whether they are formal or informal in nature or not. Formal working groups are set up to achieve Organizational goals through an organization. Also, formal groups could take the form of command groups, task groups, and functional groups. It is decided by using the Organizational chart that depicts accepted formal connections within an organization between persons. Examples of command group are managers and faculty members in a business school, college managers and teachers, manufacturing supervisors and supervisors, and so on.



#### **1. COMMAND GROUPS**

Through the aid of the Organizational map, command groups are assured, and sometimes consist of a supervisor and the subordinates who report to that supervisor. An example of a command group is the president of the academic division and the representatives of the faculty within that department.

#### **2. TASK GROUPS**

Task groups consist of people working collectively to attain a common task. Members are collectively added to achieve a narrow variety of goals within a specified period of time. Task groups are often referred to as task forces, too. The organization appoints members and assigns the targets and duties to be fulfilled. Examples of assigned tasks include the development of a new product, the enhancement of a production process or the motivational contest proposal.

#### **3. FUNCTIONAL GROUPS**

With the support of the enterprise a functional group is formed to accomplish dear objectives within an unspecified time frame. Functional organizations remain in place until existing goals and priorities have been accomplished. Examples of functional group may be a department for advertising and marketing, a department for the customer service, or an accounting department.

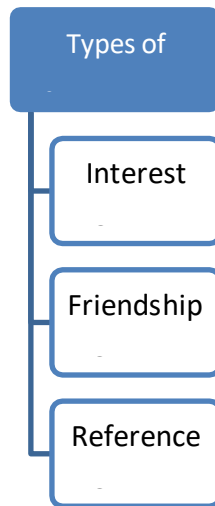
Unlike formal groups, informal groups are shaped naturally and responsively to individuals' common interests and shared values. They are created for purposes other than the attainment of Organizational objectives and no longer have a specified time frame. Informal groups may have a

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significant effect both

pleasant and negative in groups. Informal groups may take the form of interest groups, groupings of friendships or reference groups.

- **Informal Group -**

There are different types of informal groups:



### **1. INTEREST GROUPS.**

Interest groups generally go on over time, and may also end longer than general informal groups. Furthermore, leaders of interest groups may not be in the same Organizational department process today, but they are certain collectively by some shared interest. Team hobbies' aspirations and ambitions are special to each group and can no longer be aligned with corporate expectations and goals. College students who work together to create a community learning for a particular class will be an example of an interest group.

### **2. FRIENDSHIP GROUPS**

Friendship groups are influenced by members sharing common social events, political views, oral values, or different regular bonds. Members enjoy the company of each other, and meet frequently to engage in these events after work. For example, as soon as a month, a group of employees structuring a friendship group may also have an exercise group, a softball team, or a potluck lunch. Friendship groups enhance things to do or stage the office drama among the Organizational members when they share some common hobby such as taking part in certain sports activities, etc.

### **3. REFERENCE GROUPS**

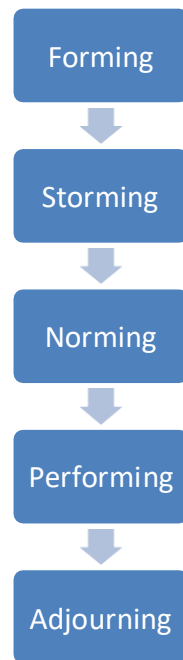
A reference category is kind of a category that people use to find themselves. The fundamental purposes of the reference groups, Cherrington says, are social validation and social comparison. Public approval encourages people to explain their behaviors and beliefs and public affirmation enables individuals to understand their own actions by comparing themselves against others. Reference classes have a significant impact on the actions of members. Through discussing themselves with other stakeholders, individuals will evaluate if their conduct is acceptable or not,

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and whether their behaviors and beliefs are right or wrong.

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#### 4.Explain the stages of Group Development?

##### Stages of Group Development



According to the Five-Stage Model of group development, groups go through five distinct stages during the process of its development. These are as follows:

1. Forming is the early stage of community growth where the group leaders come in touch with each other first and get to know each other. This stage is primarily characterized by a feeling of confusion among the group participants as they are now trying to develop floor policies and relationship patterns among themselves.

2. Storming is the next stage characterized by a high level of conflict between the members. Members often show greater animosity to each other and resist influence by the chief. If such disputes are no longer resolved correctly, the community can also dissolve additionally.

Nonetheless, usually the group ends up in phrases with all the specific and recognizes the position of leadership at this stage's giving up.

3. Norming is the third stage of the group growth process at some point where the individuals of the group come closer to each other and the group continues to act as a cohesive unit. The group members now identify with the group and share a responsibility to achieve the group's desired stage of success. The standardization stage is complete when members of the community can set a common goal and decide on how to accomplish it.

4. Performing is the fourth stage when the group is prepared to start its work sooner or later. As the group is now fully formed after their intenal acceptance and sharing responsibility conflicts, pave been resolved, they can now devote strength to achieving their goals.

5. Adjourning is the closing stage when the group starts to dissolve itself periodically after meeting the goals for which it was once formed.

### 5.Explain Group Performance Factors?

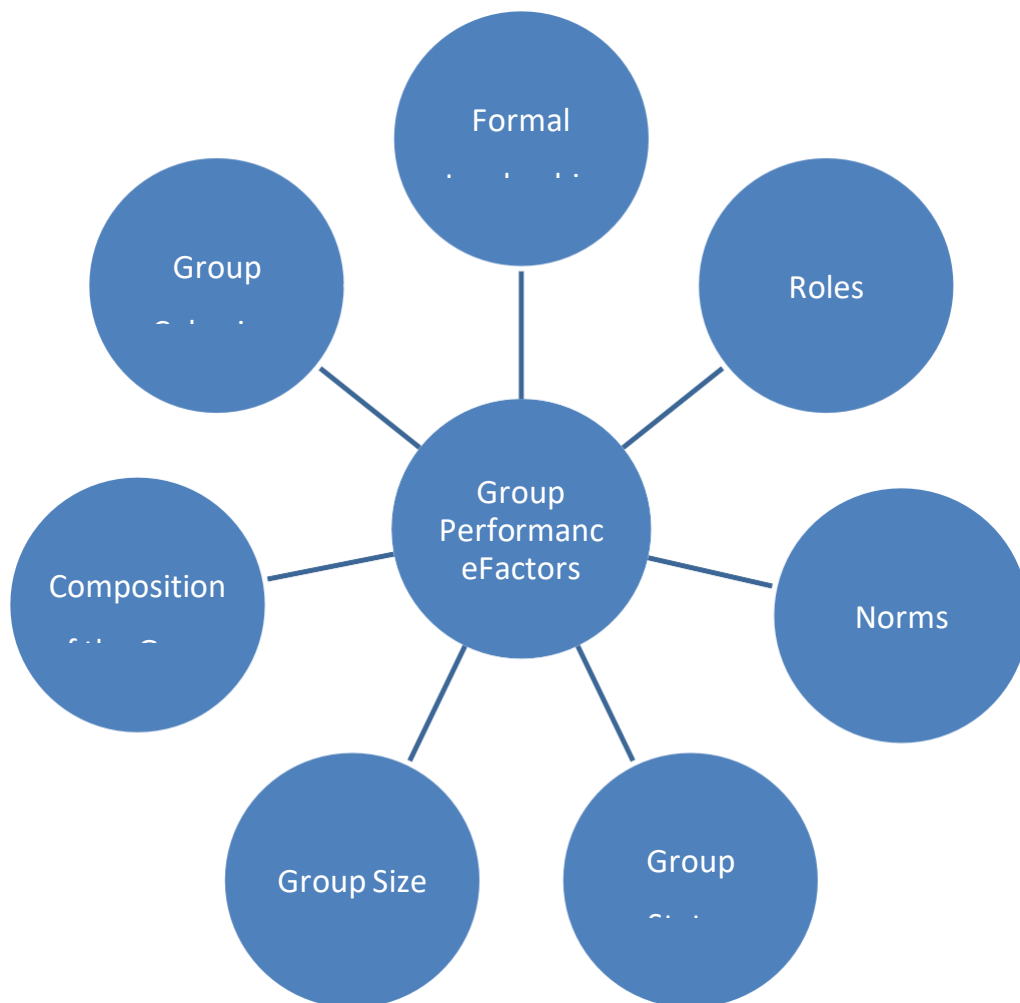
A group is described as two or more interacting and independent individuals who have collectively come to attain specific goals. With the assistance of certain significant variables or influences, group habits are influenced or influenced. The principal variables are:

#### 1. Formal leadership:

Virtually every task force has a structured chief. Superior, foreman, mission chief, department manager, general manager, chairman or managing director etc. are the general titles of such leaders. Such leaders may play an important role in the success of the party. Furthermore they are responsible for group loss.

#### 2. Roles:

The world is a stage, with all men and women simply being players. All individuals in groups are actors; they enjoy distinctive kinds of roles. A function is a projected action in a social unit at a given position. Specific groups place extraordinary positions on particular individuals. In a community, we can have unique ideas about function.



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Role identity: there are positive behaviors and attitudes that are consistent with a position. This is called identity of role.

- Perception of the role: Team leaders want perception of the role. Task comprehension in an individual's understanding of how he or she will behave in a given situation.
- Role expectations: Role expectations are described as how others behave in a given situation when one needs to act.
- Role conflict: Role conflict is a scenario in which a man or woman is confronted through expectations of a divergent role.

### **3. Norms:**

Both classes have certain norms set up. Norms refer to suitable behavioral requirements that are shared by members of the group. Formalized principles are written in corporate documents, and certain rules and legislation are guaranteed to be followed by all individuals within an organization. But in organizations most norms are informal.

### **4. Group status:**

Status may also be described, through others, as a social rank or position given in a group. We live in a community organized by categories. Status is important to leaders of the party.

### **5. Group size:**

The group dimension determines the ordinary overall performance or behavior of the group. Small groups are faster at assignment finish than big ones. If the group is influenced by problem solving, the best for small groups is to large groups. So if the aim of the hand is to achieve productivity, smaller groups are better.

### **6. Composition of the group:**

Since group is affiliation with variety of abilities and knowledge of unique kinds of humans. If a group is heterogeneous in terms of age , gender, ethnicity, educational background, attitudes , beliefs, abilities, and expertise as an alternative to homogeneous, it can be tremendous to a job as a whole.

### **7. Group cohesion:**

The degree to which individuals are attracted to each other and inspired to remain in the group is known as group cohesiveness. The cohesiveness of group behavior is considerably affected by the use of group. The following suggestions can make cohesiveness of a larger group:

- i. the group smaller
  - a. Make Increase the members spend together
  - b. Encourage agreement about group goals
  - c. Increase the status of the group
  - d. Stimulate opposition with different group
  - e. Give reward to the group rather than the members
  - f. Physically isolate the group

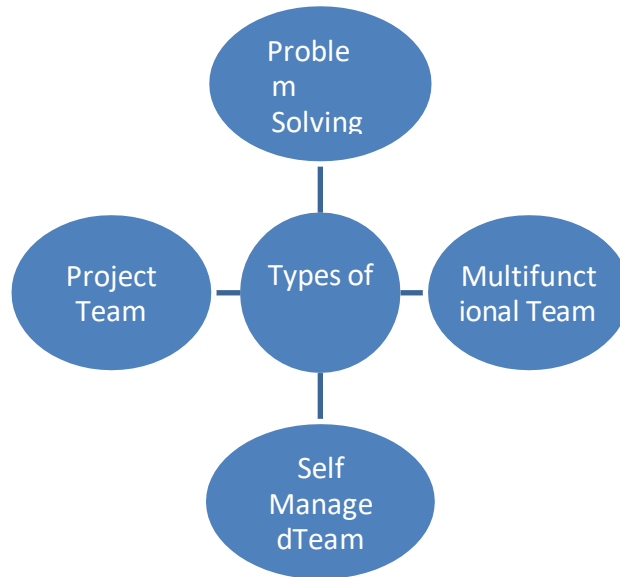
### **Social loafing**

Social loafing refers to people 's propensity to put even less energy into functioning within a group context. This phenomenon, further considered to be the Ringelmann effect, was first cited in 1913 through the French agricultural engineer Max Ringelmann. In one study, in my view, and in groups, he had human beings pull on a rope. He concluded that as the number of pulling people grew, the overall

pulling pressure of the group used to be much less than the effort of the individual had been when measured alone.

### Teams and Types of Teams

Teams have a wide variety of things to do. They will produce products, provide services, conclude deals, plan projects, advise and take decisions. The four most popular types of groups that you are likely to find in an organization are defined aptly throughout this section: problem-solving teams, self-managed work teams, cross-fiction teams and virtual teams.



#### 1. Problem-Solving Teams

The feedback or offer suggestions about how to develop work strategies and approaches in problem-solving teams. Rarely, however, are such teams allowed to arbitrarily bring all of their supported behavior into law. Some of the most widely practiced functions of problem-solving teams at some point in the 1980s was once great circles that are working teams of eight to ten workers and managers who have a common place of duty and typically meet to address their best issues, see why the problems occur, propose solutions, and take corrective action.

#### 2. Multifunctional teams

There are teams made up of around the same hierarchical level of workers, but from distinct areas of work that come together to accomplish a task. The goal was to improve verbal communication and job tracking, leading to better productivity and more happy customers.

#### 3. Self-managed teams

Self-managed teams work in many departments to organize complex tasks involving research, design, process creation, and even resolution of Organizational problems, particularly for cross-departmental projects involving people of similar age. Although a self-managed team's internal leadership style is fantastic from ordinary management and helps to neutralize the often-related problems with ordinary leadership styles, a self-managed group also needs to assist senior management to function effectively.



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Additionally, the teams which are self-managed can be interdependent or independent. Of course, the mere mistreatment by a self-managed team of a team of people does not make them both a team and selfmanaged.

#### **4. Project teams**

Also known as an enterprise team will be a team which was used solely for a given period of time and for a specific, clearly definable purpose. Typically managers label human groups as "teams" based primarily on having a common goal. Members of these teams may belong to different groups, but tasks for the same project may be assigned, allowing outsiders to see them as a single entity.

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Leading refers to the process of guiding, influencing, and directing others towards a common goal or objective. It involves setting a vision, inspiring and motivating others, and providing direction and support to achieve desired outcomes. Directing, on the other hand, involves giving specific instructions and expectations to individuals or teams to ensure they understand their roles and responsibilities in achieving the desired outcomes. It includes communicating plans, assigning tasks, and providing feedback and support to individuals to help them reach their goals.

3. What are the differences between creativity and innovation?

Creativity and innovation are related concepts but distinct in their meaning and focus. Creativity refers to the ability to generate new and original ideas, while innovation refers to the process of taking those creative ideas and turning them into practical and useful applications. In other words, creativity is about generating new ideas, and innovation is about bringing those ideas to life and creating value from them.

3. What is 'noise' in a communication system? In a communication system, "noise" refers to any undesired electrical or electromagnetic interference that corrupts or interferes with the original signal being transmitted. This can result in a reduction of the signal-to-noise ratio (SNR), which affects the quality and reliability of the communication. Noise can be generated by a variety of sources, including thermal effects, electrical devices, and cosmic sources.

4. What is non-verbal communication? Nonverbal communication is the transmission of messages or signals through a nonverbal platform such as eye contact, facial expressions, gestures, posture, use of objects and body language. It includes the use of social cues, kinesics, distance and physical environments/appearance, of voice and of touch

4. List out the various effective media in communication.

The various effective media in communication are:

- Verbal communication: face-to-face, phone, video conferencing, radio, television
- Nonverbal communication: body language, facial expressions, tone of voice, gestures
- Written communication: email, letter, memo, report, proposal, technical writing
- Visual communication: charts, diagrams, infographics, presentations, photographs, videos
- Audio-visual communication: multimedia presentations, online videos, podcasts, webinars
- Social media: Facebook, Twitter, Instagram, LinkedIn, YouTube
- Outdoor advertising: billboards, posters, signs, banners, bus shelters
- Digital advertising: search engine advertising, display advertising, mobile advertising
- Public relations: press releases, events, media relations, crisis communication.

6. List the differences between verbal and non-verbal communication.

Verbal communication refers to the use of words to convey meaning, while non-verbal communication refers to messages conveyed through non-linguistic means such as tone of voice, gestures, facial expressions, eye contact, posture, and body language. Differences between the two include:

Verbal Communication: - Uses words and language - Can be written or spoken - Can convey abstract ideas and complex concepts

Non-verbal Communication: - Involves non-linguistic cues - Can reveal emotions, attitudes, and intentions - Can be more universal across cultures

Both verbal and non-verbal communication play important roles in human interaction and can complement, reinforce, or contradict each other.

7. Define Communication. What is meant by downward communication?

Communication is the process of exchanging information, ideas, and thoughts between individuals or groups through speaking, writing, or using some other medium. Downward communication refers to the flow of

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information from higher levels of an organization to lower levels. This type of communication is usually initiated by managers, supervisors, or executives and is directed towards employees, subordinates, or teams. Its purpose is to provide information, instructions, directives, or feedback to the lower levels of the organization.

**8. What do you understand by grape vine communication?**

Grapevine communication refers to informal and unofficial means of exchanging information, news, rumors, and gossip within an organization or group. It is called "grapevine" communication because it spreads like a vine through the organization, often faster than formal channels of communication. Grapevine communication is often seen as less reliable than formal communication because information can be distorted or misinterpreted as it passes from person to person.

**9. State the important rules for effective communication.**

The Seven Rules of Effective Communication Respect Experience and Seniority.

Don't Interrupt the Speaker

Think Before You Answer.

Focus on the Subject.

Organize Your Speech.

Accept that You Don't Know Everything

Don't Argue the Facts.

**10. Why is management by wandering around considered effective communication?**

With management by walking around, team leaders learn to communicate directly with their employees and hopefully develop a better relationship through natural, relaxed, and informal conversations. It helps managers expand their communication expertise and pick up new skills such as active listening.

**11. State the important characteristics of directing.**

Characteristics of Directing in Management Directing, as a core management function, is continuous, dynamic, delegatory, pervasive, and action-driven, across all levels of management

**12. What are the components of communication process?**

The communication process is made up of four key components. Those components include encoding, medium of transmission, decoding, and feedback. There are also two other factors in the process, and those two factors are present in the form of the sender and the receiver.

**13. What are the steps involved in creative process?**

The four stages of the creative process:

Stage 1: Preparation. The creative process begins with preparation: gathering information and materials, identifying sources of inspiration, and acquiring knowledge about the project or problem at hand.

Stage 2: Incubation.

Stage 3: Illumination.

Stage 4: Verification.

**14. Differentiate innovation and invention.**

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Innovation refers to the process of taking an invention and applying it in a practical and useful way, often through the creation of new products, processes, or business models. It often involves improving upon existing ideas and technologies to make them more valuable, efficient, or effective. Invention, on the other hand, refers to the creation of something new, either through the discovery of a new product, process, or concept. It's the initial idea or concept that forms the foundation for later innovation.

**15. What is meant by Brain Storming?**

Brainstorming is a group problem-solving method that involves the spontaneous contribution of creative ideas and solutions. This technique requires intensive, freewheeling discussion in which every member of the group is encouraged to think aloud and suggest as many ideas as possible based on their diverse knowledge

**16. What are the elements of organizational culture?**

6 Elements of Organizational Culture

- Leadership.
- Purpose and values.
- Employee empowerment.
- Professional development & growth opportunities.
- Communication.

**17. What are the types of organizational culture?**

They identified 4 types of culture – clan culture, adhocracy culture, market culture, and hierarchy culture. You can take the Organizational Culture Assessment Instrument (OCAI) to assess your organization's culture in just 15 minutes and make strategic changes to foster an environment that helps your team flourish

**18. What is cultural diversity?**

Cultural diversity is the quality of diverse or different cultures, as opposed to monoculture, the global monoculture, or a homogenization of cultures, akin to cultural evolution. The term "cultural diversity" can also refer to having different cultures respect each other's differences.

**19. What are the sources of culture?**

Culture can come from various sources including: Family and social environment: Family values, beliefs, and behaviors can shape an individual's cultural identity. Religion: Religious beliefs, practices, and institutions can influence culture. Education: Schools and other educational institutions can impart cultural knowledge and values to students. Mass media: Television, movies, music, and other forms of mass media can spread cultural elements around the world. Political and economic systems: Governments and businesses can play a role in shaping a culture by promoting certain values and beliefs. Historical events: Historical events such as wars, migrations, and technological innovations can shape a culture over time. Art, literature, and other forms of creative expression: Artists and writers can use their work to comment on and shape cultural attitudes and beliefs.

**20. Define organization culture.**

Organization culture refers to the shared values, beliefs, behaviors, and customs that characterize a company and influence the way its employees interact with each other and with stakeholders outside the company. It shapes the way employees understand and approach their work and shapes the overall personality of the organization.

**21. Nature of OB.**

- A Separate Field of Study and not a Discipline Only
- An Interdisciplinary Approach
- An Applied Science

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- A Normative Science
  - A Humanistic and Optimistic Approach
  - A Total System Approach

**22. List the Importance of OB.**

- It builds better relationship by achieving people's, organizational, and social objectives.
- It covers a wide array of human resource like behavior, training and development, change management, leadership, teams etc.
- It brings coordination which is the essence of management.
- It improves goodwill of the organization.
- It helps to achieve objectives quickly.
- It makes optimum utilization of resources.
- It facilitates motivation.
- It leads to higher efficiency.

**23. Define Perception.**

**Perception** is an intellectual process of transforming sensory stimuli to meaningful information. It is the process of interpreting something that we see or hear in our mind and use it later to judge and give a verdict on a situation, person, group etc.

**24. List the perceptual process.**

Perceptual process are the different stages of perception we go through. The different stages are

- **Receiving**
- **Selecting**
- **Organizing**
- **Interpreting**

**25. Define Attitude.**

An attitude is “mental state of readiness, learned and organized through experience, exerting a specific influence on person's response to people, object and situations with which it is related”.

Attitudes are “learned dispositions towards aspects of our environment. They may be positively or negatively directed towards certain people, service or institutions”.

**13 MARKS:**

**1. Define perception. Explain the process and factors affecting perception.**

**Perception** is an intellectual process of transforming sensory stimuli to meaningful information. It is the process of interpreting something that we see or hear in our mind and use it later to judge and give a verdict on a situation, person, group etc.

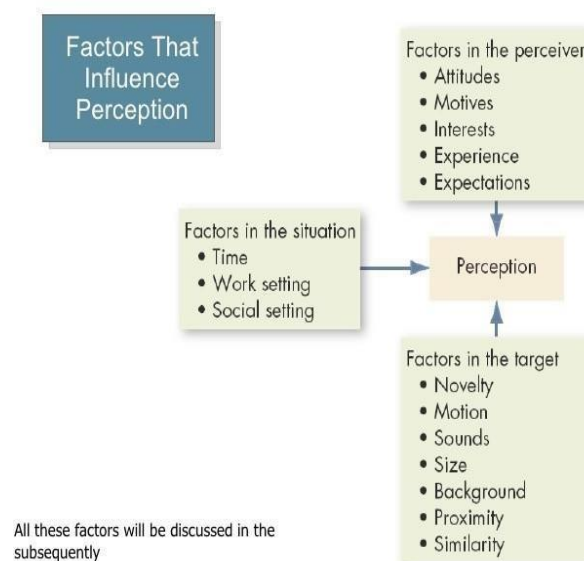
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Perception is a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment.

### Factors affecting Perception

A number of factors operate to shape and sometimes distort perception. These factors can reside in the perceiver; in the object, or target, being perceived; or in the context of the situation in which the perception is made.

1. **Factors in perceiver**-When you look at a target and attempt to interpret what you see, your interpretation is heavily influenced by your personal characteristics—your attitudes, personality, motives, interests, past experiences, and expectations. For instance, if you expect police officers to be authoritative or young people to be lazy, you may perceive them as such, regardless of their actual traits.
2. **Factors in the target**-Characteristics of the target also affect what we perceive. Loud people are more likely to be noticed in a group than quiet ones. So, too, are extremely attractive or unattractive individuals. Because we don't look at targets in isolation, the



relationship of a target to its background also influences perception, as does our tendency to group close things and similar things together. We often perceive women, men, Whites, African Americans, Asians, or members of any other group that has clearly distinguishable characteristics as alike in other, unrelated ways as well.

3. **Factors in the situation**-Context matters too. The time at which we see an object or event can influence our attention, as can location, light, heat, or any number of situational factors. At a nightclub on Saturday night, you may not notice a young guest “dressed to the nines.” Yet that same person so attired for your Monday morning management class would certainly catch your attention.

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## PERCEPTUAL PROCESS:

Perceptual process are the different stages of perception we go through. The different stages are

1. **Receiving**
2. **Selecting**
3. **Organizing**
4. **Interpreting**

**1. Receiving:** Receiving is the first and most important stage in the process of perception. It is the initial stage in which a person collects all information and receives the information through the sense organs.

**2. Selecting:** Selecting is the second stage in the process. Here a person doesn't receive the data randomly but selectively. A person selects some information out of all in accordance with his interest or needs. The selection of data is dominated by various external and internal factors.

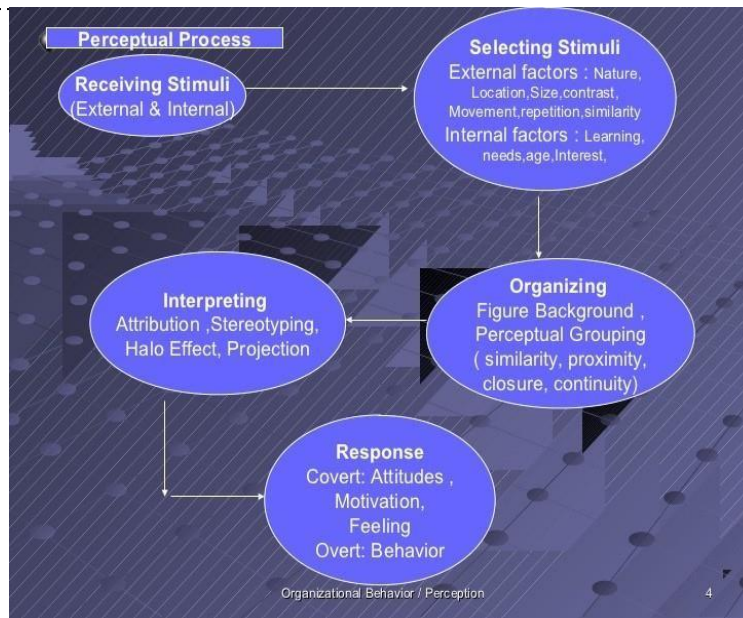
- ✓ **External factors** – The factors that influence the perception of an individual externally are intensity, size, contrast, movement, repetition, familiarity, and novelty.
- ✓ **Internal factors** – The factors that influence the perception of an individual internally are psychological requirements, learning, background, experience, self-acceptance, and interest.

**3. Organizing:** Keeping things in order or say in a synchronized way is organizing. In order to make sense of the data received, it is important to organize them.

We can organize the data by

- Grouping them on the basis of their similarity, proximity, closure, continuity.
- Establishing a figure ground is the basic process in perception. Here by figure we mean what is kept as main focus and by ground we mean background stimuli, which are not given attention.
- Perceptual constancy that is the tendency to stabilize perception so that contextual changes don't affect them.

**4. Interpreting:** Finally, we have the process of interpreting which means forming an idea about a particular object depending upon the need or interest. Interpretation means that the information we have sensed and organized, is finally given a meaning by turning it into something that can be categorized. It includes stereotyping, halo effect etc.



## 2. Explain the concept of personality with a suitable example.

Personality as the sum total of ways in which an individual reacts to and interacts with others. We most often describe it in terms of the measurable traits a person exhibits.

### Determinants of Personality

1. **Heredity**: It refers to those factors that were determined at conception. Individual's personality is the molecular structure of the genes located in the chromosomes. Physical structure, facial attractiveness, muscle composition are all generally imported from one of the parents.
2. **Environment**: It is a broad term which includes culture in which we are raised, cultural norms, the early conditioning, social groups etc.,
3. **Family**: Family has a considerable influence on the personality development. In the early days of childhood parents play an important role in the identification process of an individual.
4. **Socialisation process**: It is a process by which an individual acquires behavioural potentials initially from the family and later the social group and the employing organization.

### Personality Traits

Personality traits are the enduring qualities or characteristics that describes an individual behavior.

1. The Myers-Briggs Type Indicator(MBIT)
2. The Big 5 Model
3. Type A and Type B personality



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## The Myers-Briggs Type Indicator (MBTI)

The Myers-Briggs Type Indicator (MBTI) is the most widely used personality assessment instrument in the world. It is a 100-question personality test that asks people how they usually feel or act in particular situations. Respondents are classified as extraverted or introverted (E or I), sensing or intuitive (S or N), thinking or feeling (T or F), and judging or perceiving (J or P). These terms are defined as follows:

**1. Extraverted (E) versus Introverted (I):** Extraverted individuals are outgoing, sociable, and assertive. Introverts are quiet and shy.

**2. Sensing (S) versus Intuitive (N):** Sensing types are practical and prefer routine and order. They focus on details. Intuitive rely on unconscious processes and look at the “big picture.”

**Thinking (T) versus Feeling (F):** Thinking types use reason and logic to handle problems. Feeling types rely on their personal values and emotions.

**3. Judging (J) versus Perceiving (P):** Judging types want control and prefer their world to be ordered and structured. Perceiving types are flexible and spontaneous.

1. Reserved	vs.	Outgoing
2. Less intelligent	vs.	More intelligent
3. Affected by feelings	vs.	Emotionally stable
4. Submissive	vs.	Dominant
5. Serious	vs.	Happy-go-lucky
6. Expedient	vs.	Conscientious
7. Timid	vs.	Venturesome
8. Tough-minded	vs.	Sensitive
9. Trusting	vs.	Suspicious
10. Practical	vs.	Imaginative
11. Forthright	vs.	Shrewd
12. Self-assured	vs.	Apprehensive
13. Conservative	vs.	Experimenting
14. Group dependent	vs.	Self-sufficient
15. Uncontrolled	vs.	Controlled
16. Relaxed	vs.	Tense

Myers-  
Briggs  
Sixteen  
Primary  
Traits

These classifications together describe 16 personality types, identifying every person by one trait from each of the four pairs. For example, Introverted/ Intuitive/Thinking/Judging people (INTJs) are visionaries with original minds and great drive. They are skeptical, critical, independent, determined, and often stubborn. ESTJs are organizers. They are realistic, logical, analytical, and decisive and have a natural head for business or mechanics. The ENTP type is a conceptualize, innovative, individualistic, versatile, and attracted to entrepreneurial ideas. This person tends to be resourceful in solving challenging problems but may neglect routine assignments.

## The Big 5 Model

The MBTI may lack strong supporting evidence, but an impressive body of research supports the thesis of the Big Five Model—that five basic dimensions underlie all others and encompass most

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of the significant variation in human personality. Moreover, test scores of these traits do a very good job of predicting how people behave in a variety of real-life situations.

### **3. Explain the concept of stress management give a suitable example.**

Stress is a dynamic condition in which an individual is confronted with an opportunity, demand, or resource related to what the individual desires and for which the outcome is perceived to be

both uncertain and important. Although stress is typically discussed in a negative context, it is not necessarily bad in and of itself; it also has a positive value. It's an opportunity when it offers potential gain.

#### Potential Sources of Stress

There are three categories of potential stressors: environmental, organizational, and personal.

**Environmental Factors** :Just as environmental uncertainty influences the design of an organization's structure, it also influences stress levels among employees in that organization. Indeed, uncertainty is the biggest reason people have trouble coping with organizational changes.

There are three main types of environmental uncertainty:

**Economic:** Changes in the business cycle create economic uncertainties. When the economy is contracting, for example, people become increasingly anxious about their job security.

**Political:** Threats of terrorism, changes in political threats and changes may lead to political uncertainty that becomes stressful to people.

**Technological:** Because innovations can make an employee's skills and experience obsolete in a very short time, computers, robotics, automation, and similar forms of technological change are also a threat to many people and cause them stress.

#### Organizational Factors

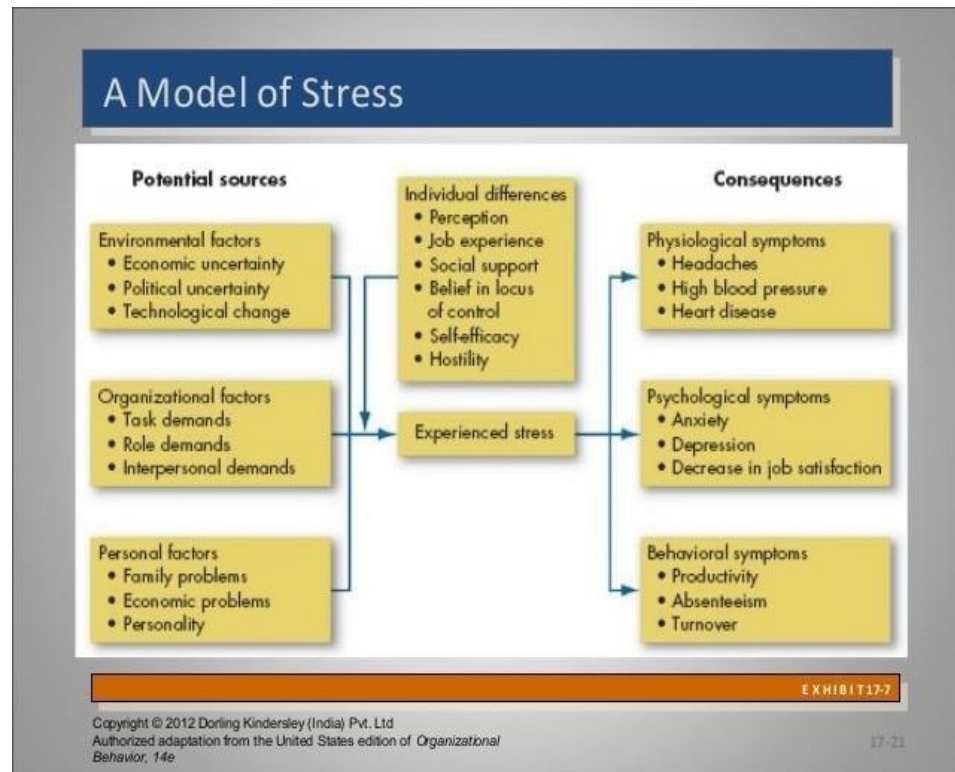
There is no shortage of factors within an organization that can cause stress. Pressures to avoid errors or complete tasks in a limited time, work overload, a demanding and insensitive boss, and unpleasant co-workers are a few examples.

These factors are **task, role, and interpersonal demands**.

**Task demands:** Relate to a person's job. They include the design of the job (its degrees of autonomy, task variety, degree of automation), working conditions, and the physical work layout. Assembly lines can put pressure on people when they perceive the line's speed to be excessive. Working in an overcrowded room or a visible location where noise and interruptions are constant can increase anxiety and stress.

**Role demands:** Relate to pressures placed on a person as a function of the particular role he or she plays in the organization. Role conflicts create expectations that may be hard to reconcile or satisfy. Role overload occurs when the employee is expected to do more than time permits. Role ambiguity means role expectations are not clearly understood and the employee is not sure what to do.

support from colleagues and poor interpersonal relationships can cause stress, especially among employees with a high social need. A rapidly growing body of research has also



shown that negative co-worker and supervisor behaviors, including fights, bullying, incivility, racial harassment, and sexual harassment are especially strongly related to stress at work.

### Personal Factors

The typical individual works about 40 to 50 hours a week. But the experiences and problems people encounter in the other 120-plus can spill over to the job.

Personal factors include the employee's personal life: **family issues, personal economic problems, and inherent personality characteristics.**

**Family issues:** Marital difficulties, the breaking of a close relationship, and discipline troubles with children create stresses employees often can't leave at the front door when they arrive at work.

**Personal economic problem:** Regardless of income level people have much trouble handling their finances. Some people are poor money managers or have wants that exceed their earning

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capacity. The economic problems of overextended financial resources create stress and siphon attention away from work.

**Inherent personality characteristics:** The researchers concluded that some people may have an inherent tendency to accentuate negative aspects of the world. If this is true, then a significant individual factor that influences stress is a person's basic disposition. That is, stress symptoms expressed on the job may actually originate in the person's personality.

### Consequences of Stress

Stress shows itself in a number of ways, such as high blood pressure, ulcers, irritability, difficulty making routine decisions, loss of appetite, accident proneness, and the like.

These symptoms fall under three general categories: **physiological, psychological, and behavioral symptoms.**

**Physiological symptoms:** Most early concern with stress was directed at physiological symptoms because most researchers were specialists in the health and medical sciences. Their work led to the conclusion that stress could create changes in metabolism, increase heart and breathing rates and blood pressure, bring on headaches, and induce heart attacks.

**Psychological symptoms:** Job dissatisfaction is "the simplest and most obvious psychological effect" of stress. But stress shows itself in other psychological states—for instance, tension, anxiety, irritability, boredom, and procrastination. For example, a study that tracked physiological responses of employees over time found that stress due to high workloads was related to higher blood pressure and lower emotional well-being.

**Behavioural symptoms:** Research on behavior and stress has been conducted across several countries and over time, and the relationships appear relatively consistent. Behavior-related stress symptoms include reductions in productivity, absence, and turnover, as well as changes in eating habits, increased smoking or consumption of alcohol, rapid speech, fidgeting, and sleep disorders.

# PERSONALITY

BIG FIVE TRAITS	WHY IS IT RELEVANT?	WHAT DOES IT AFFECT?
<b>EMOTIONAL STABILITY</b>	<ul style="list-style-type: none"> <li>•LESS NEGATIVE THINKING AND FEWER NEGATIVE EMOTIONS</li> <li>•LESS HYPER-VIGILANT</li> </ul>	<ul style="list-style-type: none"> <li>•HIGHER JOB AND LIFE SATISFACTION</li> <li>•LOWER STRESS LEVELS</li> </ul>
<b>EXTRAVERSION</b>	<ul style="list-style-type: none"> <li>•BETTER INTERPERSONAL SKILLS</li> <li>•GREATER SOCIAL DOMINANCE</li> <li>•MORE EMOTIONALLY EXPRESSIVE</li> </ul>	<ul style="list-style-type: none"> <li>•HIGHER PERFORMANCE</li> <li>•ENHANCED LEADERSHIP</li> <li>•HIGHER JOB AND LIFE SATISFACTION</li> </ul>
<b>OPENNESS</b>	<ul style="list-style-type: none"> <li>•INCREASED LEARNING</li> <li>•MORE CREATIVE</li> <li>•MORE FLEXIBLE AND AUTONOMOUS</li> </ul>	<ul style="list-style-type: none"> <li>•ENHANCED LEADERSHIP</li> <li>•MORE ADAPTABLE TO CHANGE</li> </ul>
<b>AGREEABLENESS</b>	<ul style="list-style-type: none"> <li>•BETTER LIKED</li> <li>•MORE COMPLIANT AND CONFORMING</li> </ul>	<ul style="list-style-type: none"> <li>•HIGHER PERFORMANCE</li> <li>•LOWER LEVELS OF DEVIANT BEHAVIOUR</li> </ul>
<b>CONSCIENTIOUSNESS</b>	<ul style="list-style-type: none"> <li>•GREATER EFFORT AND PERSISTENCE</li> <li>•MORE DRIVE AND DISCIPLINE</li> <li>•BETTER ORGANISED AND PLANNING</li> </ul>	<ul style="list-style-type: none"> <li>•HIGHER PERFORMANCE</li> <li>•ENHANCED LEADERSHIP</li> <li>•GREATER LONGEVITY</li> </ul>

The following are the Big Five factors:

**Extraversion.** The extraversion dimension captures our comfort level with relationships. Extraverts tend to be gregarious, assertive, and sociable. Introverts tend to be reserved, timid, and quiet.

**Agreeableness.** The agreeableness dimension refers to an individual's propensity to defer to others. Highly agreeable people are cooperative, warm, and trusting. People who score low on agreeableness are cold, disagreeable, and antagonistic.

**Conscientiousness.** The conscientiousness dimension is a measure of reliability. A highly conscientious person is responsible, organized, dependable, and persistent. Those who score low on this dimension are easily distracted, disorganized, and unreliable.

**Emotional stability.** The emotional stability dimension—often labeled by its converse, neuroticism—taps a person's ability to withstand stress. People with positive emotional stability tend to be calm, self-confident, and secure. Those with high negative scores tend to be nervous, anxious, depressed, and insecure.

**Openness to experience.** The openness to experience dimension addresses range of interests and fascination with novelty. Extremely open people are creative, curious, and artistically sensitive. Those at the other end of the category are conventional and find comfort in the familiar.

## 4. Briefly explain the approaches and levels of stress management

### Individual Approaches

An employee can take personal responsibility for reducing stress levels.

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Individual strategies that have proven effective include **time-management techniques, increased physical exercise, relaxation training, and expanded social support networks.**

**a. Time management techniques:** Few of the best-known time-management principles are (1) making daily lists of activities to be accomplished

(2) Prioritizing activities by importance and urgency,

(3) Scheduling activities according to the priorities set,

(4) Knowing your daily cycle and handling the most demanding parts of your job when you are most alert and productive, and

(5) Avoiding electronic distractions like frequently checking e-mail, which can limit attention and reduce efficiency?

These time-management skills can help minimize procrastination by focusing efforts on immediate goals and boosting motivation even in the face of tasks that are less desirable.

**b. Increased physical exercise:** Physicians have recommended noncompetitive physical exercise, such as aerobics, walking, jogging, swimming, and riding a bicycle, as a way to deal with excessive stress levels. These activities increase lung capacity, lower the heart rate, and provide a mental diversion from work pressures, effectively reducing work-related levels of stress.

**c. Relaxation training:** Individuals can also teach themselves to reduce tension through relaxation techniques such as meditation, hypnosis, and deep breathing. The objective is to reach a state of deep physical relaxation, in which you focus all your energy on release of muscle tension. Deep relaxation for 15 or 20 minutes a day releases strain and provides a pronounced sense of peacefulness, as well as significant changes in heart rate, blood pressure, and other physiological factors.

**d. Social support network:** Friends, family, or work colleagues can provide an outlet when stress levels become excessive. Expanding your social support network provides someone to hear your problems and offer a more objective perspective on a stressful situation than your own.

## Organizational Approaches

Several organizational factors that cause stress are controlled by management and thus can be modified or changed.

Strategies to consider include improved employee selection and job placement, training, realistic goal-setting, redesign of jobs, increased employee involvement, improved organizational communication, employee sabbaticals, and corporate wellness programs.

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**a. Selection and placement:** Management shouldn't restrict hiring to only experienced individuals with an internal locus, but such individuals may adapt better to high-stress jobs and perform those jobs more effectively.

**b. Training:** Training can increase an individual's self-efficacy and thus lessen job strain.

**c. Realistic Goal setting:** Individuals perform better when they have specific and challenging goals and receive feedback on their progress toward these goals. Goals can reduce stress as well as provide motivation.

**d. Redesigning jobs:** To give employees more responsibility, more meaningful work, more autonomy, and increased feedback can reduce stress because these factors give employees greater control over work activities and lessen dependence on others. The right redesign for employees with a low need for growth might be less responsibility and increased specialization.

**e. Increasing employee involvement:** Employee involvement in decision making increases in employee empowerment and reduce psychological strain.

**f. Increasing formal organizational communication:** It employees reduces uncertainty by lessening role ambiguity and role conflict. Given the importance that perceptions play in moderating the stress–response relationship, management can also use effective communications as a means to shape employee perceptions. Remember that what employees categorize as demands, threats, or opportunities at work is an interpretation and that interpretation can be affected by the symbols and actions communicated by management.

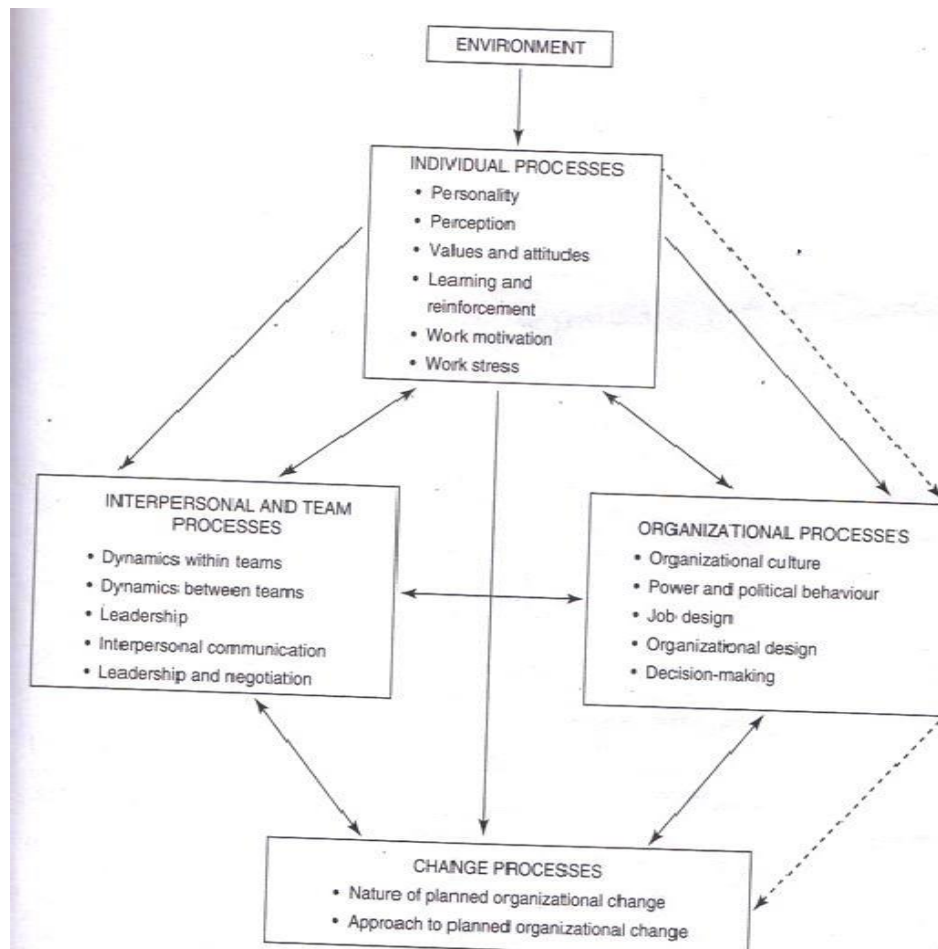
**g. Employee sabbaticals:** Ranging in length from a few weeks to several months—allow employees to travel, relax, or pursue personal projects that consume time beyond normal vacations. Proponents say they can revive and rejuvenate workers who might otherwise be headed for burnout.

**h. Wellness programs:** Such programs typically provide workshops to help people quit smoking, control alcohol use, lose weight, eat better, and develop a regular exercise program; they focus on the employee's total physical and mental condition. Some help employees improve their psychological health as well.

Most wellness programs assume employees need to take personal responsibility for their physical and mental health and that the organization is merely a means to that end.

## **5. Discuss the Elements of Organization Behaviour**

A conceptual model is a representation of a system, made of the composition of concepts which are used to help people know, understand, or simulate a subject the model represents.



**1. Individual Process:** Behavior of an individual employee is influenced by several factors like individual mental makeup, family background, cultural background, social background etc., it is



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studied through perception, personality, values, attitudes, learning, motivation.

**a) Perception:** It refers to a complex cognitive process that yields an unique picture of the world that may be quite different from reality. Individual behave based on their perceptual world.

**b) Personality:** It is sum total of ways in which an individual react and interacts with others heredity factors, environmental factors, and situational factors determine the personality.

**c) Values:** These are the 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.

**d) Attitudes:** These are evaluative statements either favorable or unfavorable concerning objectives, people or events.

**e) Job Satisfaction:** Prefers to a person feeling of satisfaction on the job which acts as a motivation to work.

**f) Motivation:** It is the process that account for an individual intensity, direction and persistence of effort towards attaining a goal.

**g) Learning:** It is relatively permanent change in behavior that occurs as a result of experience.

**2. Interpersonal and Team Process:** An integrated and comprehensive behavior of people in a group is refers to as team process. It is studies through communication, leadership, group dynamics, and team work.

**a) Interpersonal Communication:** It is transferring of information an understanding the meaning of it. It may be formal or informal, downward, upward, horizontal, and crosswise.

**b) Leadership:** It is the ability to influence a group towards the achievement of goals leadership styles includes autocratic, benevolent, participative, democratic styles.

**c) Team work:** It is a group whose individual efforts result in a performance that is greater than the sum of the individual inputs different types of teams included self managed work, problem solving team, cross functional team, and virtual teams.

**d) Group Dynamics:** Groups are both formal and informal the exists for some time until the purpose is achieved and then disband.

**3. Organization Process:** It is dividing grouping and coordinating the job tasks. It may be structured based on the departments, functions, and products and services.

**a) Organizational Culture:** It is pattern of basic assumption invented, discovered or developed by a given group as it learns to cope with its problems of external adaption and internal integration that has worked well enough to be considered valuable and their off to be thought to new members as the correct way to perceive, think, and feel in relation to those problems.

**b) Power and Politics:** Are universal, important phenomenon that needs to be understood by employees and managers. The person's success or failure in using all reacting to power is largely determined by understanding power, knowing how, and when to use it.

**c) Job design and Organizational design:** It helps to understand the way the jobs have been designed. It is formulating the philosophy for coordinating the job tasks. Organization design gives shape to the organization.

**d) Decision Making:** It is one of the important activities to be performed by the managers and

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requires expertise. It is the process of choosing the best from among the alternative solutions under a given set of circumstance.

**4. Change Process:** The management of change involves adapting an organization to the demand of the environment and modifying the actual behavior of the employees. Many things must be considered when undertaking organization change including types of pressures, kinds of resistance to change and who should implement change.

## Unit 5

### 1. Define Controlling. What is critical point control?

Controlling refers to the management function that helps to ensure that a company's activities conform to its plans and objectives. It involves setting performance standards, measuring actual performance, and taking corrective action when necessary. Critical point control is a type of quality control measure in which the key process parameters are continuously monitored and controlled to ensure that they remain within the acceptable range. The objective of critical point control is to prevent defects and ensure that the process outputs meet the required quality standards. This type of control helps to minimize the risk of product defects and improve the overall quality of the manufacturing process.

### 2. What are the steps involved in the control process?

Steps involved in Control Process  
Establishing standards and methods or ways to measure performance.  
Measuring actual performance. Determining if the performance matches with the standard. Taking corrective action and re-evaluating the standard.

### 4. What is globalization?

Globalization refers to the process of increased interconnectedness and interdependence of economic, social, technological, cultural, political, and environmental systems across the world, driven by advancements in technology, transportation, and communication. It has resulted in a more integrated and global marketplace, where goods, services, information, and people move more freely across borders.

### 5. What do you mean by Z theory?

Theory Z assumes that employees have strong loyalty and interest in their teams and organization. Therefore, a combination of job security, holistic concern for employees, collective decision-making and individual responsibility motivates employees to be productive and realize their true potential.

### 6. What do you understand by flexi budget & variable budget?

A flexible budget, also known as a variable budget, is a budget that changes based on changes in an organization's level of activity. It takes into account changes in volume and adjusts expenses accordingly. This type of budget is more adaptable and realistic than a static budget, which assumes a constant level of activity and does not account for fluctuations in activity levels. Flexible budgets are useful for businesses that experience fluctuations in sales, production, or other activities, as they provide a more accurate picture of expected costs.

### 7. What is meant by maintenance control?

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Maintenance control refers to the management and coordination of activities related to the upkeep and preservation of equipment, facilities, and systems. This includes the scheduling and execution of preventive maintenance, the management of spare parts and resources, and the tracking and reporting of maintenance activities. The goal of maintenance control is to ensure that equipment is maintained in a safe, reliable, and efficient manner, and that disruptions to operations are minimized.

**8.** What is MNC? Give an example.

MNC stands for Multinational Corporation, a company that operates in multiple countries with centralized management. An example of a MNC is Coca-Cola, a beverage company with operations in over 200 countries and headquarters in Atlanta, Georgia.

**9.** State some key words of cost control.

Budgeting, cost analysis, cost reduction, expense management, cost management, cost allocation, cost containment, cost optimization, cost forecasting, cost accounting.

**10.** Mention the application of operation research productivity management?

Scheduling and time management. Urban and agricultural planning. Enterprise resource planning (ERP) and supply chain management (SCM). Inventory management. Network optimization and engineering. Packet routing optimization. Risk management.

**11.** What is budgetary control?

Budgetary control is financial jargon for managing income and expenditure. In practice it means regularly comparing actual income or expenditure to planned income or expenditure to identify whether or not corrective action is required

**12.** Define Productivity.

Productivity is a measure of the efficiency of a process in converting inputs (such as labor, materials, time, and energy) into desired outputs (such as goods, services, and results). It reflects the amount of output produced per unit of input and is often used to evaluate the performance of individuals, organizations, and economies

**13.** What are the factors affecting productivity?

Factors That Affect Productivity Work Environment. As you can imagine, no one enjoys working in a negative or toxic environment. ... Training & Career Development Opportunities. ... Processes. ... Pay Structure. ... Employee Wellness. ... Diversity. ... Technology And Production Factors. ... Tools.

**14.** What are the factors to be considered for product design?

Fitness for Purpose: Every product is designed for a unique purpose.

- Materials and Finish: Before manufacturing a product, the designer must decide the material to be used.
- Maintenance:
- Efficiency:
- Cost Ratio:
- Fashion:
- Safety Measures:
- Aesthetics:

**15.** What is quality control?

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Quality control is a process used to ensure that a product or service meets a certain level of quality before being offered to customers. It involves testing, inspection, and verification of products or services to ensure they meet specified requirements, standards, and customer expectations. The goal of quality control is to identify and correct defects or deviations from the desired quality and to prevent them from occurring in the future.

**16.** . What is meant by preventive control?

Preventive control refers to measures taken to prevent or minimize the likelihood of an adverse event or outcome. It encompasses a range of activities, such as risk assessment, implementation of safety procedures, monitoring, and continuous improvement, aimed at reducing the risk of harm or damage to people, property, or the environment. In the context of quality management, preventive controls are used to ensure that products or services meet established standards and specifications.

**17.** What is MIS?

MIS stands for Management Information Systems and refers to the systematic use of technology to manage and support an organization's operations, decision-making and strategy. It encompasses a wide range of technologies, applications, and methodologies used to analyze, store, and distribute information to support business operations and decision-making.

**18.** Give some examples for New Control Technique.

Here are some examples of new control techniques: Model Predictive Control (MPC) - a control strategy that uses a model of a process to predict future output and uses optimization algorithms to determine the best control action. Reinforcement Learning (RL) - a machine learning technique that involves training an agent to make decisions by trial and error and reward-based feedback. Fuzzy Logic Control (FLC) - a control strategy that uses fuzzy logic to make decisions based on imprecise or uncertain inputs. Nonlinear Model Predictive Control (NMPC) - a control technique that uses mathematical models of nonlinear processes to determine the best control actions. Artificial Neural Network (ANN) Control - a control strategy that uses artificial neural networks to model the behavior of a process and determine the best control actions. Multi-Agent Systems (MAS) - a control technique that involves coordinating the actions of multiple agents to achieve a common goal. Robust Control - a control technique that is designed to handle uncertainty in a process and maintain stability in the presence of disturbances.

**19.** What is PERT and CPM?

PERT (Program Evaluation and Review Technique) and CPM (Critical Path Method) are project management techniques used to schedule, organize, and coordinate tasks within a project. They help identify the critical path of a project, which is the sequence of interdependent tasks that determine the minimum amount of time needed to complete the project. PERT and CPM are useful tools for determining project schedules, allocating resources, and identifying potential delays or bottlenecks in the project timeline.

**20.** What are the traditional techniques of control?

Traditional techniques of control include: Hierarchical control or bureaucratic control Market control or economic control Clan control or cultural control Expert power or professional control Coercive control or legal-political control Reward control or administrative control

**21.** List any four types of control.

The four types of control systems are

belief systems, boundary systems,

diagnostic systems, and

interactive system Or Feedback control Feedforward control Proportional control Integral control

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## 22. List the Characteristics of Formal groups

- Explicitly stated defined structure, procedural rules and membership
- Created to carry out some specific task or to meet a required goal
- Relatively permanent or temporary (e.g. steering group or problem solving group)
- Defined roles and designated work assignments
- Well Defined norms
- Specified goals and deadlines

## 23. Mention the Stages of group development

**1. Forming:** The group comes together and gets to initially know one other and form as a group.

**2. Storming:** A chaotic vying for leadership and trialing of group processes

**3. Norming:** Eventually agreement is reached on how the group operates (norming)

**4. Performing:** The group practices its craft and becomes effective in meeting its objectives.

Tuckman added a 5th stage 10 years later:

**5. Adjourning:** The process of "unforming" the group, that is, letting go of the group structure and moving on.

## 24. Discuss about group decision making.

Because the performance of a group involves taking into account the needs and opinions of every group member, being able to come to an equitable decision as efficiently as possible is important for the functioning of the group. There are a variety of ways to make decisions as a group; the seven-step decision-making model presented below offers an effective structure for choosing an appropriate course of action for a particular task or project.

## 25. Define term of 'work team'

A team is a work group that must rely on collaboration if each member is to experience the optimum success and achievement. "A team is a small number of people with complementary skills, who are committed to a common purpose, performance goals, and approach for which they are mutually accountable". Team leaders place considerable emphasis on team building and then evaluate their own performance on the basis.

## 13 Marks

### 1. Briefly explain the stages of group development.

#### Stages of group development

Bruce Tuckman (1965) developed a 4-stage model of group development. He labeled the stages, Dr Suess-style:

**6. Forming:** The group comes together and gets to initially know one other and form as a group.

**7. Storming:** A chaotic vying for leadership and trialing of group processes

**8. Norming:** Eventually agreement is reached on how the group operates (norming)

**9. Performing:** The group practices its craft and becomes effective in meeting its objectives.

Tuckman added a 5th stage 10 years later:

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**10. Adjourning:** The process of "unforming" the group, that is, letting go of the group structure and moving on.

#### Stage 1 -- Orientation (Forming):

Group members are learning what to do, how the group will operate, what's expected, and what's acceptable. Students watch the facilitator and each other for cues and clues, and seek guidelines and stated expectations. They want to feel safe and comfortable, and many will do only limited sharing until that comfort zone is established.

Some students will be comfortable sharing openly even on the first day, either because they enjoy this type of interaction, or because they already feel comfortable with the facilitator and/or the other students in the group. As a facilitator, you can call on these students to give examples, be the first to answer questions, and model positive interactions for the other group members.

As the group leader, you can also help your students move through orientation successfully by providing clear guidelines, information, and structure, by listening with compassion and keeping communication open and respectful. You may want to begin your group with some low risk warm-up activities that help them get to know each other or get more comfortable in the group setting.



Fig. Stages of Group Development

### Stage 2 -- Power Struggle (Storming):

As things progress, it's normal for some power struggles to emerge. As students become more comfortable, they may challenge each other or the facilitators, attempt to form cliques and exclude or ignore certain students, and push limits. This can be frustrating for everyone involved, but it helps to know it's just a stage, and things tend to get much better once it's past.

As a facilitator, one of your main challenges is to maintain boundaries, be an active but compassionate leader, let everyone be heard and express thoughts and feelings, while teaching, reminding, and requiring them to stay respectful and productive. You can acknowledge differences, and still model creative problem solving, helping students to focus on what they have in common, and building a more cohesive group.

### Stage 3 – Cooperation and Integration (Norming):

This is where being in group becomes fun and enjoyable most of the time. Group interaction becomes easier, more cooperative, and productive, with balanced give and take, open communication, bonding, and mutual respect. If there is a conflict or disruption, it's relatively easily resolved and the group gets back on track. Group leadership is still important, but the facilitator can step back a little and let group members initiate more and move forward together.

As a facilitator, you can stay aware and help the group get back on track as needed, encourage participation and creativity, and enjoy the flow of the activities. Continue to give support and encouragement, reinforce the positive feel of the group, and fine tune as needed.

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### Stage 4 – Synergy (Performing):

Not every group reaches this level, and if you spend most of a school year in Stage 3, it will still be a productive and enjoyable group. Synergy emerges when the group shifts or evolves into another level, often without realizing what's happening. Here, there's a sense of group unity, group members looking out for each other even outside of the group setting, deepening friendships or bonds, and a dynamic energy no matter what the task. This is the epitome of "The whole is greater than the sum of its parts."

### Stage 5 – Closure (Adjourning):

The closure stage of a group can be confusing and disconcerting if you don't know it's coming. After weeks or months of a smoothly running group, as the end of group or the school year approaches, things may start to fall apart for no apparent reason. Students may bicker with and criticize each other, and anger may surface in unexpected ways.

This is a normal part of group process. Many students (and adults, for that matter) have no idea how to deal with endings, goodbyes, or losses, and they don't know how to find closure. Being angry with each other, or in conflict, is easier for many students than feeling or addressing the sadness of saying goodbye. It's easier for most to be angry than to be vulnerable. Students who have abandonment issues may become especially argumentative or unruly.

## **2. Discuss about group decision making.**

### Group Decision Making

Because the performance of a group involves taking into account the needs and opinions of every group member, being able to come to an equitable decision as efficiently as possible is important for the functioning of the group. There are a variety of ways to make decisions as a group; the seven-step decision-making model presented below offers an effective structure for choosing an appropriate course of action for a particular task or project. It can also be an effective method for dealing with a problem or interpersonal conflict that arises within the group.

1. **Identify the decision to be made.** Before beginning to gather information and list alternatives, it is important for you as a group to understand clearly what you are trying to decide so you have a goal on which to focus your discussions. Potential questions to ask are: What are the particulars of the assigned task? What are we being asked to do? What conflict is affecting our group effectiveness? What barrier to effective group work are we facing?
2. **Analyze the issue under discussion.** Once you have defined your goal (i.e., the decision to be made or the problem to be overcome), examine the data and resources that you already have, and identify what additional information you may need. Ask yourselves: What is causing the problem? For whom is this a problem? What is wrong with the



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current situation? Why do we need to deal with this issue/decision? Where else can we find resources?

3. **Establish criteria.** Identify the criteria or conditions that would determine whether a chosen solution is successful. Ideally, a solution will be feasible, move the group forward, and meet the needs of every group member. You may want to rank the criteria in order of importance (for example., circumstances may be such that some issues may not be fully resolved). Consider these questions: What would make a solution/decision successful? What issues need to be dealt with in the solution? What criteria will help us determine whether everyone is happy with the solution/decision? Are some criteria more necessary than others?
4. **Brainstorm potential solutions.** Using the resources and information collected above, brainstorm for potential solutions to the problem or decision identified in step 1. This involves collecting as many ideas as possible. At this stage, ideas should not be criticized or evaluated. Some questions to ask include: What are some possible solutions that would meet most of our established criteria? Are there any options that we may have overlooked? What could we do in the absence of constraints?
5. **Evaluate options and select the best one.** Once you have a list of potential solutions, you are now ready to evaluate them for the best alternative according to the criteria identified in step 3. Remember that you may be able to combine ideas to create a solution. Ideally, everyone would agree with solution (a consensus), but it's possible that not everyone will. In this case, you will need to use a different decision making methods . Additional questions to ask when evaluating alternatives are: What are the pros/cons for each option? Which option is the most realistic to accomplish for now? Which option is the most likely to solve the problem for the long-term?
6. **Implement the solution.** This involves identifying the resources necessary to implement the decision, as well as the potential obstacles, then taking action. Decide: What should be done? How? By whom? By when? In what order?
7. **Monitor and evaluate the outcome.** Based on the criteria identified in step 3, evaluate whether the decision was successful. If not, revisit step 4 to evaluate the other options or generate new ones.

## Group Norms

All groups have *norms*—“acceptable standards of behavior that are shared by the group’s members.” Norms tell members what they ought and ought not to do under certain circumstances

**Status:** Status is a socially defined position or rank given to groups or group members by others. We live in a class-structured society despite all attempts to make it more egalitarian

**Group Size:** The size of a group affects the group’s overall behavior, but the effect depends on the dependent variables

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**Social loafing:** It is the tendency for individuals to expend less effort when working collectively than when working individually.

**Group Cohesiveness:** The degree to which members are attracted to each other and are motivated to stay in the group

### **3.Explain the concept of work teams with a suitable example.**

A team is a work group that must rely on collaboration if each member is to experience the optimum success and achievement.

"A team is a small number of people with complementary skills .who are committed to a common purpose, performance goals, and approach for which they are mutually accountable".

Team leaders place considerable emphasis on team building and then evaluate their own performance on the basis.

#### Role of Team Leader

- Give feedback & resolve conflict
- Help to keep team focused on the mission despite personality conflict, work style difference and blockages by interpersonal conflict
- Build trust and inspire teamwork
- Coach team members and group members toward higher levels of performance
- Facilitate and support the team decisions
- Expand the teams capabilities
- Create a team identity Anticipate & influence change
- Inspire the team toward higher levels of performance
- Enable & empower group members to accomplish their work
- Encourage team members to eliminate low-value work.

#### Types of Teams

1. Process Team
2. Self Managed Team
3. Cross Departmental Team Or Cross Functional Team
4. Quality Improvement Teams Or Quality Circles
5. Virtual Team

**Process team:** When organization do not have departmental affiliation but function immediately to undertake broad organization level process improvement.

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**Self Managed Team:** It is a formal mature group of employees who work without supervisory personnel and responsible for a complete work package It is process team of employees. These are capable of producing result. They select their own team and evaluate performance It require a total change in organizational structure.

**Cross Departmental Or Functional Team:** Cross functional team are basically to study, analyze, and offer solution that they are required to implement. Here it cannot divert the responsibility on others. It manages social collaboration and concept creation. It is a small group of interdependent employees from various functional areas of organization. It is formed to handle a specific problem such team becomes essential when the organization.

- Struggle with a problem that impacts many section of the organization
- Need to improve the operation or system of process, demanding close coordination from more than one section or department.
- Reveals that multi skilled person cannot take up the work
- It require simultaneous application of multifarious skills, expertise, and judgment of person from different section (crossing the boundaries) to accomplish the goal.

**Problem solving team:** It is also called quality improvement team or quality circle or simply works team. It consists of eight to ten members from a common work area. It has a clear and specific focus on process improvement within a single work unit. Organization can establish such team without making major organizational change.

**Virtual team:** A virtual team allows the member to meet without concern for space or time and enables organization to link the workforce together which could not have been done in past. This type of team members are advance in technology, achieve business goal, solve day to day problem, provide feedback, keep all member aware, share success, encourage achievement and so forth. Geographic dispersion never appears as a roadblock.

#### Effective team

- An effective team has certain characteristics that allow the team members to function more efficiently and productively.
- They develop ways to share leadership roles and ways to share accountability for their work products, shifting the emphasis from the individual to several individuals within the team.
- Building and maintaining effective teams is a time consuming and sensitive process particularly in businesses where the pressures of the moment are often intense.
- Most attempts at team building don't work well, simply because managers and staff fail to appreciate the effort that has to be invested in time and attention to detail.

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There is little doubt, however, that when done well teamwork contributes considerably to greatly improved productivity and reduced cost.

#### **4.Explain the characteristics of teams in efficient organisation**

- An effective team has certain characteristics that allow the team members to function more efficiently and productively.
- They develop ways to share leadership roles and ways to share accountability for their work products, shifting the emphasis from the individual to several individuals within the team.
- Building and maintaining effective teams is a time consuming and sensitive process particularly in businesses where the pressures of the moment are often intense.
- Most attempts at team building don't work well, simply because managers and staff fail to appreciate the effort that has to be invested in time and attention to detail.

##### Characteristics of an Effective Team

- Effective teams operate in an environment in which there is two way trust in an environment of open and honest communication
- Feedback on "performance" should be two-way and constant. •It should provide information to all members of the team on how their work supports the specific and overall effort of the team and the practice.
- Listening is a feature of that communication.
- Teams accept responsibility and not "blame" one another for team mistakes, nor should they spend useless time in personal justifications.
- They celebrate their successes together, just as they identify the special performances and contributions of each individual.
- Good team work is based on prideful humility: pride in the outcomes of the team and a humility that assumes that other team members may well have a level of expertise that can add value to the outcome.
- Good teams look upon first time mistakes as opportunities for learning, rather than criticism and punishment. They are, however, tough on repetitive errors, just as they encourage appropriate risk and innovation.
- Good teams honor the contribution that each member makes to the total work of the team

#### **5.Briefly explain about characteristics of groups in an organization.**

##### Characteristics of Formal groups

- Explicitly stated defined structure, procedural rules and membership
- Created to carry out some specific tasks or to meet a required goal
- Relatively permanent or temporary (e.g. steering group or problem-solving group)
- Defined roles and designated work assignments
- Well Defined norms
- Specified goals and deadlines

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**6. Informal Groups:** An organization's informal groups are the groups that evolve to meet social or affiliation needs by bringing people together based on shared interests or friendship. Thus, informal groups are alliances that are neither formally structured nor organizationally determined. These groups are natural formations in the work environment that appear in response to the need for social contact. Many factors explain why people are attracted to one another. One explanation is simply proximity; when people work near one another every day, they are likely to form friendships. That likelihood is even greater when people also share similar attitudes, personalities, or economic status.

i) **Friendship Groups:** Groups often develop because the individual members have one or more common characteristics. We call these formations 'friendship groups'. Social alliances, which frequently extend outside the work situation, can be based on similar age, same political view, attended the same college, etc.

ii) **Interest Groups:** People who may or may not be aligned into common command or task groups may affiliate to attain a specific objective with which each is concerned. This is an interest group.

iii) **Reference Groups:** Sometimes, people use a group as a basis for comparison in making decisions or forming opinions. When a group is used in this way, it is a reference group. Employees have reference groups inside or outside the organization where they work. For most people, the family is the most important reference groups. Other important reference groups typically include co-workers, friends, and members of the person's religious organization. The employee need not admire a group for it to serve as a reference group. Some reference groups serve as a negative reference; the employee tries to be unlike members of these groups.

iv) **Membership Groups:** When a person does belong to a group (formal and informal groups to which employees actually belong) the group is called a membership group (or affiliation group) for that person. Members of a group have some collection of benefits and responsibilities that go beyond the group serving as a reference point. In a membership group, each member would be expected to contribute to the group's well being and would enjoy the benefits arising from the group members' friendship.

v) **Cliques:** A relatively permanent informal groups that involves friendship. Most of the relationships came down to two cliques, each with a hanger-on, and some isolates. The groups included several different professions. They developed ideas about each other. Clique membership acted as a form of social control, forcing people to conform to group desires. The groups established norms regarding output, treatment of supervisor, reciprocity and other interpersonal relations. The cliques served as a system for sense making about organizational events. They developed their own set of beliefs, explaining

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things to each other.