

UNIT – I

Q. Discuss the meaning and scope of Organizational Behaviour. What are the contemporary challenges to organizational behavior?

Or

Q. Bring out the meaning of Organizational Behaviour and discuss, in brief the major challenges to be faced in the field of OB?

Or

Q. Clearly identify and discuss the major contemporary challenged encountered in the field of Organizational Behaviour?

Ans. **Definition :-** OB is concerned with “study of the structure, functioning and performance of the organizations and the behavior of the groups and individual within them”.

“Study of human behaviour, attitude and performance within an organizational settings, drawing on theory, methods and principles from such disciplines as psychology, sociology and cultural anthropology to learn about individual perception, values, learning capabilities and actions while working with groups and within the total organization; analyzing the external environment affect on the organization and its human resources, missions, objectives and strategies”

From these definitions we view of OB as :-

1. A way of thinking
2. An inter-disciplinary field
3. Having a distinctly humanistic outlook
4. Performance Oriented
5. Seeing the external environment as critical
6. Using scientific method
7. Having an application orientation

Meaning :- Organizational Behaviour is concerned with the understanding prediction and control of human behaviour in organisations. In other words organizational behavior is a subset of management activities concerned with understanding, predicting and influencing individual behaviour in organizational settings. Organizational behavior attempts to understand individuals in an organization as a basis of meeting individual need and achieving organizational objectives.

Organizational behaviour is the study and application of knowledge about how people as individuals and groups-act within organizations. In other words, the understanding of organizational behaviour can be used by the managers in performing their jobs effectively.

Levels of analysis :-

1. Individual
2. Team
3. Inter-group
4. Organizational
5. Inter-organizational
6. Societal
7. International
8. Global

Features of Organizational Behaviour

The essential characteristics of organizational behaviour are as follows :-

- i) **An integral part of Management :-** OB is a part of general management and not the whole of management. It represents behavioral approach to management. It is significant to note that because of the importance of human behaviour in organizations, OB has assumed the status of a distinct field of study.
- ii) **A field of study :-** OB is a field of study backed by a body of theory, research and application associated with a growing concern for people at the workplace. Its study helps in understanding the human behaviour in work organizations.
- iii) **Inter-disciplinary approach :-** The field of organizational behaviour is heavily influenced by several other behavioral sciences and social sciences.
- iv) **Levels of Analysis :-** OB involves three levels of analysis of behaviour- individual behaviour, group behaviour and behaviour of the organization itself. It provides a rational thinking about people.
- v) **Goal-oriented :-** OB is an action-oriented and goal-directed discipline. The major goals of organizational behaviour are to understand, explain and predict human behaviour in the organization.

- vi) **Human Tool** :- OB is a human tool for human benefit. It helps in understanding and predicting the behaviour of individuals.
- vii) **Science and Art** :- OB is both a science as well as an art. The systematic knowledge about human behaviour is a science and the application of behavioral knowledge and skills is an Art.
- viii) **Satisfaction of Employees Needs** :- OB seeks to fulfill employees needs and aspirations. Every employee in the organization wants to fulfill his needs through organizational activities.

Challenges for Organizational Behaviour :-

The field of Organizational Behaviour is dynamic and not static. Behavioral scientists are continuously engaged in updating behavioral skills to cope up with the emerging changes in the external environment of the organizations. The major challenges of organizational behaviour are as follows –

- 1) **Globalisation of Business** :- Barriers to trade between different countries have been reduced to a great extent. Managing in a global economy poses many challenges and opportunities. The global managers must work to understand the local culture and the behavioral forces that affect the workforce in order to manage the workers more effectively.
- 2) **Adapting to different people** :- Managing workforce diversity is a major challenge currently face by organizations. Globalization deals with differences between people of various countries, whereas workforce diversity focuses on the differences among people within the given organization. If management fails to accommodate diversity it would give rise to problems such as high employee turnover, interpersonal conflicts and ineffective communication.
- 3) **Improving Quality and productivity** :- TQM and reengineering are two widely used methods to improve quality and productivity in organizations. Both of these methods require the participation and cooperation of employees to achieve desired improvement in quality and productivity. OB gives some valuable insights to help the managers plan and implement these changes.
- 4) **Satisfaction of Aspirations of Workforce** :- There has been a rise in the proportion of employees in today's industries who belong to the younger generations whose aspirations are different from those of the earlier generations. Today's workers are more career-oriented. The managers would be required to evolve appropriate techniques to satisfy the higher level need of workers. They would be motivated by better career prospects, growth opportunities and autonomy.
- 5) **Management of Change** :- Earlier, the structure and processes in

organizations were stable for a long period of time and change took place only occasionally. But now in present times, change is a continuous process. The challenge before managers is to prepare organizational members for change. They must play the role of 'change agents' or 'facilitators of change' to improve organizational effectiveness.

- 6) **Improving Ethical behaviour** :- In the business environment characterized by cut-throat competition, organizations set very difficult targets for employees who under pressure break rules and even uses the unfair practices to achieve the targets. Therefore ethically healthy environment is essential for improved productivity and efficiency.

Q. How we can find an individual's behaviour?

Ans. An individual's behaviour depends on person's ability. Ability means an individual's capacity to perform the various tasks in a job. An individual's overall abilities are essentially made up of two sets of factor-: intellectual and physical.

Intellectual abilities :- These are abilities needed to perform mental activities- for thinking, reasoning and problem solving. People in most societies place a high value on intelligence, and for good reasons.

Dimension	Description	Job Example
1. Number aptitude	Ability to do speedily & Accurately arithmetic	Accountant
2. Verbal Communication	Read write speaking ability	Senior Manager
3. Perceptual Speed	Identify similarities & difference Quickly & accurately	Investigator
4. Inductive reasoning	Logical sequence drawing	Market Researcher
5. Deductive reasoning	Ability to use logic & assess the Implication of the argument	Supervisor
6. Spatial Visualization	Ability to imagine	Interior decorator
7. Memory	Ability to retain & recall past Experience	Sales person

Remembering customer's name

With this one more theory was established by Gardener. This theory suggests eight different intelligence to account for broader range of human potential in children & adult. It has been claimed that our intelligence or ability to understand the world around us is complex. Some people are better at

understanding something than other. The several different intelligences as listed below :-

1. Linguistic Intelligence (Word smart)
2. Logical mathematical intelligence(number / reasoning smart)
3. Spatial intelligence(picture smart)
4. Bodily Kinesthetic intelligence(body smart)
5. Musical intelligence(music smart)
6. Interpersonal intelligence(people smart)
7. Intrapersonal intelligence(self smart)
8. Naturalist intelligence(nature smart)

Physical ability :- The capacity to do tasks that demand stamina, dexterity (not easy), strength, and similar characteristics. There are nine basic physical abilities:

Strength Factor

1. **Dynamic Strength :-** Ability to exert muscular force repeatedly or continuously overtime.
2. **Trunk Strength :-** Ability to exert muscular strength using the trunk muscles.
3. **Static strength :-** Ability to exert force against external objects.
4. **Explosive strength :-** Ability to expend a maximum of energy in one or more series of explosive acts.

Flexibility Factor

5. **Extent flexibility :-** Ability to move the trunk and back muscles as far as possible
6. **Dynamic flexibility :-** Ability to make rapid, repeated flexing movements.

Other Factors

7. **Body coordination :-** Ability to coordinate the simultaneous actions of different parts of the body.
8. **Balance :-** Ability to maintain equilibrium despite forces Pulling off balance.
9. **Stamina :-** Ability to continue maximum effort requiring prolon Ged effort over time.

The ability Job fit

Employee performance is enhanced when there is a high ability-job fit. The specific intellectual or physical abilities required depend on the ability requirement of the job. For eg. Pilot need strong spatial- visualization abilities.

Biographical characteristics :-

Finding & Analyzing the variables that have an impact on employee productivity, absence, turnover & satisfaction is often complicated. Personal

characteristics such as age, gender, race and length of tenure- that are objective and easily obtained from personnel records include these characteristics-:

1. **Gender :-** It is find that from Men & Women, women are reported to be more confirming & to have lower expectation of success then men do. Women's absenteeism rates tend to be higher than those of men.
2. **Age :-** As age is concerned now a days youth are running for business. But earlier it was easy to get job as age was not concerned but now a days those employees are required who have good skills.
3. **Marital status :-** It is searched that married employees have fewer absences & are more satisfied with their jobs than are their unmarried coworkers.
4. **Tenure :-** It means seniority in experience. As experience increases there will be positive relationship between productivity and tenure.

Q. Define the term attitude. How attitude is formed? Discuss how the attitude once formed can be changed?

Ans. **Definition :-** Attitude is a state of mind of an individual towards something. It may be defined as a tendency to feel and behave in a particular way towards objects, people or event.

Or

An attitude may be defined as the way a person feel about something. It expresses an individuals positive or negative feelings about some object in the environment.

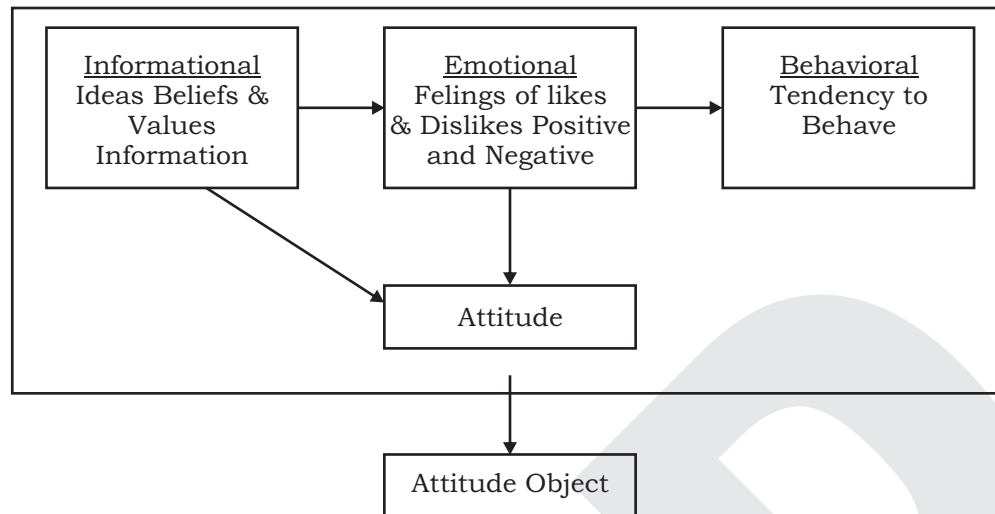
Attitudes may be regarded a varying in several ways :-

- a) **Direction** – for or against something
- b) **Degree** – favorableness
- c) **Intensity** – degree of confidence

Components of Attitudes :-

There are three basic components of an attitude described below :-

- i) **Cognitive or Informational Component :-** It consists of beliefs, values, ideas and other information a person has about the attitude object.
- ii) **Affective or Emotional Component :-** It involves the person's feelings of likes and dislikes towards the attitude object.
- iii) **Behavioral Component :-** The tendency of a person to behave in a particular manner towards the attitude object is the behavioral component of an attitude.



Components of an Attitude :- Features of Attitude –

- i) Attitude affect behaviour
- ii) Attitudes are Invisible
- iii) Attitudes are acquired
- iv) **Attitudes are pervasive :-** Attitudes are formed in the process of socialization and may relate to anything in the world.

Factors affecting Attitudes/Formation of Attitudes :-

The development of the attitude is depend upon the following factors:

- i) **Psychological factors :-** The Psychological factors consists of perceptions, ideas, beliefs, values and information etc. It has a crucial role in determining a person's attitudes.
- ii) **Family factors :-** During childhood, a person spends a major part of his time in the family. Thus, he learns from the family members who provide him with attitudes on a variety of issues such as education, work, health, religion, politics, economics etc. For eg. A person from a middle class family may hold a different attitude towards spending than a person from high class family.
- iii) **Social factors :-** Societies differ in terms of language, culture, norms, values, beliefs etc. all of which influence a person's attitude.
- iv) **Organisational factors :-** A worker spends a major part of his life in the institution in which he works. Thus, organizational factors such as nature of job, office layout, fellow workers, quality of supervision,

monetary rewards associated with the job, organizational plans and policies play an important role in shaping the job attitudes of a person.

- v) **Economic factors** :- A person's attitude towards a host of issues such as work, marriage, working women is influenced by economic factors such as his economic status in the society, rate of inflation and country economic conditions etc.
- vi) **Political factors** :- Politics plays a crucial role in the administration of a country. Therefore, political stability and behaviour of the political leaders greatly affects the attitudes of the people.

Methods of changing the Attitudes :-

An attitude once formed can be changed by changing any one or more of the following factors:-

- i) **Change in ideas and beliefs** :- when the reason for the undesirable attitude is insufficient information, attempts to change such attitudes can be made by supplying sufficient amount of desired information to the person. For Eg. Peoples negative attitude towards the staff in govt. offices can be changed by drawing the attention of peoples towards the circumstances in which staff works.
- ii) **Change in feelings or Emotions** :- The most effective way in such circumstances is listening. That is why complaint boxes are provided in some organizations.
- iii) **Change in situation** :- To change an undesirable attitude, some situational variables which are causing inadequate pay is the cause of negative attitude then pay increase may be planned.
- iv) **Change in behaviour** :- In the ultimate analysis, the undesirable behaviour accompanying some attitude is the focus of change. Though, it is a direct method of changing some undesirable attitude, it is more complicated and not likely to last long.

Q. Spell out the meaning and causes of increasing workforce diversity and analyze major advantages and disadvantages resulting there from in modern organizations?

Or

Q. "Individuals are alike and yet different from one another". Explain the statement and discuss what managers can do about the individual differences?

Ans. **Workforce diversity** :- It means organizations are becoming a more heterogeneous mix of people in term of Gender, age, ethnicity and sexual orientation. Managing this diversity is a global concern. The managers will be required to shift their approach from treating each group of workers alike to

recognizing differences among them and following such policies so as to improve productivity, reduce labour turnover and avoid any sort of discrimination.

Categories of Workforce diversity :-

- 1) Schedule Castes and Schedule Tribes
 - 2) Other Backward Castes
 - 3) Bonafied members of the state
 - 4) Ex-defence and paramilitary personnel
 - 5) Disabled personnel
 - 6) Displaced persons
 - 7) Gender issues
 - 8) Age factors
 - 9) Temporary/casual contracts
- 1) **Schedule Castes & Schedule Tribes (SC & ST) :-** SC & ST determined by notification of the Govt. are given preference to extent to 15% & 7.5%. SC & ST together constitute 22.5% of the country population.
 - 2) **Other backward classes :-** Due to Agitations supporting the creations of yet another reserve category. The OBC was created groups. The Supreme court ruled that reservation should not exceed fifty percent.
 - 3) **Bonafied members of state :-** The govt. provide employment for local members of state. This is especially so in the case of lower levels job specifically from rural to urban centers.
 - 4) **Ex-Defence personnel and paramilitary personnel :-** Retiring defence personnel from all ranks, central govt. owned public enterprises were asked to give preference and allocate a percentage of posts of such persons. This act was made in 1979. 10% to Group 'C' and 20% into group 'D' vacancies of govt. jobs reserved for ex-servicemen by direct recruitment every year.
 - 5) **Disabled personnel :-** Employees whose capacity to work is limited by their mental or physical abilities have in the past been referred to as 'handicapped' or 'disabled'.
 - 6) **Displaced persons :-** The govt. as part of its employment generation scheme, promises a factory job to one member of each family displaced by the development of these public sector enterprise. Most of these peoples are illiterate or semi-literate and need to be provided with employment suited to their level of education and skills.
 - 7) **Gender issues :-** With an increasing number of women entering the workforce in India women layers and pilots etc. To attract and retain women companies provide alternative career paths, extended leave and flexible timings etc.

- 8) **Age factor :-** The age profile of workers is also contributory factor leading to diversity at the workplace. Discrimination based on age can apply in case of comparison b/w worker aged 40 to 70, with a younger aged 18 to 25.
- 9) **Temporary/caused contracts :-** Casual or Temporary worker is not a permanent employee of any organization. The terms and conditions of employment are lower than that of the regular employee of an organization.

Implication of workforce diversity :-

1. To be successful in this new environment one has to learn to value and respect cultural styles and ways of behaving that are different from one's own.
2. Diversity is an opportunity to serve the needs of customers better and to penetrate new markets.
3. Diverse team makes it possible to enhance creativity, flexibility and rapid response to change.
4. To maximize the potential of all members of the workforce, link concerns for diversity to every business strategy like recruitment, selection, placement, succession planning, performance appraisal and rewards.

Q. Differentiate values from Attitudes and discuss how cognitive dissonance is related to Attitudes?

Or

Q. Explain the meaning of values and Attitudes. Discuss the major similarities and dissimilarities between the two terms?

Or

Q. Distinguish 'attitudes' from 'beliefs' and 'values' and discuss briefly the important characteristics of attitudes?

Ans. **Attitudes and Values :-** The values of a person reveal his ideas about what is good or bad. What is right or wrong, or what is desirable or undesirable. They reflect a morale tone. For eg. "Workers should be honest to their work" is a statement of value. The honest workers are good is an evaluative statement and reveals the attitude of the person towards the honest workers. It can be noted that beliefs are one of the determinants of one's attitudes. A person holds an honest worker to be good because of his values that worker should be honest towards their work.

Types of Values :-

There are two types of values-

- A. Terminal Values

B. Instrumental Values

- A. Terminal Values :-** These refer to desirable end states of existence, the goals that a person would like to achieve during his/her lifetime.

These values are listed below:

- | | |
|-------------------------------|------------------------|
| 1. Equality | 2. A comfortable life |
| 3. An Exciting life | 4. Family Security |
| 5. Freedom | 6. Health |
| 7. Inner Harmony | 8. Mature love |
| 9. National security | 10. Pleasure |
| 11. Salvation | 12. Self-respect |
| 13. A sense of accomplishment | 14. Social Recognition |
| 15. True friendship | 16. Wisdom |
| 17. A World at peace | 18. A World of Beauty |

- B. Instrumental values :-** These refer to preferable modes of behavior, or means of achieving the terminal values.

These values are listed below :-

- | | |
|---------------------|------------------|
| 1. Ambitious | 2. Broad-minded |
| 3. Capable | 4. Courageous |
| 5. Forgiving | 6. Helpful |
| 7. Honest | 8. Imaginative |
| 9. Independent | 10. Intellectual |
| 11. Logical | 12. Loving |
| 13. Loyal | 14. Obedient |
| 15. Polite | 16. Responsible |
| 17. Self-controlled | |

National Culture and values :-

Values differ across culture, an understanding of these differences should be helpful in explaining and predicting behaviour of employees from different countries.

Hofstede's framework for Assessing Cultures :-

Geert Hofstede surveyed employees about their work-related values and found that managers and employees vary on five value five dimensions of National Cultures

1. *Power Distance.* A national culture attribute that describe the extent to which a society accepts the power in Organisations is distributed unequally.
2. *Individualism versus Collectivism.* **Individualism** is the degree to which to which people prefer to act as individuals rather than a members of groups and believe in individual rights. **Collectivism** emphasizes a tight social

framework in which people expect others in group of in which they are apart to look after them and protect them.

3. **Masulinity versus femininity. Masulinity** describes the extent to which the culture favours traditional masculine work roles of achievement, power and control. **Femininity** means the culture sees little differentiation between male and female roles and treats women as the equals of men in all respects.
4. **Uncertainty avoidance.** It describes the extent to which a society feels threatened by uncertain and ambiguous situations and tries to avoid them.
5. **Long-term versus short-term Orientation. Long term** emphasizes the future, thrift persistence and tradition. **Short term** emphasizes the past and present, respect for tradition and fulfillment of social obligations.

Attitudes and Beliefs :- Belief reveals what one supposes to be true. It may be about anything. A subordinate may believe his superior to be honest. But, in fact, the superior may or may not be honest. The attitude of the subordinate, towards the superior reveals whether he likes or does not like him. The positive attitude, and the consequent liking, may rather make the subordinate condone all the bad qualities in the superior and consider him honest.

Cognitive Dissonance :- Dissonance means inconsistency. Cognitive dissonance refers to any incompatibility that an individual might perceive between two or more of his attitudes or between his behaviour and attitudes. Festinger argued that any form of inconsistency is uncomfortable and that individuals will attempt to reduce the dissonance and hence the discomfort. In other words, an individual will seek a stable state where that is a minimum of dissonance because an individual can not completely avoid dissonance. The desire to reduce dissonance is strong under the following conditions:

- ii) The concerned decision is important.
- iii) There are a number of foregone alternatives.
- iv) The foregone alternatives have many positive features.

In order to minimize dissonance, the individual may :-

- i) Seek information that confirms, the wisdom of the decision.
- ii) Selectively perceives information in a way that supports the decision.
- iii) Adopt a less favorable attitude towards the foregone alternatives.
- iv) Downplay the importance of any negative aspects of the choice and magnify the positive aspects.

The factors which determine an individual's desire to reduce dissonance include the following :-

- a) The importance of elements creating dissonance.

- b) The Degree of Influence perceived.
- c) The Rewards involved in dissonance.

Thus, the theory of cognitive dissonance helps to predict the propensity of an individual to reduce dissonance i.e. achieve consistency.

Q. Clearly define & explain the meaning of organizational behaviour and discuss briefly the contributing disciplines and their contribution to OB?

Ans. **Meaning :-** Already discussed in previous questions.

Contributing disciplines of OB :- Organizational behaviour is an applied behavioral science that is built upon contributions from a number of behavioral disciplines. The main areas are psychology, sociology, social psychology, anthropology & political science.

Psychology :- Psychology is the science that attempts to measure, explain and at times change the behaviour of humans and other animals. Early industrial/organizational psychologists were concerned with problems of fatigue, boredom and other factors relevant to working conditions that could disrupt/impece efficient work performance. More recently, their contributions have been expanded to include, learning, perception, personality, emotions, training, leadership effectiveness, need & motivational forces, job satisfaction, work design and job stress.

Sociology :- Sociologists study the social system in which individuals fill their roles, that is, sociology studies people in relation to their fellow human beings. Their significant contribution to OB is through their study of group behaviour in organizations, particularly formal & complex organizations.

Social Psychology :- Social psychology blends the concepts of psychology and sociology. It focuses on the influence of people on one another. The major challenges deals with the issue of how to implement it and how to reduce barriers to its acceptance.

Anthropology :- Anthropology is the study of societies to learn about human beings and their activities. Anthropologists work on cultures & environments. For ex. They have aided in understanding differences in fundamental values, attitudes and behaviour among people in different countries and within different organizations.

Political Science :- Political science studies the behaviour of individuals & group within a political environment. It focuses on areas, such as, conflicts, intra-organizational politics & power.

Q. Explain the concept of Individual differences and discuss its implication for managing a modern business enterprise?

Ans. **Individual differences :-** Every person is differ from other individual

differ in physical characteristics intelligence aptitudes, personality, skill etc. Such differences are important because they affect the job. Every person should be selected trained and treated on the basis of the kind of person he is. The principles of individual difference also emphasizes that a manager has to be cautious in dealing with human being. Who differ in emotions, feelings, goals etc. Physical difference such as weight, height, muscular power etc. is give in order to select right type of people to select. It is a wide application in selection, placement and designing of training programme.

Implications for managing a modern organization

Individuals create excellence. They are the real assets of the organization. Thus an organization need to understand individual needs, interpret individual behaviour, analyze aspirations and important balance such aspirations with organization demands carefully for effective management of human resources the management need to understand.

- i) Concepts relating to nature of man.
- ii) Concepts relating to nature of organization.

i) Concepts relating to nature of man

- a) Individual differences
- b) Whole person
- c) Causation of human behaviour
- d) Human dignity

ii) Concepts relating to nature of organization

- a) Social System
- b) Mutual Interest

By studying all these factors we can significantly manage a modern business enterprise.

UNIT – II

Q. Define Learning? Discuss the different theories of learning along with their organizational implications?

Ans. **Learning** is change in behaviour through education and training, practice and experience. It is accompanied by acquisition of knowledge, skill and expertise which are relatively permanent. Temporary change may be only reflexive and fail to represent any learning.

The learning have several component that deserve classification :-

1. Learning involves changes. Change may be good or bad to the organization point.
2. The change must be relatively permanent. Temporary change may be only reflexive and may not represent thing.
3. Third, our definition is concerned with behaviour. Learning take place when there is a change in action. A change is an individual thought processes or attitude.

Theories of Learning

- i) Classical Conditioning
- ii) Operant Conditioning
- iii) Social Learning

These are the three theories of learning :-

1. **Classical Conditioning** :- This theory is given by Ivan Pavlov. He go through an experiment with Dog, Meat & Bell. When Pavlov presented the dog 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 at the sound of the bell, even if no food was offered. In effect, the dog had learned to respond that is to salivate to the bell. So it conclude that the meat was an unconditioned stimulus (motivation). The dog will respond in specific way. The reaction would be occurred in uncondition response & when there is conditional stimulus there will be conditional response.

2. **Operant Conditioning :-** This theory is given by B.F. Skinner. Operant conditioning behaviour is based on the ideas that learning is the function of change in behaviour. Changes in behaviour are the result of an individuals response to motivation when a particular motivation response is reinforced, the individual is conditioned to respond. Reinforcement is the main element in this theory.

Principles :-

1. Behaviour is learned
2. Behaviour i.e. positively reinforced will reoccur.
3. Information should be presented in small amounts so that responses can be reinforced.
4. Rewards are most effective if they immediately follow the desired response.

For Example :- If a subordinate is praised by his boss for looking good in a certain attire, the subordinate is likely to wear that attire and present himself in front of Boss especially when he needs to please the Boss.

3. **Social Learning :-** Individuals can also learn by observing what happened to other people and just by being told about something, as well as by direct experience. For eg. Most of what we have learned comes from watching models- parents, teachers, peers, motion picture and television performances bosses and so forth. This vies that we can learn through both observation and direct experience is called social learning. The following processes determine the influence that model will have on an individual.

They are :-

- i) **Attention processes :-** People learn from a model only when they recognize and pay attention to its critical feature.
- ii) **Retention processes :-** A model's influence will depend on how well the individual remembers the model action after the model is no longer readily available.
- iii) **Motor reproduction processes :-** After a person has seen a new behaviour by observing the model the watching must be converted to doing.
- iv) **Reinforcement processes :-** Individuals will be motivated to exhibit the modeled behaviour if positive incentives or rewards are provided.

Q. What do you mean by personality? Discuss different types of personalities. Which personality traits are more desirable in the present day managers?

Or

Q. What are the six personality types identified by Holland? Why might managers today pay more attention to the person organization fit than the person job fit?

Or

Q. Explain the concept of personality and Discuss Eriksonian stages of personality development?

Or

Q. Define personality and discuss how the study of personality, helps in understanding OB?

Ans. **Meaning :-** The term 'personality' has been derived from the Latin term per sona which means to 'speak through'. The Latin term denotes the masks worn by actors in ancient Greece & Rome. According to Gordon Allport, "Personality is the dynamic organization within the individuals of those Psychological systems that determine his unique adjustment to his environment."

Or

According to Fred Luthans. "Personality means how a person affects others and how he understands and views himself as well as the pattern of inner and outer measurable traits, and the person-situation interaction".

Personality emphasizes two aspects – i) uniqueness and ii) consistency.

According to Fishback, "Personality is the unique but stable set of characteristics that sets each individual apart from others. In short, it offers to the testing way in which a given person is different from others.

Determinants/factors of personality :-

1. **Biological factors :-**

- a) **Heredity :-** It means the transmission of qualities from ancestor to descendant through a mechanism laying primarily in the chromosomes of the germ cells. It is more important in determining a person's temperament than his values & ideas.
- b) **Brain :-** There is a general feeling that brain plays an important role in the development of one's personality.
- c) **Physical feature :-** Good physical feature/appearance in an assess for the job of a sales person and public relations.

2. **Family & Social factors :-** Family & other social group also influence the development of an individual's personality. The infant acquire those behaviour patterns that are customary & acceptable to the standard of the family and the community where the family lives. The status of the family is the society influence an individual's perception about self, others, work, money etc. Family & social factors shape a person's personality through the process of socialization and identification. The identification process occurs when a person tries to identify himself with some person whom he feels ideal in family.
3. **Situational factors :-** An individual's personality may change in different situations. The demand of different situations may call for different aspect's of one's personality there exist significant individual difference which are further influenced by situational factors.
4. **Temperament :-** Temperament & other non-intellectual traits are distributed according to the normal distribution. Temperament is the degree to which one responds emotionally.
5. **Interest :-** The individual normally has many interests in various areas. The top executive in any organization do not have interest in common. Successful person in the same occupation have to a large extent, the same interest.
6. **Character :-** Character means honesty. It is resistance to cheating others. Character is very important requirement for responsible jobs. It is essential to study the situation as well as the individual before analyzing the behaviour that shows undesirable character.
7. **Schema :-** It is an individual's belief, perception and attitude which the individual possesses towards the management, the job, working conditions, Govt. & satisfaction derived from environment and cultural influence of his community. The other social & ideologies responsible for his behaviour are the religion, education and language.
8. **Motive :-** Motive are the inner derives of the individual they represent goal directed to behaviour. The behaviour of an individual goal varies because of his inner drives.

Personality traits :- Personality states are enduring characteristics that describe an individual's behaviour. The more consistent the characteristics and the more frequently it occurs in diverse situations. The more important that trait is in describing the individual.

Assumptions of personality traits :-

5. Traits distinguish one personality from another.
6. Individual can be described in terms of construction of trains.
7. Traits can be quantifiable.

8. The amount of each trait that a person has is assumed to be stable fairly.

Criticism :-

1. Traits may be too abstract.
2. Without knowing which traits are most important it is not possible to make adequate description of an individual's personality.
3. More important the trait theory are essentially descriptive rather than analytical.

Development of personality :-

1. **Freudian stages :-** Sigmund Freud propounded psychoanalytic theory of personality which is based on the notion that man is motivated more by unseen forces than by conscious and rational thought. This framework contains three aspects, though interrelated but often conflicting. These are Id, ego & super Ego.
 - a) **The Id :-** The Id is the source of psychic energy & seeks immediate gratification for biological or instinctual needs. Freud believed that instincts could be classified under life instincts & death instincts. Life instincts are hunger, thirst & sex, the energy involved in these is the libido. As an individual matures, he learns to control the id.
 - b) **The Ego :-** The Ego is the conscious and logical part of the human personality and is associated with the reality principle. While Id represents the unconscious part, ego is conscious about the realities of the external environment.
 - c) **The Super Ego :-** The Super Ego represents societal & personal norms and serves as an ethical constraint on behaviour. It can best be described as the conscience. The super ego provides norms to ego to determine what is right or wrong.

According to Freud the stages of formation of personality are as follows –

- i) The Oral Stage – 0-1 years
 - ii) The Anal Stage – 1-3 years
 - iii) The Phallic Stage – 3-4 years
 - iv) The Genital Stage – During adolescence & adulthood
2. **Erikson Stages :-** He criticized the heavy emphasis given by Freud on the sexual & biological factors in the developing personality. He felt that relatively more attention should be given to the social factors. Erikson identified eight stages of life that characterize the unending development of a person. He characterized each stage by a particular conflict that needs to be resolved successfully before a person can move to the next stage. Movement between stages is development as explained below.
 - i) **Infancy :-** During the first year of life, a child resolves the basic crisis

of trust vs. mistrust. An infant who is cared for in an affectionate way learns to trust other people. Lack of love and affection results in mistrust. This stage makes a serious impact on a child that influences events for remaining life.

- ii) **Early Childhood** :- In the second and third years of life, a child begins to assert independence. If the child is allowed to control these aspects of life that the child is capable of controlling, a sense of autonomy will develop. If the child encounters constant disapproval by elders a sense of self-doubt and shame is likely to develop.
- iii) **Play age** :- The four and five year old seeks to discover just how much he can do. If a child is encouraged to experiment and to achieve reasonable goals, he will develop a sense of initiative. If the child is blocked and made to feel incapable, he will develop a sense of 'guilt & lack of self-confidence'.
- iv) **School age** :- From ages 6 to 12, a child learn many new skills and develops social abilities.
- v) **Adolescence** :- The crisis of the teenage years is to gain a sense of identity rather than to become confused about who you are. While undergoing rapid biological changes, the teenager is also trying to establish himself or herself as socially separate from the parents.
- vi) **Early adulthood** :- The young adult during the twenties faces the crisis of intimacy versus isolation. The sense of identity developed during the teenage years allows the young adult to begin developing deep and lasting relationship.
- vii) **Adulthood** :- During this stage, the adults face the crisis of generativity versus self-absorption. Self-absorbed persons never develop and ability to look beyond themselves. They become absorbed in career advancement and maintenance. Generative people see the world as much bigger than themselves.
- viii) **Mature Adulthood** :- The person is developed as a highly mature person. He has gained a sense of wisdom and perspective that can really guide the younger generations.

Holland's personality types :-

Achieving personality – Job-Fit – According to Holland, workers are not passive victims of their environments, but actively seek potentially compatible work environments. If an individual's personality and the work environment "fit" – that is, if the personality is congruent with the work and develops and grows in the career. Matching people to the organizational culture at the time of hiring should result in higher employee satisfaction and reduced turnover. Holland has proposed Six themes of people and work environments, within

which all jobs can be classified:

- | | |
|-----------------|------------------|
| 1. Realistic | 2. Investigative |
| 3. Artistic | 4. Social |
| 5. Enterprising | 6. Conventional |

Personality traits influencing OB :-

1. **Self Esteem** :- The way a person views the world depends a great deal on the self-concept or image he has about himself. The self-concept plays an important role in shaping personality.
2. **Locus of Control** :- It refers to an individual's belief that events are either within one's control (inner locus of control) or are determined by forces beyond one's control.
3. **Authoritarianism** :- It refers to a belief that there should be status and power differences among people in organizations. An individual with authoritarian personality naturally prefer stable and structured work environments which are governed by clean rules and procedures.
4. **Machiavellianism** :- It represents the degree to which an individual is pragmatic, maintains emotional distance and believes that ends can justify means.
5. **Introversion & Extroversion** :- These terms are generally associated with an individual's sociability and interpersonal orientation. Extroverts are gregarious and sociable individuals while introverts are shy, quiet and retiring.
6. **Type 'A' and Type 'B'** :- People who are impatient, aggressive and highly competitive are termed as Type 'A' personality. But those who are easy going, laid back and non competitive are termed as Type 'B' personality.

Personality Theories :-

Cattell's 16 personality Factor Model:

Cattell's (1973) is one of the most important personality trait theory where the number of traits have been reduced. Cattell refers to 16 factors as Primary factors-

Primary factors- warmth, reasoning, emotional Stability, Dominance, Liveliness, rule consciousness, Social Boldness, sensitivity, Vigilance, Abstractedness, Privatness, apprehension, Openness to Change, Self-Reliance, perfectionism and Tension.

The Myers-Briggs type Indicator :-

The MBTI classifies human being into four opposite pairs base on their psychological opposites. These four opposites pairs results into 16 possible combinations. Pairs are:

- a. Extroverted or Introverted (E or I)
- b. Sensing or Intuitive (S or N)
- c. Thinking or feeling (T or F)
- d. Perceiving or Judging (P or J)

Q. Define & explain perception? How does selectivity affect perception? With the help of examples explain how selectivity can create perceptual distortion?

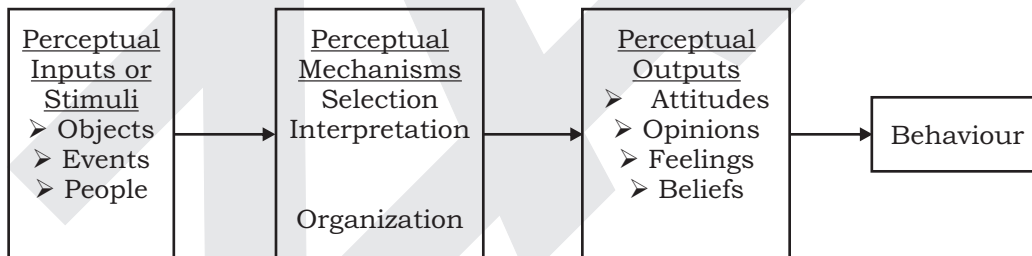
Or

Q. Explain the mechanism of perception? What causes perceptual distortion? Explain with the help of appropriate examples?

Ans. **Meaning :-** Perception is the set of the processes by which the individual became aware of and interprets information about, the environment. A general discussion of behavioral concepts and might identify perception as a single process, but actually it consists of several distinct processes.

Perception is the set of the processes by which the individual became aware of and interprets information about the environment.

Perceptual process :- Perception is the process through which people receive, select, organize and interpret information from their environment. The components of perceptual process are as follows –



Perceptual Mechanisms

1. **Selection :-** Many things happen in the environment simultaneously. However one cannot pay equal attention to all these things. Individual collects information not randomly but selectively depending on the interests. Background experience, attitudes etc. people selectivity perceive aspects in a situation that relate specifically to their area of activities or specialization.
2. **Organization :-** After the information from the situation has been selected, it is organized to extract meaning out of what is perceived by the

individual. Thus, while selection is a subjective process, organizing is a cognitive process. The information organizes into a meaningful whole according to the following principles: figure ground, perceptual grouping, implications and closure.

- a) **Figure ground** :- This principle implies that the perceived object, event or person stands out distinct from its background and gets the cognitive attention of the individual. The significant & meaningful portion is called the 'figure' and the insignificant and meaningless portion is known as 'ground'.
 - b) **Perceptual grouping** :- It is the tendency to club the information into meaningful patterns. Grouping is possible depending upon the similarity or proximity.
 - c) **Simplification** :- Whenever people are overloaded with information they try to simplify it to make it more meaningful & understandable. Simplification occurs when the perceiver ignores less salient information and concentrate on important one while taking any decision.
 - d) **Closure** :- People when faced with incomplete information have a tendency to fill the gaps themselves to make it more meaningful. The tendency to form a complete message is known as 'closure'.
3. **Interpretation** :- It is an integral part of the perception process. Without interpretation, selection and organization of information do not make any sense. Several factors contribute towards the interpretation of data. More important among them are perceptual set. Stereotyping, halo effect, perceptual defence, personality theory and projection.

Perceptual Errors & Distortion

The errors may arise due to selective perception, projection, stereotyping, halo effect etc.

- i) **Selective perception** :- People differ in terms of their needs, motives, interests etc. They tend to perceive what is in accordance with their needs, motives and interests. Sometimes, they distort meanings so that they may fit with what they want.
- ii) **Projection** :- It means attributing one's own traits or characteristics to the people being judged. The tendency to attribute one's own characteristics to other people can distort perceptual judgments about others.
- iii) **Stereotyping** :- Judging people on the basis of the characteristics of the group to which they belong is called 'stereotyping'.
- iv) **Halo effect** :- It refers to the tendency of drawing a general impression

about an individual based on a single characteristic such as intelligence, sociability or appearance. This is a very common type of error committed by managers while evaluating the subordinates.

- v) **Impression** :- People often form impression of others on the first sight. Even before knowing any of their personality traits, they start having impression and making assessment of individuals they meet for the first time. This sometimes leads to perceptual distortion because first impression need not be the last impression.
- vi) **Inference** :- There is a tendency on the part of some people to judge others on limited information.
- vii) **Attribution** :- When people give cause and effect explanation to the observed behaviour, it is known as attribution. When a person observes an event in an organization, his evaluation of and reaction to other's behaviour may be highly influenced by his perception.

Application of perception in OB :- Managers can use perception for the following processes.

- i) Employment Interview
- ii) Performance Appraisal
- iii) Assessing levels of efforts
- iv) Assessing Loyalty

Attribution Theory :-

This theory explains the ways in which we judge people differently, depending on the meaning we attribute to given behaviour. It suggests that when we observe an individual's behaviour we must attempt to determine whether it was internally or externally caused. Internally behaviour are those we believe to be under the personal control of individual. Externally caused behaviour is what we imagine the situation forced the individual to do.

There are three factors

- a. Distinctiveness
- b. Consensus
- c. Consistency

Distinctiveness refers to whether an individual displays different behaviour in different situation. If everyone who face a similar situation respond in the same way, we for this called that behaviour as Consensus. When the person respond the same way every time like when a person comes late to office 10 or 15 min everyday, it is called as Consistency in behaviour.

Q. Distinguish motivation from morale and examine critically Maslow's theory of motivation focusing on its essential implications for managers in modern organizations?

Or

Q. Explain in detail the ERG theory of motivation. Can it be of any help to you in motivating your workforce? Discuss.

Ans. **Motivation** is a reflection of the reasons why people do things. All behaviour is therefore based on choice. People choose to do the things they do. The term “motivation” was originally derived from the latin word movere “which means move”.

Motivation as a combination of need, drives and incentives. Motivation is defined as a process that start which a physiological or psychological deficiency or need that activates behaviour or a drives that is aimed at a goal or incentive.

Motivation is therefore both limited and directed by the situations and environment in which people find themselves. This is general content in which people set their targets, ambitions purpose, driver, goals, aims, and objectives as marks of achievement and success. These are pursued in anticipation of reward - financial social and behavioural that their achievements are to bring. Satisfaction occurs when the targets set bring the anticipated reward. Dissatisfaction occurs when reward are either not forth coming or else do not meet expectation.

Theories of motivation :-

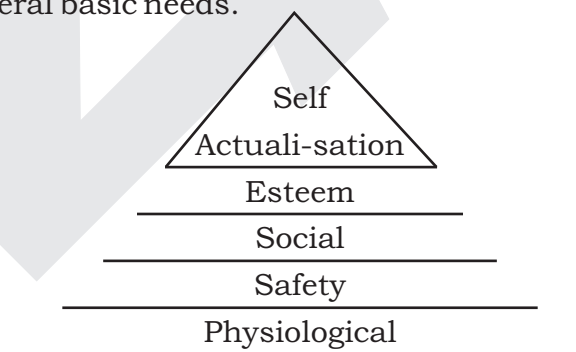
Four of the most prominent content theories of work motivation will be discussed.

- 1) Maslow’s hierarchy of need
- 2) Alderfer’s existence – relatedness – growth (ERG Model)
- 3) Herzberg’s Motivation – Hygiene theory
- 4) Mc Cleland’s need theory

1. Maslow’s hierarchy of need :-

According to maslow (1954-1968) the need are as follow:-

- i) **Physiological** - The need for food drink, air, warmth sleep and shelter. There are several basic needs.



- ii) **Safety and Security** :- That is protection from danger, threat and the need of stability.
- iii) **Social** :- That is sense of belonging to a society and the group with in it. For example the family, the organization, the work group. Basic status needs with in these group and the need to participate in social activities.

- iv) **Esteem need :-** These are self-respect, self esteem, recognition and status both on the part of the individual concerned and the society. Circle of the group in which they interrelate.
- v) **Self-actualization :-** The need of self fulfillment, self-realization, personal development, accomplishment, mental, material and social growth of the faculties.

2. **Alderfer's existence-relatedness-growth :- ERG Model**

This theory was given by Alderfer (1972) while Maslow's model was not developed specifically for work organization. The need divided into three categories.

- i) **Existence :-** These are needs related to human existence and comparable to maslow's physiological need and certain safety needs.
- ii) **Growth :-** These are needs associated with the development of the human potential.
- iii) **Relatedness :-** These are the needs involves interpersonal relationship in the workplace.

3. **Herzberg's Motivator :- Hygiene theory**

Hygiene theory is perhaps the most controversial theory of work motivation. It was based on questioning people in organization different tabs, at different levels, to establish.

- a) Those factor that led to extreme dissatisfaction with the tabs the environment of the work place.
- b) Those factor that led to extreme satisfaction with tabs, the environment and the work place.

Those factor giving satisfaction or dissatisfaction be called hygiene factor. This theory was simple to grasp was based on some empirical data and equally important offered managers specific recommendations for action to improve employed motivational levels.

4. **Mc Clelland's Learned Need Theory :-**

This theory say people may learn are the need for achievement and need of power and the need of affiliation. These needs may be regarded as personal predispositions that effect the way people perceive work situation and that influence their pursuit of certain goals.

A. **Need for achievement –**

- i) A strong desire to set moderately achievements, goals and take a calculated risk.
- ii) A strong desire for concrete performance feed back on tasks.
- iii) A single-minded with task accomplishment.

B. Need for affiliation :-

- i) A strong desire for approval from others.
- ii) A sincere interest in the feeling of others.
- iii) A tendency to conform to the wishes and norms of others when pressured by people whose leadership they value.

Motivation In Practice :-

After taking into account the various theories of motivation. Let's discuss for motivational techniques – money, job enrichment, goal setting and alternative working schedules – which motivate a person in practice. Money should be most effective as a motivator when it is made upon performance compensation plans to enhance team work include profit sharing, gain sharing and skilled based pay goal setting can be effective motivator when goals are specific, challenging and acceptable to workers. Some organizations have adopted alternative working schedules such as flex-time the compressed work week, or job sharing with expectations of motivational benefits. Although these schemes should have little effect on productivity, they have the potential to reduce absence and then over and enhance the quality of work life for a diverse work place.

5. Goal Setting theory :-

Locke & Latham proposed that challenging goals produce a higher level output than do the generalized goals. More difficult goal, the higher the level of performance will be. People will do better when they get feedback on how well they are progressing towards their goal. A goal serves as a motivator because it causes people to compare their present capacity to perform with that required to succeed at goal.

There are four contingencies in this theory :-

1. Goal commitment
2. Adequate self efficacy- it is related to individual belief that an individual is capable of performing task.
3. Task characteristics
4. National culture

6. Equity Theory :-

According to this theory (Adams) employees make comparisons of their job inputs & outcomes relative to those of others. If an individual perceives the input-outcome ratio to be equal to that of relevant others with whom they compare their, a state of equity is said to exist. They perceive the situation as fair. If the ratio appears to be unequal, the individual experiences inequity.

There are four referent comparisons that an employee can use:-

1. **Self inside :-** An employee's experience in a different position inside his or her current organization.

2. **Self outside** :- An employee's experience in a situation or position outside his or her current organization.
3. **Other inside** :- Another individual or group of individuals inside the employee organization.
4. **Other outside** :- Another individual or group of individuals outside the employee's organization.

7. Expectancy Theory :-

This theory is given by Victor Vroom's. Motivation is based on people's belief, goals & linkage between effort & performance, performance & reward & reward & individual goal satisfaction. Expectancy theory argues that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome & on the attractiveness of that outcome to the individual.

Performance = f (Ability x Motivation x opportunity)

8. Reinforcement theory :-

This theory (given by Komaki) argues that reinforcement conditions human behaviour. According to this theory, behaviour is a function of its consequences. Behaviour is environmentally caused.

The behavior can be shaped as following :-

1. **Positive reinforcement** :- This is the process of getting something pleasant as a consequence of the desired behaviors. eg. a boss which praises an employee for a job done.
2. **Negative reinforcement** :- This is a process of having a reward taken away as a consequence of undesired behaviour. Eg- Scholarship is withdrawn from the student who has not done well in the examination.
3. **Punishment** :- This is causing an unpleasant condition in an attempt to eliminate an undesirable behaviour. For eg- Giving an employee 2 days suspension from work without pay for showing up drunk.
4. **Extinction** :- Eliminating any reinforcement that is maintaining a behaviour. So if a person put extra efforts, but gets no recognition for it, he will stop doing it.

9. Cognitive Evaluation Theory :-

This theory (given by Deci & Ryan) states that allocating extrinsic rewards such as (pay for superior performance) for behavior that has been previously intrinsically rewarding such as interest in work tends to decrease the overall level of motivating.

UNIT – III

Q. Define the meaning & significance of empowerment? What are the strategies of empowering employees in prevailing dynamic environment?

Or

Q. Explain the meaning & significance of 'Empowerment' and describe the strategies for accomplishment of the same?

Ans. Meaning :- The term empowerment refers to the increased involvement of employees in organizational processes and decision-making. In simple terms, “empowerment involves giving employees power and authority to make decisions on their own”. People experience a feeling of helplessness when they lack the power to control their destiny. Some employees feel that their performance in the job is dependent on others in the organization and their own efforts have little impact on their performance. Such helplessness on the part of employees leads to a lowering of their self-efficacy. Self-efficacy refers to the conviction in an employee that he has the ability to successfully perform his job and make meaningful contributions towards the growth and success of the organization.

Managers in organizations should make concerted efforts to enhance the self efficacy levels of employees. Employees with low self-efficacy lack motivation and focus on their weaknesses rather than their strengths. Empowerment is one way to raise self-efficacy levels of employees. Empowerment, thus, is the process of identifying and removing the causes for low self-efficacy in employees.

Strategies of empowering Employees :- There are four major ways in which managers can empower employees in an organization. They are –

- i) Provide employees with proper training, coaching and guidance to enable them to master the skills required for their job.

- ii) Draw the attention of employees to those who have attained remarkable success in the job. So that they can observe the working style of their more successful colleagues. Thus, they have good role models in their colleagues.
- iii) Raise the confidence of employees through social reinforcement techniques like appreciation, encouragement and positive feedback.
- iv) Provide the employees with a clear definition of their roles and with assistance when required as well as genuine concern for them, so that their stress and anxiety are reduced.

In these ways, managers can help make employees feel competent and important to the organization. One of the major approaches for empowering employees is the use of participative programs.

In the context of industrial relations, empowerment can be practiced through the following committees and councils

These are also commonly referred to as the forms of Participation :-

- Works Committee
- Joint Management Councils also known as JMC
- Worker Director
- Shop and Joint Councils
- Quality Circle

(1) Works Committees (1947) :-

The Industrial Disputes Act, 1947, provides for the setting up of bipartite works committees as a scheme of workers participation in management that consist of representatives of employers and employees.

The Act provides for these bodies in every undertaking employing 100 or more workmen.

The aim of setting up of these bodies is to promote measure for maintaining harmonious relations in the workplace and to sort out differences of opinion in respect of matters of common interest to employers and employee. Now that is an important role!

The Bombay Industrial Relations Act, 1946, also provides for these bodies, but under the provisions of this Act they can be set up only in units that have a recognised union and they are called joint committees. The workers directly elect their representatives where there is a union.

Their functions include discussion of conditions of work like :-

- Lighting
- Ventilation
- Temperature
- Sanitation

- Water supply for drinking purpose
- Provision of canteens
- Medical services
- Safe working conditions
- Administration of welfare funds
- Educational and recreational activities
- Encouragement of thrift and savings.

(2) Joint Management Councils (JMCS 1958) :-

The Second Five-Year Plan recommended the setting up of joint councils of management consisting of representatives of workers and management.

The Government of India deputed a study group (1957) to study the schemes of workers' participation in management in countries like UK, France, Belgium and Yugoslavia. The report of the study group was considered by the Indian Labour Conference (ILC) in its 15th session in 1957 and it made certain recommendations.

- a. Workers participation in management schemes should be set up in selected undertakings on a voluntary basis.
- b. A sub-committee consisting of representatives of employers, workers and government should be set up for considering the details of workers' participation in management schemes.

It was also recommended that the committee should select the undertakings where workers' participation in management schemes would be introduced on an experimental basis.

The objectives of Joint Management Councils are as follows :-

- i. To increase the association of employers and employee thereby promoting cordial industrial relations;
- ii. To improve the operational efficiency of the workers;
- iii. To provide welfare facilities to them
- iv. To educate workers so that they are well prepared to participate in these schemes; and
- v. To satisfy the psychological needs of workers.

The requirements are :-

- i. The unit must have 500 or more employees
- ii. It should have a fair record of industrial relations
- iii. It should have a well-organised trade union
- iv. The management and the workers should agree to establish JMCs
- v. Employers (in case if private sector) should be members of the leading Employers' Organisation
- vi. Trade Union should be affiliated to one of the Central Federations.

Functions: :-

The following are the important functions of JMCs :-

- a. To be consulted on matters like standing orders, retrenchment, retionalisation, closure, reduction of operations etc.
- b. To receive information to discuss and offer suggestions.
- c. To shoulder administrative responsibilities like maintaining welfare measures, safety measures, training schemes, working hours, payment of rewards etc.

(3) Worker Directors (1970) :-

After the nationalisation of banks, the Government advised all nationalised banks to appoint employee directors to their Boards – one representing employees and the other representing officers – having tenure of 3 years.

The scheme required verification of Trade Union Membership, identification of the representative union and the selection of a worker director who is chosen out of a panel of three names furnished to the Govt. by the representative union within a prescribed period.

(4) Shop and Joint Councils (1975 and 1977) :-

The 1975 scheme has come into existence after the emergency has declared in June 1975. It has envisaged the setting up of shops councils at the shop/departmental level and joint councils at the enterprise level.

These were to be introduced in manufacturing and mining units employing 500 or more workers – whether in public, private or co-operative sector.

It was decided that the Council shall function for two years and will meet regularly to discuss matters relating to the following factors:

- Safety
- Discipline
- Physical working conditions
- Welfare measures
- Productivity norms and targets
- Absenteeism
- Flow of communications etc.

It was also decided that the joint Council having a tenure of 2 years – shall be constituted for an enterprise consisting of representatives of both the management and the labour.

The Chief Executive shall be the Chairman of the Council and the representatives of workers shall nominate the Vice Chairman.

The Council will meet once in a quarter to discuss matter that remains unsolved by shop councils including:

- Schedules of working hours,
- Holidays,
- Optimum use of material,
- Productivity standards,
- Training facilities to develop skills of workers,
- Awards to workers for creative suggestions,
- General health,
- Safety and welfare of workers, etc.

(5) Quality Circles (QC) :-

Quality circle is made up of a small group of people belonging to the same department of an organization, who after receiving training take up solving quality and productivity related problems of their units. In Japan, a QC is a group of about ten employees within a single company department. QC is a good example of group work and WPM to increase the per-capita productivity and for making better quality and human relations in any work environment.

Q. What do you mean by group? Why people join the groups? What are the different stages of group formation?

Ans. **Meaning :-** A group consists of two or more persons who interact with each other, consciously for the achievement of certain common objectives. The members of group are inter-dependent and are aware that they are part of a group. They influence and influenced by each other.

Types of Groups :- Two types of groups coexist in every organization. These are:

- i) Formal groups
- ii) Informal groups.

i) **Formal Groups :-** Such groups are a part of the organizational structure. They are created by the management to perform the assigned duties. These groups are characterised by clear-cut-authority-responsibility-relationships. For eg. Work groups, task force, committee and quality teams etc.

ii) **Informal Groups :-** Informal groups arise spontaneously in the organization because of social interaction between the people. They are created by individuals rather than by management. They are based on common interest, language, taste, caste, religion etc. For eg. Command & task groups and interest groups and friendship groups etc.

Reasons for formation of groups :-

Workers join informal groups for the following reasons :-

- i) **Companionship :-** The need for relationship with other people is one of

the strongest and most constant of human drives. One can express his feelings only through companionship.

- ii) **Sense of Identification** :- Workers are more identified in small groups and so small groups tend to enjoy high morale.
- iii) **Source of Information** :- Informal group is a source of information to its members. Informal communication is very fast Psychological barriers to communication are also overcome by the group.
- iv) **Job Satisfaction** :- The group's solution to a problem may be different from what management expects and it may even be more efficient. Many jobs which appear superficially dull and routine are made interesting by the group.
- v) **Protection of Members** :- Groups help to protect their members from outside pressures. Groups often resist management's demand for additional output, increased working hours, and higher quality.
- vi) **Outlet for frustration** :- An individual may be faced with several problems relating to his family life and work life. If he shares his feelings and anxieties with someone, his tension is released to a great extent. The social relations provide an important outlet for frustration.
- vii) **Perpetuation of Cultural Values** :- Sometimes, groups are formed by individuals belonging to a common cultural background. Such people can preserve their cultural identity. Maintenance of cultural values will also provide them psychological satisfaction.
- viii) **Generation of new ideas** :- Informal groups are a breeding ground for new ideas as they provide a supportive environment in which the members can engage themselves in creative thinking.

Q. What is group cohesiveness? What measures would you suggest to encourage group cohesiveness?

Or

Q. What do you understand by group cohesiveness? Highlights the various factors that determine the degree of group cohesiveness?

Ans. **Meaning** :- Group cohesiveness means the degree of attachment of members of a group. The greater the degree of attachments, the greater is the likelihood that all the members will conform strictly to the group standards and greater the likelihood that its leaders will represent the feeling of all members. Cohesive group are more powerful and are more likely to act in unison when their expectation do not come to be realized.

Factors of the group cohesiveness :-

1. **Nature of Group** :- Groups are of two types

- a) **Heterogeneous group** :- Whose members have different interest and background are often less effective in promoting their own interest.
- b) **Homogeneous group** :- Whose members are alike on such factor as age, education, status, experience, background etc. are better when the task or goal requires mutual co-operation and conflict free behaviour.
2. **Location of group** :- Location of the group plays an important role in determining cohesiveness. The member of group are located close together and are in isolation from other groups they will develop greater cohesiveness because of constant face-to-face interaction.
3. **Size of the group** :- The effective group is relatively small. Small group are more closely knitted than large ones. Its members have constant face-to-face contacts.
4. **Status of the group** :- Status of a group determines major role. A high status group receives greater loyalty from its members which in turn makes the group more strong.
5. **Autonomy** :- A group may be dependent or independent of other groups and thus will have a different structure.
6. **Communication** :- Groups whose members are located close together and can interact frequently and easily are likely to be more cohesive and effective than those whose members are scattered. Such group tend to develop their own language and symbol and codes to communicate with the group members.
7. **Leadership style** :- The different styles of leadership influence group cohesiveness differently. An effective leader keeps the members of the group close together by helping them satisfy their social needs.
8. **Outside pressure** :- Group provide security for the individual member from pressures from other groups. It may also happen that the group is unable to bear the excessive pressure and cohesiveness can not be created to withstand the pressure from outside.
9. **Management behaviour** :- The behaviour of management also has an influence on the degree of cohesion that exists with in a group. A manager can build solidarity by rewarding cooperative behaviour. He can utilize group cohesiveness for achieving the goals of the enterprise if he can provide good leadership to the group.
- Q. **Bring out the meaning of Emotional Intelligence and discuss its essential components and applications?**

Or

- Q. **Explain the concept of Emotional Intelligence and discuss its various dimensions and importance in the organizational context.**

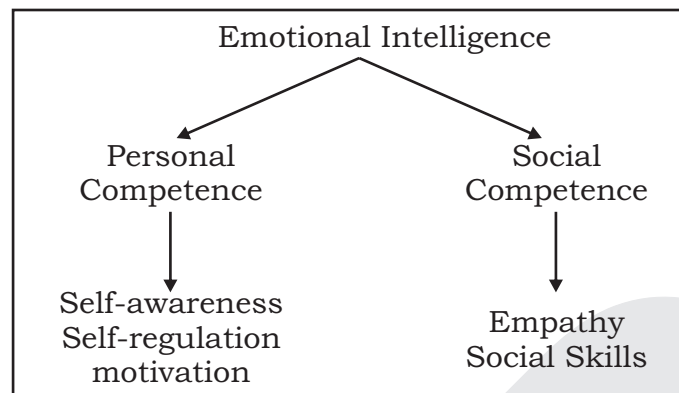
Ans. '**Emotional Intelligence**' is an aggregate of individual's cognition of own and other's emotions, feeling, interpretation and action as per environmental demand to manipulate the consequence which in turn result in superior performance and better human relationship.

Emotional Intelligence is a measure of the degree to which a person makes use of his/her reasoning is the process of emotional responses (both positive & negative) in a given situation. So having high emotional intelligence does not mean that the person never panics or loses his/her temper. It does not mean that he/she brings own feelings under control and channels them into productive behaviours. The ability to bring out-of-control emotions back into line results in what earlier generations called emotional maturity.

The most popular and accepted mixed model of emotional intelligence is the one proposed by Goleman (1995). He viewed emotional intelligence as a total of personal and social competences. Personal competence determines how we manage ourselves, whereas social competence determines how we handle our interpersonal relationships.

Components of Emotional Intelligence :-

- a) **Personal Competence :-** It comprises of three dimensions of emotional intelligence such as self-awareness is the ability of an individual to observe himself and to recognize 'a feeling as it happens'. The hallmarks of this ability are self-confidence, self-assessment and openness to positive criticism. Self-regulation is the ability to control emotions and to redirect those emotions that can have negative impact. Motivation is the ability to channelize emotion to achieve a goal through self-control and by moderating impulses as per the requirement of the situation. The people who have this ability are optimistic and committed towards organizational as well as individual goals.
- b) **Social Competence :-** It comprises of two dimensions namely empathy and social skills. Empathy is the ability to feel and get concerned for others, take their perspective and to treat people according to their emotional reactions. People with this ability are experts in generating and motivating others. Social skills are the ability to build rapport and to manage relationships with people. People having this skill are very effective in team management. 'Social Skill' is the culmination of all other components of emotional intelligence assuming that people can effectively manage social and work relationships only when they can understand and control their own emotion and can empathize with the feelings of other



Goleman's emotional intelligence model (1995)

Q. Examine the pros & cons of committee/groups system of decision making and suggest measures for strengthening they system of decision-making?

Or

Q. Familiarise with some of the modern techniques of group decision-making?

Ans. Decision-making is an act of choice wherein an individual or a group selects a particular course of action from the available alternatives in a given situation. Groups such as committees or task force often play a key role in the decision making process. Including groups in the decision-making process has both pros and cons. Manager need to determine the extent to which the advantage or disadvantage apply to the decision situation. The three guideline may then be applied to help decide whether group should be included in the decision-making process.

1. If additional information would increase the quality of the decision, managers should involve those people who can provide the needed information.
2. If acceptance is important, managers need to involve those individuals whose acceptance and commitment are important.
3. If people can be develop through their participation managers may want to involve those whose development is most important.

Pros/Advantage of group decision-making :-

1. **Greater pool of knowledge :-** A group can bring much more information and experience to bear on a decision than can an individual acting alone or we can say that the knowledge base of the group is greater which can help in making better-decisions.

2. **Different perspectives** :- Individuals with varied experience and interests helps the group in taking better decisions.
3. **Group comprehension** :- Those who personally experience the give and task of group discussion about alternative courses of action tend to understand the rationale behind the final decision.
4. **Increase acceptance** :- Those who play an active role in group decision making and problem solving tend to view the outcomes as 'owns' rather than 'theirs'.
5. **Training ground** :- less experienced participants in group action learn how to cope with group dynamics by actually being involved.

Disadvantage/cons :-

1. **Social pressure** :- Pressure to conform may combine to stifle/hinder the creativity of individual contributors.
2. **Minority domination** :- Sometimes the quality of group is reduced.
3. **Log rolling** :- Political wheeling and dealing can displace sound thinking.
4. **Goal displacement** :- Sometimes secondary consideration such as argument make a point or getting back at a rival displace solving a problem.
5. **Group think** :- Sometimes cohesive is group let desire for override sound judgement when generating & evaluating alternative course of action.
6. **Time Consuming** :- Group decision making is a time consuming process.

Techniques of group-decision making :-

Decision making experts have develop three major techniques. These are-

1. **Brainstorming** :- Managers are advised to offer four rules when brainstorming.
 - i) **free wheeling is encouraged** :- Group members are advised offer all ideas they have, the wider the better.
 - ii) **Criticism is discouraged** :- Don't criticize during the initial stage of idea.
 - iii) **Quality of idea is encouraged** :- Managers should try to generate and write down as many ideas as possible.
 - iv) **Combination and improvement of idea** :- group members advised to piggy back into ideas of others.

Brainstorming is an effective technique for new idea but not appropriate for evaluating alternatives or selecting solutions.

- 2. The nominal group technique :-** The nominal group technique reduce the roadback to group decision making by.
- i) Separating brainstorming from evaluation.
 - ii) Promoting balanced participation among group members.
 - iii) Incorporating mathematical voting techniques in order to reach consensus.

Nominal group technique has been successfully used in many different decision making situations.

- 3. The Delphi Technique :-** The Delphi technique is a group process that generates ideas or judgments from physically dispersed experts. There are three stages–
- i) Review the feedback.
 - ii) Perioritize the issue being considered.
 - iii) Return the survey with in a specified time period. This cycle is repeated until the manager obtains the necessary information.

The technique is useful when face to face discussions are impartial, when group think is a probable outcome of the group process.

Q. Clearly define group dynamics and discuss the guidelines for better use of group dynamics in present day organizational context.

Ans. Social needs are among the most powerful and compelling on the job motivating forces. The social process by which people interact face to face in small group is called group dynamics.

It focuses team work where in small groups are constantly in contact with each other and share common ideas to accomplish the given tasks. Every group chooses its leaders, who may effectively coordinate the group efforts towards the accomplishment of its objectives. In order to be called a group an aggregation of persons must satisfy the following conditions –

- i) People must interact with one another.
- ii) People must be psychological aware of one another.
- iii) People should perceive themselves to be a group.

Importance of group dynamics to the organizations :-

- 1. Filling gap in manager abilities :-** It helps to may act to fill gap in manager's abilities.
- 2. Solving work problems :-** It helps to solving the work problems to the members. It allow sharing the job knowledge.
- 3. Better coordination :-** Informal groups evolve shortcut and eliminate redtapism. This facilitate smooth flow of information and quick decision making.

4. **Channel of Communication** :- These group act to fill up communication gaps which might arise in the organization. Informal communication cuts across the hierarchical and departmental boundaries and transmitted information with greater speed.
5. **Restraint on Managers** :- Informal groups do not allow the managers to cross their limits.
6. **Better relations** :- A manager can build better relation with his subordinates through informal contacts.
7. **Norms of behaviour** - Informal groups develop certain norms to behaviour which differentiate between good and conduct between legitimate and illegitimate activities.
8. **Develop future Executives** - Informal group recognize talented workers as their leaders.

Types of Groups :-

1. **Formal groups** :- It is defined by Organizational structure with designated work assignment and establishing task. Features of Formal groups are:
 1. These are part of organizational structure.
 2. These are created by the management to perform the assigned duties.
 3. The pattern of communication is also defined and rules are laid down.

Types of formal Groups are :-

1. **Command groups** :- It comprises of managers and subordinates who meet regularly to discuss general and specific ideas to improve product or service.
 2. **Task force** :- It is organizationally determined but it is temporary group representing the employees who are working together to complete a job task or particular project.
 3. **Committees** :- These are also set up for special projects. These can be permanent such as planning committee or budget committee.
2. **Informal Groups** :- These are natural formations in the work environment the appear in response to the common interest of the organization members. The features are:
 - These are formed by the members of such groups by themselves rather than by the management.
 - These groups arise spontaneously in the organization because of social interaction between the people.
 - These are based on common interest, language, taste, caste, religion, background etc.

- These groups exist outside the formal authorities system.

Types of Informal Groups :-

1. **Interest and friendship groups** :- These include close friends and relation. These are formed because members know each other.
2. **Cliques** :- these groups consist of colleagues and those who commonly associate with each other.

Q. Define a work-team & distinguish it from a group. Explain briefly the Chief stages in team development.

Ans. Work teams are created for various purposes and thus face different challenge. Manager can deal more effectively with those challenges, when they understand how team differs. A team is a cooperative group whose members interact with each other towards the accomplishment of specified objectives.

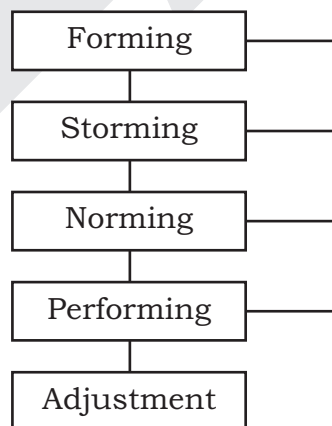
Or

A team may be defined as a group whose members have complementary skills and are committed to a common purpose or goals for which they hold themselves mutually accountable.

Team vs. Group

- i) Teams are specific kinds of groups, all groups can't be called teams.
- ii) In group, work performance primarily depends on the work of individual members. But performance of a team depends on both individual contributions and collective efforts of team members.
- iii) Not all groups in organizations are teams, but all teams are groups. A group qualifies a team only if its members focus on helping one another to accomplish organization objectives.

Stages of team development :-



Life Cycle of a group

1. **Forming Stage** :- It involves the initial formation of the group and the bringing together of a number of individuals who identify, the purpose of the group, its composition and terms of reference.
2. **Storming Stage** :- As members of the group get to know each other better, they will put forward their new more openly and forcefully
3. **Norming Stage** :- As conflict and hostility start to be controlled, members of the group will establish guidelines and standards, and develop some norms of acceptable behaviour.
4. **Performing Stage** :- The group matures and learns to handle complex challenges.
5. **Adjourning Stage** :- Even the most successful groups and teams disband sooner or later. Their breakup is called adjournment.

Q. Explain the concept of “Conflict” and its approaches?

Or

Q. What is Conflict? Explain its process?

Or

Q. Write a short note on “Conflict management”?

Ans. **Definition of Conflict** :-

“It is any tension which is experienced when one person perceives that one’s needs or desire are or are likely to be thwarted or frustrated.”

Eollett simply defines Conflict as, “the appearance of difference of opinions, of interest”.

Features :-

1. Conflict occurs when individuals are not able to choose among the available alternatives courses of actions.
2. Conflict between two individuals implies that they have conflicting perceptions, values and goals.
3. Conflict is a dynamic process as it indicates a series of events. Each conflict is made up of a series of interlocking conflict episodes.
4. Conflict must be perceived by the parties to it. If no one is aware of a conflict, then it is generally agreed that no conflict exists.

Levels of Conflict :-

1. Intrapersonal conflict :-

Some conflicts that affect behavior in organizations involve the individual alone. It can be of three types :-

➤ *Approach-approach conflict* occurs when a person must choose between

two positive and equally attractive alternatives. An example is having to choose between a valued promotion in the organization or a desirable new job with another firm.

- *Avoidance-avoidance conflict* occurs when a person must choose between two negative and equally unattractive alternatives. An example is being asked either to accept a job transfer to another town in an undesirable location or to have one's employment with an organization terminated.
- *Approach-avoidance conflict* occurs when a person must describe to do something that has both positive and negative consequences. An example is being offered a higher paying job whose responsibilities entail unwanted demands on one's personal time.

2. Interpersonal Conflict :-

It occurs between two or more individuals who are in opposition to one another. It may be substantive or emotional or both.

3. Inter-group conflict :-

It occurs among members of different teams or groups.

4. Inter-organizational conflict :-

It occurs as the competition and rivalry that characterizes firms operating in the same markets.

The Conflict process :-

The process of conflict management has the following steps :-

Stage 1 :- Potential Opposition or Incompatibility

This stage concludes the conditions that create opportunities for conflict to arise. The conditions are as follows:

1. Communication :-

Communication becomes a source of conflict due to semantic difficulties, misunderstandings, and "noise" (distortion) in the communication channels.

2. Structure :-

The term structure includes variables such as size, degree of specialization, jurisdictional clarity, member-goal compatibility, leadership styles, reward systems, and the degree of dependence.

3. Personal Variables :-

Personal Variables include individual value systems and personality characteristics. Certain personality types lead to potential conflict.

Stage 2 :- Cognition and personalization

Antecedent conditions lead to conflict only when the parties are affected by and aware of it. Conflict is personalized when it is felt and when individuals become emotionally involved.

Stage 3 :- Intentions

The primary conflict-handling intentions are represented as follows :-

- **Cooperativeness** :- “the degree to which one party attempts to satisfy the other party’s concern.”
- **Assertiveness** :- “the degree to which one party attempts to satisfy his or her own concerns.”
- **Competing** :- When one person seeks to satisfy his or her own interests, regardless of the impact on the other parties to the conflict.
- **Collaborating** :- When the parties to conflict each desire to fully satisfy the concerns of all parties.
- **Avoiding** :- A person may recognize that a conflict exists and want to withdraw from it or suppress it.
- **Accommodating** :- When one party seeks to appease an opponent, that party is willing to be self-sacrificing.
- **Compromising** :- When each party to the conflict seeks to give up something, sharing occurs, resulting in a compromised outcome.

Stage 4 :- Behavior

The behavior stage includes the statements, actions and reactions made by the conflicting parties. These conflict behaviors are usually overt attempts to implement each party’s intentions.

Stage 5 :- Outcomes

Outcome may be functional-improving group performance or dysfunctional.

Functional Outcomes are :-

- Improves the quality of decisions
- Stimulates creativity and innovation.
- Encourages interest.
- Provides the medium through which problems can be solved and tensions released.

Dysfunctional Outcomes are :-

- Undesirable consequences include a retarding of communications.
- Reductions in group cohesiveness.

Conflict Management Approaches :-

These are two types of conflict management approaches:

- Direct
- Indirect

Direct Conflict management approaches :-

There are five approaches to direct conflict management. They are based on the relative emphasis on cooperativeness and assertiveness in the relationship between the conflicting parties. They are as follows:

- Avoidance
- Accommodation
- Compromise
- Competition
- Collaboration

Indirect Conflict management approaches :-

It includes reduced interdependence, appeals to common goals, hierarchical referral and alterations in the use of scripts.

Hierarchical referral means conflicts are reported to the senior levels to solve.

Q. Write a short note on Negotiation?

Or

Q. Explain the process of negotiation?

Ans. It is a process in which two or more parties exchange goods or services and attempt to agree on the exchange rate for them. There are two general approaches to negotiation-:

- Distributive bargaining
- Integrative Bargaining.

1. Distributive Bargaining :-

This approach takes when each party holds out to get its own way. This approach leads to win-lose outcome in which one party dominates and gains.

2. Integrative Bargaining :-

This strategy is adopted to create win-win solution. It builds long term relationship.

Negotiation Process :-**1. Preparation and Planning :-**

At this stage, they should be planning for the negotiation topic.

2. Definition of Ground Rules :-

At this stage, the venue, the negotiators, time will be decided.

3. Clarification and justification :-

They should be explanation and justification by the both parties to prove themselves.

4. Bargaining and problem solving :-

The essence of negotiation process is the actual give and take in trying to hash out an agreement. Concessions will undoubtedly need to be made by both parties.

5. Implementation :-

This is the final step where the agreement is formalized and procedures to implement agreement will be developed.

Issues in Negotiation :-

- Gender Differences in Negotiation
- Cultural differences in Negotiation

UNIT – IV

Q. Discuss the concept of leadership. What are the leadership styles followed by the managers in the Indian Corporate Sector?

Or

Q. How can you enhance your effectiveness as a leader on the basis of your knowledge of leadership theories. Explain?

Ans. Leaders have to breakout of old habits and stereotypes to build organization that continually improve quality and reduce cost to proper in the turbulent market place. Leaders have to translate vision and aspirations into new, concrete way of working.

Definitions :-

1. A leader is a person who has the ability to get other people to do what they don't want to do and like it.
 2. Leadership is the ability to decide what is to be done and then to get other to want to do it.
- A question arise here Is leadership the same as management.

Differences between management and leadership :-

- Management administers, the leader innovates.
- The manager is copy and leader is original.
- The manager maintains and the leader develops.
- The manager relies on control but leader inspires trust.
- The manager asks how and when the leader asks what and why?
- The manager does things right but leader does the right things.

Leadership styles :-

1. **Supportive leadership :-** This style show concern for the well being and personal needs of subordinates.

2. **Directive leadership** :- This style provide specific guidance for subordinate by setting standards of performance scheduling and coordinating work efforts, rules and regulations.
3. **Achievement-oriented leadership** :- This style of leadership involves setting challenging, goals, seeking improvement performance emphasizing excellence in performance.
4. **Participative leadership** :- This style solicit suggestions and advice from subordinates and take this information in to account when making decision.

Theories of leadership :-

1. **Leader Orientation** :- Fielder (1964-97) distinguished two basic leader orientation.
 - i) **Relationship Orientation** :- where concern for people is central
 - ii) **Task Orientation** :- where concern for work accomplishment is most important.

Leadership orientation is measured by his least preferred co-worker scale. The leader asked to the person with whom he worked was least preferred as a co-worker. Then the leader is asked to rate that person on several bipolar scales.

2. **Situation favourability** :- Three aspect of work situation.
 - a) **Leader-member relation** :- This refers to the degree of loyalty, trust and respect that followers how's for leader. If the other are willing to follow on the basis of loyalty, then the leader has little need to reply on task structure.
 - b) **Task Structure** :- This refer to the extent to which task related goals can be specified, problem can be solved with procedures, decision correctness can be verified and so forth.
 - c) **Position Power** :- This refers to the degree to which the leader has authority to evaluate subordinate performance and to administer rewards and punishment.
3. **The Path-Goal theory of leadership** :- The path goal theory of leadership hold that sub-ordinates, satisfaction, and performance depends on their expectancies and valances in turn on the leader is behaviour of style.

Quality of Leadership :-

1. **Decision Quality** :- The quality of decision is highest when the 'best' alternative is selected, independent of effects that may be associated with the necessity that the decision be accepted by subordinate.

2. **Decision Acceptance** :- Decision acceptance is important whenever a decision has implications for subordinates 'work motivation and whenever a decision must be implemented by subordinates.
3. **Decision Timeliness** :- Decision timeliness is an important consideration whenever time imposes constraints on decision.

Conclusion :-

Leadership were concerned with identifying physical, psychological and intellectual traits that might predict leader effectiveness.

Q. What defines an organization's culture? How does a strong culture affect an organisation's effort to improve diversity?

Or

Q. Explain the meaning and characteristics of organizational culture and bring out the impact of culture on modern organizations.

Or

Q. Highlight the importance of organizational culture and discuss how culture can be created and sustained?

Ans. "**Culture** is the set of important understandings that members of a community share in common." It consists of patterned ways of thinking, feeling and reacting that are acquired by language and symbols that create distinctiveness among human groups. A system of shared values is the building block of culture.

The study of organizational culture is important because of the following reasons :-

1. No organization can operate in isolation to its cultural environment.
2. People in organization come from different cultural backgrounds. They have different beliefs, customs, preferences etc.

Characteristics of organizational culture :-

1. **Individual Autonomy** :- The degree of responsibility and freedom that individuals in the organization have.
2. **Structure** :- The rules and regulations and the direct supervision that is used to control employee behaviour.
3. **Support** :- The degree of assistance provided by managers to their subordinates.
4. **Identity** :- The degree to which members identify with the organization as a whole rather than with their particular field of work.
5. **Performance-reward** :- The degree to which reward system in the organization is based on the employee performance criteria.

6. **Conflict tolerance** :- The degree of conflict present in relationships as well as the willingness to be honest and open about differences.
7. **Risk tolerance** :- The degree to which employees are encouraged to be innovative and risk-taking.

Functions of culture :-

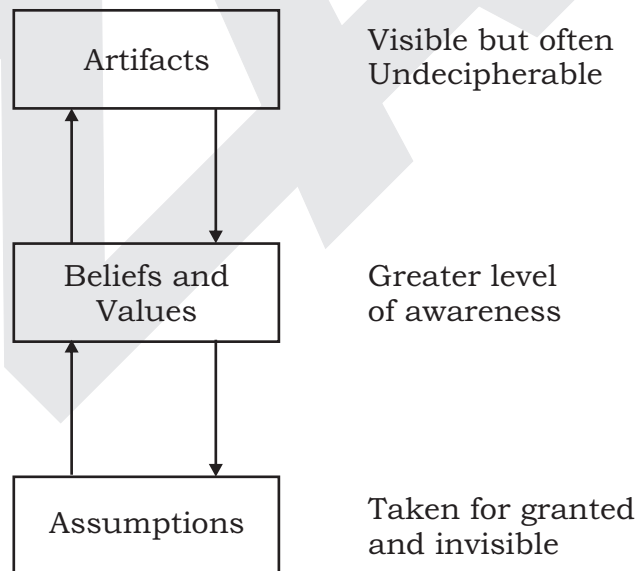
Cultures serve two critical functions in organizations :-

- i) **Internal integration** :- means that members develop a collective identity and know how to work together effectively.
- ii) **External adaptation** :- refers to how the organization meets goals and deals with outsiders.

Impact of Culture on Modern Organizations :-

- i) **Freedom** :- It represents a basic cultural value that affects work in modern organizations.
- ii) **Equality** :- This value states that all people are equal, having equal rights.
- iii) **Security** :- People seek security of job and personal life.
- iv) **Opportunity** :- another value that affects people in organization is the opportunity. People expect many opportunities to climb the ladder in organization.

Creating and maintaining culture :-



Schein's three levels of organization culture

Q. “Organization structure refers to the differentiation and integration of activities and authority relationship”. Explain?

Or

Q. Discuss the steps in organizing and explain the significance of sound organizational structure?

Ans. An “Organization” is defined as a group of people working together to achieve common goals.

Organizational Structure define how job tasks are formally divided, grouped and coordinated.

Key Elements in designing an organization structure

The building blocks for designing an organization structure consist of six elements:

- Work specialization
- Departmentalization
- Chain of command
- Span of control
- Centralization/Decentralization and
- Formalization

- i) **Work Specialization** :- The degree to which tasks in an organization are divided into sub-tasks, each of which is performed by an individual employee, is referred to as work specialization.
- ii) **Departmentalization** :- The process in which jobs are grouped together to bring coordination among the organizational tasks is called departmentalization. The jobs are grouped on the basis of either function, product, geography or customers.
- iii) **Chain of command** :- It is the unbroken line of authority that extends from the topmost level to the lowest level of an organization and clarifies reporting relationship within the organization. According to the concept of unity of command, an employee should report to not more than one superior.
- iv) **Span of control** :- refers to the ratio of managers to subordinates. The number of subordinates who are directly under the control of a manager differs from organization to organization.
- v) **Centralization/Decentralization** :- Centralization refers to the concentration of power and authority at the top most level of the organization.

Decentralization means delegation of authority and decision-making power to different levels of the organization.

- vi) **Formalization** :- The degree to which rules and procedures governs the roles and responsibilities of employees is referred to as formalization. It helps organizations control the behaviour of employees.

Q. What is work stress management? What are its consequences? How we can manage it?

Or

Q. "Stress management is important concept for an organization". Explain?

Ans. Stress is a dynamic condition in which an individual is confronted with an opportunity, demand, or resources related to what the individual is confronted with an opportunity, demand, or related to what the individual desire and for.

Types of Stress :-

There are three types of stress :-

1. **Physical** :- This happens when the body as a whole suffer due to stressful situation. There are many symptoms like headaches, tension in the neck, forehead & shoulder muscles. Long period of stress can cause other serious symptoms like digestive problem, ulcer, fatigue, high blood pressure.
2. **Emotional** :- These response are due to stress affecting the mind and include anxiety (nervousness), anger, depression, frustration, over reaction to every day problem, memory loss.
3. **Psychological** :- Long term stress can cause psychological problem in some individuals. Symptoms may include eating disorder, night terrors, phobias.

The following may be seen to be the potential source of stress :-

1. Environmental factor :-

- a. Environmental uncertainty influences stress levels among employees in an organization
- b. Changes in the business cycle create economic uncertainties.
- c. Political uncertainties can be stress inducing
- d. Technical uncertainties can cause stress.

2. Organizational factor :-

- a. Pressure to avoid error or complete tasks in a limited time period, work overload, a demanding & insensitive boss & unpleasant coworkers are few examples.

- b. Task demand are factors related to person's job. They include the design of job & working conditions.

Consequences of Stress :-

There are three types of symptoms :-

1. Physiological symptoms :-

- a) Most of the early concern with stress was directed at physiological symptoms due to fact that specialists in health & medical science researched the topic.
- b) It is related to study for OB students.

2. Psychological symptoms :-

- a) Job related stress can cause job related dissatisfaction.
- b) Job dissatisfaction is the simplest & most psychological effect of stress.
- c) The less control people have over the pace of their work, the greater the stress & dissatisfaction.

3. Behavioral symptoms :-

- a) Behaviorally related stress symptoms include changes in productivity, absence & turnover as well as changes in eating habits, increased smoking or consumption of alcohol etc.

Stress can be managed by two approaches :-

1. Individuals approaches :-

- a) Effective individual strategies include implementing time management technique, increase physical exercise, relaxation training & expanding the social support network
- b) Practicing time management principles also leaves as an important element in managing stress, such as making daily lists of activities to be accomplished, scheduling activities according to the priorities set etc.
- c) Individuals can teach themselves to reduce tension through relaxation techniques such as meditation

2. Organizational approaches :-

- a) Use of realistic goal setting, redesigning of jobs can help in aligning the individual & job effectively & reduces stress.
- b) Training in stress management technique can be helpful.
- c) Improvement in communication increases the transparency & reduces misunderstandings.

Increased employee involvement improves motivation, morale commitment & reduction in stress.

We can manage the stress better by following ways :-

- a) Become aware of the stressors & the emotional & physical reactions.
- b) Recognizing what can be changing.
- c) Reduce the intensity of the emotional reactions to stress.
- d) Learning to moderate our physical reactions to stress.
- e) Build our physical reserves.
- f) Maintaining our emotional reserves.

Q. What is organizational change? What are the forces of change? How we can resist to change?

Ans. Organizational change may be defined as the adoption of a new idea or a behaviour by an organization. It is a way of altering an existing organization to increase organizational effectiveness for achieving its objectives.

Forces of change

They are of two types :-

1. Internal force
2. External force

1. Internal force :-

- a) Change in the top management leads to change in the system, structure & processes.
- b) Change in the size of the organization leads to change in the internal structure & complexity of the operations in the organization.
- c) Performance gap set targets & actual results is identified, organizations face the forces to change & reduce the gap.
- d) With change needs & values of the employees, organization changes their policies e.g. attractive financial incentives.

2. External force :-

- a) Technology changes are responsible for changing the nature of the job performed at all levels in an organization.
- b) Due to Rapid changes in Business scenario with increasing competition & global economy, the needs & demands are changing are also changing among the customers & suppliers.
- c) Environmental factor such as economic, political & demographic factor plays a vital role in devising organizational policies & strategies.

Resistance to change :-

Resistance to change may be of two types :-

1. Individual resistance
2. Organizational resistance

1. Individual resistance :-

Change leads to insecurity among the employees because of its unknown consequences. Employees do not know for certain whether the changes will bring in better prospects. For example because of technological change people may feel threatened due to the fear of obsolescence of skill, less wages & losing the job.

2. Organizational resistance :-

Changes may bring some potential threat to the organizational power to some people. Therefore people try to resist change. With this resources also play a vital role in resistance to change.

Reaction to change :-

1. **Anger** :- Sometimes people who view change as having a negative impact on their personal situation, many times they get anger & started blaming others & management.
2. **Denial** :- Sometimes employee's deny for something get change in organization as he does not want & started making excuse.
3. **Acceptance** :- Some employees accept the changes as real & started adapting themselves in new situation.

Overcoming resistance to change :-

1. **Education & communication** :- Open communication & proper education helps employees to understand the significance of change.
2. **Employee participation & involvement** :- People generally get more committed towards the change, if they are directly involved in the changes process.
3. **Negotiation & agreement** :- Changes should be according to the acceptance of employee & management.

Theories of Change :-**1. Force field analysis Theory :-**

Lewin Proposed three steps in this theory :-

- Unfreezing
- Moving/ Changing
- Refreezing

Unfreezing :-

At this stage, the forces which maintains the status quo in the organizational behavior.

Moving/ Changing :-

This stage involves a shift in behavior of organization by modifying system, process, technology and people.

Refreezing :-

At this stage, actions are taken for new change to make it permanent.

2. Action research Model :-

This model describes changes in Eight steps :-

- Problem Identification
- Consultation with the expert
- Data gathering
- Feedback to Client
- Joint Diagnosis
- Joint Action Planning
- Action
- Data Gathering after action