

## **UNIT-1**

Organizational behavior is the study of human behavior in an organizational setting. This includes how individuals interact with each other in addition to how individuals interact with the organization itself. Organizational behavior is a critical part of human resources, though it is embedded across a company.

### **Importance of OB**

Following points bring out the importance of OB. It helps in explaining the interpersonal relationships employees share with each other as well as with their higher and lower subordinates.

- The prediction of individual behavior can be explained.
- It balances the cordial relationship in an enterprise by maintaining effective communication.
- It assists in marketing.
- It helps managers to encourage their sub-ordinates.
- Any change within the organization can be made easier.
- It helps in predicting human behavior & their application to achieve organizational goals.
- It helps in making the organization more effective.

### **Determinants of OB**

There are three major factors that affect OB. The working environment being the base for all three factors, they are also known as the determinants of OB. The three determinants are –

- People
- Structure
- Technology

#### **People**

An organization consists of people with different traits, personality, skills, qualities, interests, background, beliefs, values and intelligence. In order to maintain a healthy environment, all the employees should be treated equally and be judged according to their work and other aspects that affect the firm.

#### **Organizational Structure**

Structure is the layout design of an organization. It is the construction and arrangement of relationships, strategies according to the organizational goal.

#### **Technology**

Technology can be defined as the implementation of scientific knowledge for practical usage. It also provides the resources required by the people that affect their work and task performance in the right direction.

#### **Environment**

All companies function within a given internal and external environment. Internal environment can be defined as the conditions, factors, and elements within an enterprise that influences the activities, choices made by the firm, and especially the behavior of the employees. While external environment can be defined as outside factors that affect the company's ability to operate. Some of them can be manipulated by the company's marketing, while others require the company to make adjustments.

### **The concept of OB is based on two key elements namely**

- Nature of people
- Nature of the organization

#### **Nature of People**

In simple words, nature of people is the basic qualities of a person, or the character that personifies an individual they can be similar or unique. Talking at the organizational level, some major factors affecting the nature of people have been highlighted. They are –

- **Individual Difference** – It is the managerial approach towards each employee individually, that is one-on-one approach and not the statistical approach, that is, avoidance of single rule. **Example**– Manager should not be biased towards any particular employee rather should treat them equally and try not to judge anyone on any other factor apart from their work.
- **Perception** – It is a unique ability to observe, listen and conclude something. It is believing in our senses. In short, the way we interpret things and have our point of view is our perception. **Example** – Aman thinks late night parties spoil youth while Anamika thinks late night parties are a way of making new friends. Here we see both Aman and Anamika have different perception about the same thing.
- **A whole person** – As we all know that a person's skill or brain cannot be employed we have to employ a whole person. Skill comes from background and knowledge. Our personal life cannot be totally separated from our work life, just like emotional conditions are not separable from physical conditions. So, people function is the functioning of a total human being not a specific feature of human being.
- **Motivated behavior** – It is the behavior implanted or caused by some motivation from some person, group or even a situation. In an organization, we can see two different types of motivated employees –
  - **Positive motivation** – Encouraging others to change their behavior or say complete a task by luring them with promotions or any other profits. Example – “If you complete this, you will gain this.”
  - **Negative motivation** – Forcing or warning others to change their behavior else there can be serious consequences. Example – “If you don't complete this, you will be deprived from the office.”
- **Value of person** – Employees want to be valued and appreciated for their skills and abilities followed by opportunities which help them develop themselves.

### Nature of Organization

Nature of organization states the motive of the firm. It is the opportunities it provides in the global market. It also defines the employees' standard; in short, it defines the character of the company by acting as a mirror reflection of the company. We can understand the nature of any firm with its social system, the mutual interest it shares and the work ethics.

Let us take a quick look at all these factors

- **Social system** – Every organization socializes with other firms, their customers, or simply the outer world, and all of its employees - their own social roles and status. Their behavior is mainly influenced by their group as well as individual drives. Social system are of two types namely –
  - **Formal** – Groups formed by people working together in a firm or people that belong to the same club is considered as **formal social system**. **Example** – A success party after getting a project.
  - **Informal** – A group of friends, people socializing with others freely, enjoying, partying or chilling. **Example** – Birthday party.
- **Mutual interest** – Every organization needs people and people need organizations to survive and prosper. Basically it's a mutual understanding between the organization and the employees that helps both reach their respective objectives. **Example** – We deposit our money in the bank, in return the bank gives us loan, interest, etc.
- **Ethics** – They are the moral principles of an individual, group, and organization. In order to attract and keep valuable employees, ethical treatment is necessary and some moral standards need to be set. In fact, companies are now establishing code of ethics training reward for notable ethical behavior.

### Scope of OB integrates 3 concepts respectively

#### Individual Behavior

It is the study of individual's personality, learning, attitudes, motivation, and job satisfaction. In this study, we interact with others in order to study about them and make our perception about them.

### **Inter-individual Behavior**

It is the study conducted through communication between the employees among themselves as well as their subordinates, understanding people's leadership qualities, group dynamics, group conflicts, power and politics.

### **Group Behavior**

Group behavior studies the formation of organization, structure of organization and effectiveness of organization. The group efforts made towards the achievement of organization's goal is group behavior. In short, it is the way how a group behaves.

### **OB Frame work**

OB follows the principles of human behavior OB is a situational OB is based on system approach Organizational behavior represents a constant interaction between structure and process variable & Cognitive frame work Behavioural framework Social cognitive framework

### **Cognitive Framework**

Cognitive approach emphasizes the positive and freewill aspects of human behavior and uses concepts such as expectancy, demand, and intention. Cognition can be simply defined as the act of knowing an item of information. In cognitive framework, cognitions precede behavior and constitute input into the person's thinking, perception, problem solving, and information processing.

**In the subject of organizational behavior, cognitive approach dominates the units of analysis such as perception, personality and attitudes, motivation, behavioral decision making and goal setting.**

### **Behavioristic Framework**

Pioneer behaviorists Ivan Pavlov and Jon B. Watson stressed the importance of studying observable behaviors instead of the elusive mind. They advocated that behavior could be best understood in terms of stimulus and response (S-R). They examined the impact of stimulus and felt that learning occurred when the S-R connection was made. Modern behaviorism, that marks its beginning with B.F. Skinner, advocates that behavior in response to a stimulus is contingent on environmental consequences. **Thus, it is important to note that behavioristic approach is based on observable behavior and environmental variables (which are also observable).**

### **Social Cognitive Framework**

**Social learning theory takes the position that behavior can best be explained in terms of a continuous reciprocal interaction among cognitive, behavioral, and environmental determinants.** The person and the environmental situation do not function as independent units but, in conjunction with behavior itself, reciprocally interact to determine behavior. It means that cognitive variables and environmental variables are relevant, but the experiences generated by previous behavior also partly determine what a person becomes and can do, which, in turn, affects subsequently behavior. A person's cognition or understanding changes according to the experience of consequences of past behavior.

### **Models of OB**

There are four different types of models in OB. We will throw some light on each of these four models.

### **Autocratic Model**

The root level of this model is power with a managerial orientation of authority. The employees in this model are oriented towards obedience and discipline. They are dependent on their boss. The employee requirement that is met is subsistence. The performance result is less.

The major drawbacks of this model are people are easily frustrated, insecurity, dependency on the superiors, minimum performance because of minimum wage.

### **Custodial Model**

The root level of this model is economic resources with a managerial orientation of money. The employees in this model are oriented towards security and benefits provided to them. They are dependent on the organization. The employee requirement that is met is security.

This model is adapted by firms having high resources as the name suggest. It is dependent on economic resources. This approach directs to depend on firm rather than on manager or boss. They give passive cooperation as they are satisfied but not strongly encouraged.

### **Supportive Model**

The root level of this model is leadership with a managerial orientation of support. The employees in this model are oriented towards their job performance and participation. The employee requirement that is met is status and recognition. The performance result is awakened drives.

This model is dependent on leadership strive. It gives a climate to help employees grow and accomplish the job in the interest of the organization. Management job is to assist the employee's job performance. Employees feel a sense of participation.

### **Collegial Model**

The root level of this model is partnership with a managerial orientation of teamwork. The employees in this model are oriented towards responsible behavior and self-discipline. The employee requirement that is met is self-actualization. The performance result is moderate zeal.

This is an extension of supportive model. The team work approach is adapted for this model. Self-discipline is maintained. Workers feel an obligation to uphold quality standard for the better image of the company. A sense of "accept" and "respect" is seen.

## **Roles of a Manager**

Managers are the primary force in an organization's growth and expansion. Larger organizations are particularly complex due to their size, process, people and nature of business. However, organizations need to be a cohesive whole encompassing every employee and their talent, directing them towards achieving the set business goals. This is an extremely challenging endeavor, and requires highly effective managers having evolved people management and communication skills.

### **The Top Management**

The top level executives direct the organization to achieve its objectives and are instrumental in creating the vision and mission of the organization. They are the strategic think-tank of the organization.

### **Senior Management**

The General Manager is responsible for all aspects of a company. He is accountable for managing the P&L (Profit & Loss) statement of the company. General managers usually report to the company board or top executives and take directions from them to direct the business.

The Functional Manager is responsible for a single organizational unit or department within a company or organization. He in turn is assisted by a Supervisor or groups of managers within his unit/department. He is responsible for the department's profitability and success.

### **Line and Staff Managers**

Line Managers are directly responsible for managing a single employee or a group of employees. They are also directly accountable for the service or product line of the company. For example, a line manager at Toyota is responsible for the manufacturing, stocking, marketing, and profitability of the Corolla product line.

Staff Managers often oversee other employees or subordinates in an organization and generally head revenue consuming or support departments to provide the line managers with information and advice.

### **Project Managers**

Every organization has multiple projects running simultaneously through its life cycle. A project manager is primarily accountable for leading a project from its inception to completion. He plans and organizes the resources required to complete the project. He will also define the project goals and objectives and decide how and at what intervals the project deliverables will be completed.

### **The Changing Roles of Management and Managers**

Every organization has three primary interpersonal roles that are concerned with interpersonal relationships. The manager in the figurehead role represents the organization in all matters of formality. The top-level manager represents the company legally and socially to the outside world that the organization interacts with.

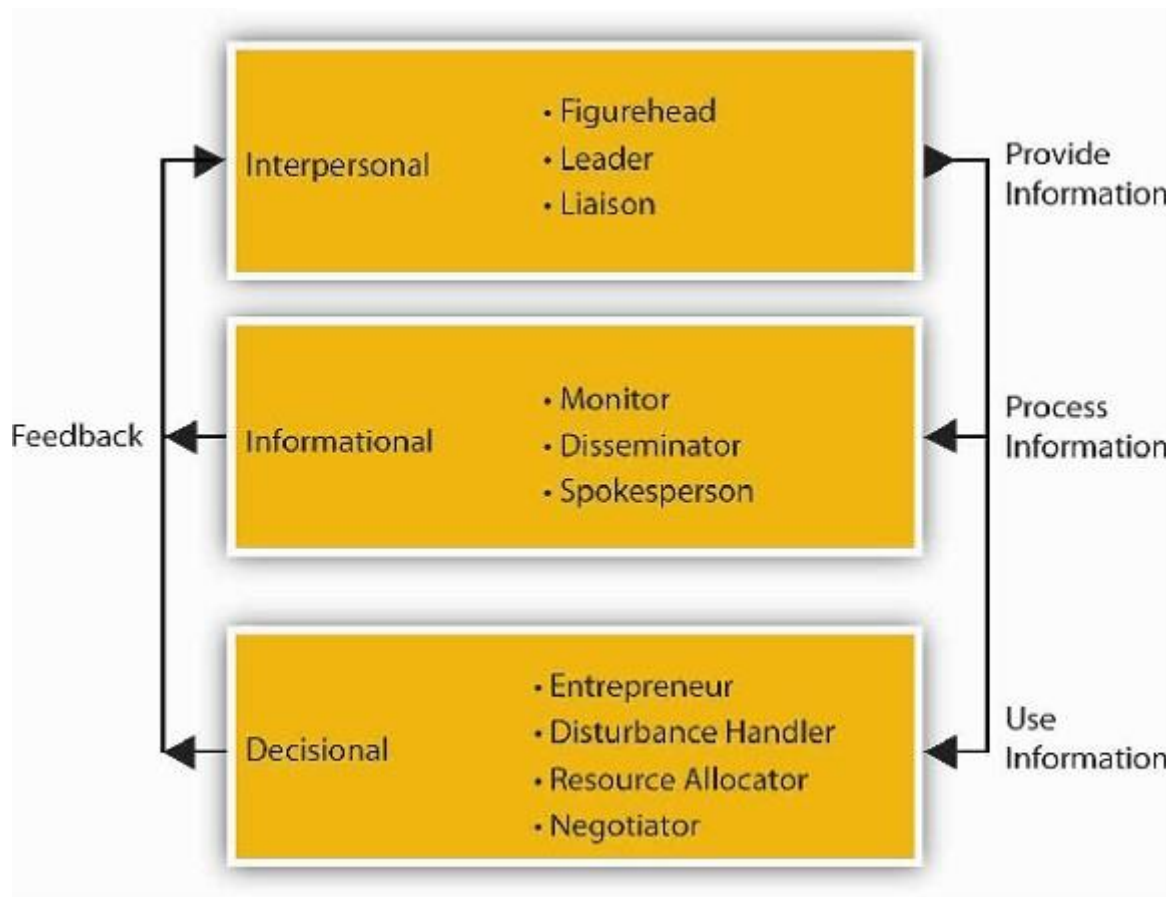
In the supervisory role, the manager represents his team to the higher management. He acts as a liaison between the higher management and his team. He also maintains contact with his peers outside the organization.



### **Mintzberg's Set of Ten Roles**

Professor Henry Mintzberg, a great management researcher, after studying managers for several weeks concluded that, to meet the many demands of performing their functions, managers assume multiple roles.

He propounded that the role is an organized set of behaviors. He identified the following ten roles common to the work of all managers. These roles have been split into three groups as illustrated in the following figure.



### Interpersonal Role

- **Figurehead** – Has social, ceremonial and legal responsibilities.
- **Leader** – Provides leadership and direction.
- **Liaison** – Networks and communicates with internal and external contacts.

### Informational Role

- **Monitor** – Seeks out information related to your organization and industry, and monitors internal teams in terms of both their productivity and well-being.
- **Disseminator** – Communicates potentially useful information internally.
- **Spokesperson** – Represents and speaks for the organization and transmits information about the organization and its goals to the people outside it.

### Decisional Role

- **Entrepreneur** – Creates and controls change within the organization - solving problems, generating new ideas, and implementing them.
- **Disturbance Handler** – Resolves and manages unexpected roadblocks.
- **Resource Allocator** – Allocates funds, assigning staff and other organizational resources.
- **Negotiator** – Involved in direct important negotiations within the team, department, or organization.

### Managerial Skills

Henri Fayol, a famous management theorist also called as the Father of Modern Management, identified three basic managerial skills - technical skill, human skill and conceptual skill.

### **Technical Skill**

- Knowledge and skills used to perform specific tasks. Accountants, engineers, surgeons all have their specialized technical skills necessary for their respective professions. Managers, especially at the lower and middle levels, need technical skills for effective task performance.
- Technical skills are important especially for first line managers, who spend much of their time training subordinates and supervising their work-related problems.

### **Human Skill**

- Ability to work with, understand, and motivate other people as individuals or in groups. According to Management theorist Mintzberg, the top (and middle) managers spend their time: 59 percent in meetings, 6 percent on the phone, and 3 percent on tours.
- Ability to work with others and get co-operation from people in the work group. For example, knowing what to do and being able to communicate ideas and beliefs to others and understanding what thoughts others are trying to convey to the manager.

### **Conceptual Skill**

- Ability to visualize the enterprise as a whole, to envision all the functions involved in a given situation or circumstance, to understand how its parts depend on one another, and anticipate how a change in any of its parts will affect the whole.
- Creativity, broad knowledge and ability to conceive abstract ideas. For example, the managing director of a telecom company visualizes the importance of better service for its clients which ultimately helps attract a vast number of clients and an unexpected increase in its subscriber base and profits.

### **Other Managerial Skills**

Besides the skills discussed above, there are two other skills that a manager should possess, namely diagnostic skill and analytical skill.

**Diagnostic Skill** – Diagnose a problem in the organization by studying its symptoms. For example, a particular division may be suffering from high turnover. With the help of diagnostic skill, the manager may find out that the division's supervisor has poor human skill in dealing with employees. This problem might then be solved by transferring or training the supervisor.

**Analytical Skill** – Ability to identify the vital or basic elements in a given situation, evaluate their interdependence, and decide which ones should receive the most attention. This skill enables the manager to determine possible strategies and to select the most appropriate one for the situation.

For example, when adding a new product to the existing product line, a manager may analyze the advantages and risks in doing so and make a recommendation to the board of directors, who make the final decision.

Functions of a manager are the various roles played by the manager in an organization. A manager is accountable for all the happenings in the firm and is answerable to the management. The seven major roles played by the manager are –

- Planning
- Organizing
- Staffing
- Directing/leading
- Coordinating
- Reporting
- Budgeting
- Controlling



## Various Challenges of a Manager

We have seen the different roles a manager has to play in order to maintain the workflow balance in an organization. With all these responsibilities, there are some tough challenges a manager has to deal with while trying to balance everything. Following are some challenges a manager has to deal with –

- **Managing workforce diversity** – Manager shouldn't create or encourage discrimination among employees. Employees from different background, culture, and ethnicity should be treated as equal and rewards should be given only on the basis of work.
- **Improving quality and productivity** – It is the sole responsibility of the manager to increase the productivity without hampering the quality. It can be done in two ways –
  - **Totally quality management** – That is constant focus on customer satisfaction by improving organizational process.
  - **Process of engineering** – Focusing on the manufacturing of the product, so that the quality is not compromised.
- **Responding to labor shortage** – If there is a labor shortage then the manager should quickly respond to solve this problem by arranging for the workforce required so that the product delivery is not delayed.
- **Eradication of labor shortage** – The manager needs to take quick action, if there is a labor shortage and should assure with backup plans so that there is no labor shortage in future.
- **Improving customer service** – Manager faces the challenge to constantly improve customer service to survive in an ever-competitive environment.
- **Improving ethical behavior** – Managers should make sure that the employees behave properly and maintain the decorum of the company. These are few major challenges a manager faces while trying to complete a project. To maintain work-life balance and for the betterment of the organization, the manager should try level best to resolve these challenges.

## Personality

Personality, a characteristic way of thinking, feeling, and behaving. Personality embraces moods, attitudes, and opinions and is most clearly expressed in interactions with other people.

Personality trait is basically influenced by two major features –

- Inherited characteristics
- Learned characteristics

### Inherited Characteristics

The features an individual acquires from their parents or forefathers, in other words the gifted features an individual possesses by birth is considered as inherited characteristics. It consists of the following features –

- Color of a person's eye
- Religion/Race of a person
- Shape of the person

### Learned Characteristics

Nobody learns everything by birth. First, our school is our home, then our society, followed by educational institutes. The characteristics an individual acquires by observing, practicing, and learning from others and the surroundings is known as learned characteristics.

Learned characteristics includes the following features –

- **Perception** – Result of different senses like feeling, hearing etc.
- **Values** – Influences perception of a situation, decision making process.
- **Personality** – Patterns of thinking, feeling, understanding and behaving.



- **Attitude** – Positive or negative attitude like expressing one's thought.

### **Traits of Personality**

Personality traits are the enduring features that define an individual's behavior. A personality trait is a unique feature in an individual. Psychologists resolved that there are five major personality traits and every individual can be categorized into at least one of them. These five personality traits are –

- **Extrovert:** Openness (also referred to as openness to experience) emphasizes imagination and insight the most out of all five personality traits. People who are high in openness tend to have a broad range of interests.
- **Neurotic:** Neuroticism is a personality trait characterized by sadness, moodiness, and emotional instability. Individuals who are high in neuroticism tend to experience mood swings, anxiety, irritability, and sadness. Those low in this personality trait tend to be more stable and emotionally resilient.
- **Open:** Openness (also referred to as openness to experience) emphasizes imagination and insight the most out of all five personality traits. People who are high in openness tend to have a broad range of interests. They are curious about the world and other people and are eager to learn new things and enjoy new experiences
- **Agreeable:** This personality trait includes attributes such as trust, altruism, kindness, affection, and other prosocial behaviors. People who are high in agreeableness tend to be more cooperative while those low in this personality trait tend to be more competitive and sometimes even manipulative.
- **Conscientious:** conscientiousness is one defined by high levels of thoughtfulness, good impulse control, and goal-directed behaviors. Highly conscientious people tend to be organized and mindful of details.

They plan ahead, think about how their behavior affects others, and are mindful of deadlines

### **Major Personality Attributes**

Following are the five major personality attributes that influence OB –

#### **Locus of Control**

Locus of control is the center of control of an individual's code of conduct. People can be grouped into two categories i.e., internals and externals respectively.

People who consider themselves as the masters of their own fates are known as internals, while, those who affirm that their lives are controlled by outside forces known as externals.

#### **Machiavellianism**

Machiavellianism is being practical, emotionally distant, and believing that ends justify means.

Machiavellians are always wanting to win and are great persuaders. Here are the significant features of a high-mach individuals –

- High-Machs prefer precise interactions rather than beating about the bush.
- High-Machs tend to improvise; they do not necessarily abide by rules and regulations all the time.
- High-Machs get distracted by emotional details that are irrelevant to the outcome of a project.

#### **Self-esteem**

It is the extent up to which people either like or dislike themselves. Self-Esteem is directly related to the expectations of success and on-the-job satisfaction.

Individuals with high self-esteem think that they have what it takes to succeed. So, they take more challenges while selecting a job.

On the other hand, individuals with low self-esteem are more susceptible to external distractions. So, they are more likely to seek the approval of others and to adapt the beliefs and behaviors of those they respect.

### **Self-monitoring**

Self-monitoring is the capability of regulating one's behavior according to social situations. Individuals with high self-monitoring skill easily adjust their behavior according to external, situational factors. Their impulsive talents allow them to present public personae which are completely different from their private personalities.

However, people with low self-monitoring skills cannot cover themselves. Regardless of any situation, they are always themselves. They have an attitude of, "what you see is what you get."

### **Risk taking**

Generally, managers are reluctant on taking risks. However, individual risk-taking inclination affects the bulk of information required by the managers and how long it takes them to make decisions.

Thus, it is very important to recognize these differences and align risk-taking propensity with precise job demands that can make sense.

## **UNIT-II**

### **Meaning of Personality**

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 across in ancient Greece and Rome. Common usage of the word 'Personality' signifies the role which the person (actor) displays to public. Personality is one of the major psychological factors affecting the human behavior.

Personality refers to the sum total of internal & external traits of the individual which are relatively stable & which make the individual different from others

The personality refers to the quality of a person in the role played, appearance and behaviour, inner awareness & force. The personality may vary from situation to situation. It is the interaction between person & situation.

Personality represents the sum total of several attributes which manifest themselves in an individual to organize and integrate all the qualities so as to give meaning to life and the uniqueness of the situation which influences behavior of an individual.

**Definition:** Personality is the dynamic organization within the individual of those psychological systems that determine his unique adjustments to his environment.

*Gordon Allport* Personality means how a person affects others & how he understands & views himself as well as the pattern of inner & outer measurable traits & the Person situation interaction.

*Fred Luthans*

Characteristics –

### **The following elements should form the meaning of personality.**

Personality has both internal and external elements. The external traits are the observable behaviours that we notice in an individual. Personality internal states represent the thoughts values & genetic characteristic that we infer from the observable behaviours.

An individual's personality is relatively stable. If it changes at all, it is only after a very long time or as the result of dramatic events.

An individual's personality is both inherited as well as shaped by the environment our personality is partly inherited generically from our parents. However these genetic personality characteristics are altered somewhat by life experiences.

Each individual is unique in Behaviour. There are striking differences among individual.

Thus personality refers to the sum total of internal & external traits of the individual which are relatively stable & which make the individual different from others.

### **Personality factors/ determinants of Personality**

#### 1. Biological factors

- Heredity
- Brain
- Physical features

#### 2. Family & social factors

#### 3. Situational factors

- Culture
- Religion

#### 4. Other factors

- Temperament
- Interest
- Character
- Schema
- Motives

### **Biological Factors**

**Heredity:** It has a great influence on biological and mental features. It means the transmission of the qualities from ancestor to descendant through a mechanism lying primarily in the chromosomes of germ cells. Physical stature facial attractiveness, sex, temperament, muscle composition, reflexes are inherited from one's parent.

**Brain:** There is a general feeling that brain plays an important role in development of one's personality persons with a broader forehead, big right hemisphere i.e. left handed have a learning towards truth, welfare beauty, justice, kindness artistic, emotional musician poet etc, similarly persons having broader left hemisphere i.e. right handed with sharp nose, big ears are logical, analytical, strong & have criminal

**Physical features:** An individual's external appearance may have a tremendous effect on his personality. Some people give relatively higher weightage to the physical features of an individual while defining his personality. Such factors include height, weight, colour, facial features. Eg: - Good physical appearance is an asset for the job of a sales person & public relations.

### **Family & Social factors:**

The family has considerable influence on personality development, particularly in early stages children learn from their parents, siblings etc.

The mother is the first teacher in initiating personality development. Father motivates & modifies behaviour. Eg:- Mother - dressing, cooking, sense, father - driving

Family and social factors shape a person's personality through the process of socialization and identification. Socialization is a process by which an infant acquires, from the enormously wide range of behavioral potentialities that are open him at birth, those behaviour patterns that are customary & acceptable to family & social group.

The identification process occurs when a person tries to identify himself with some person whom he feels ideal in family, generally a child in the family tries to behave like his father or mother.

**Eg:-** of impact of socio economic factors on personality child nurtured under a warm, loving stimulating environment are positive & active as compared to children neglected by their parents are.

### **Situational factors:**

An individual's Personality may change in different situations. The demand of different situation may call for different aspects of one's personality therefore we should not look at the personality factor in isolation.

**Culture:** The accepted norms of social behaviour are referred as cultural. The way in which people behave with others & the driving force of such functions are considered important components of culture children brought up in traditional norms, attitudes & values on the other hand. Modern cultural outlook of family & society has inspired children to become independent, free thinking of self developing. (ex of joint & nuclear family)

**Religion:** Religion plays a significant role in shaping one's personality from those of Muslims & Christians. The children in Hindu Societies learn from the very childhood learn about the value of Karma (hard work) and God-feasting attitudes.

The Protestants are taught about work ethics, family system, friendship & cooperation The Sikh are hard working, dogmatic aggressive.

The Muslims are ready to undertake any job & vocation & acquire personalities.

### **Other factors**

**Temperament:** Temperament and other non-intellectual personality traits are distributive according to normally distribution. Temperament is the degree to which one responds emotionally.

**Interest:** The individual normally has many interests in various areas. The top executives in Any organization do not have interest in common task and people. The organization should

Provide opportunities like job rotation & job enrichment & special training programmer to satisfy the Interest of executives

**Character:** Character primarily means honesty & integrity. It is resistance to stealing and cheating others. Character integrity & morals of high standards is a very important requirement for responsible jobs. It is likely that an individual may not steal under normal circumstances for ex: If the family of an individual is starving, there is a great probability that one will steal.

**Schema:** It is an individual's belief, frame of reference, perception and attitude which the individual possesses towards the management, the job, working conditions pay, fringe benefits, incentive system etc. The perception of an individual depends upon his socio-economic conditions & particular culture he lives to follow. The behavior of an individual depends to a great extent upon his form of reference which he develops from childhood experience.

**Motives:** Motive is inner drives of individual. They represent goal directed behaviour of individual. A motive is a cognitive factor which operates in determining one's behaviour towards

## **Theories of personality**

### **Psychoanalytic Theory**

The Psychoanalytic theory of personality has held the interest of psychologists and psychiatrists for a long time. Sigmund Freud, its formulator, was quite an influence. It attends to emphasizes three main issues i.e. the id, the ego and the superego.

Components of Psychoanalytic Theory

**Id** The id is the only part of the personality that is present at birth. It is inherited, primitive, inaccessible and completely unconscious.

The id operates according to the pleasure principle, that is, to seek pleasure, avoid pain and gain immediate gratification of its wishes.

The id contains:

(a) The life instincts, which are sexual instincts and biological urges such as hunger and thirst

(b) The death instinct, which accounts for our aggressive and destructive impulses.

**Ego** The ego is the logical, rational, realistic part of the personality. The ego evolves from the id and draws its energy from the id.

One of the functions of the ego is to satisfy the id's urges. But the ego, which is mostly conscious, acts according to the reality principle. It must consider the constraints of the real world in determining appropriate times, places, and object for gratification of the id's wishes.

**Superego** When the child is age 5 or 6 the superego – the moral component of the personality – is formed.

The superego has two parts:

(a) The “conscience“, consisting of all the behaviours for which we have been punished and about which we feel guilty

(b) The “ego ideal“, containing the behaviours for which we have been praised and rewarded and about which we feel pride and satisfaction.

In its quest for moral perfection, the superego, a moral guide, sets up signposts that define and limit the flexibility of ego.

## Type Theories

The type theories represent an attempt to put some degree of order into the chaos of personality theory.

The type theory represents an attempt to scientifically describe personality by classifying individuals into convenient categories.

Two categories of type theories of personality are explained below:

### 1.Sheldon Physiognomy Theory

William Sheldon has presented a unique body-type temperamental model that represents a link between certain anatomical features and psychological traits with distinguishing characteristics of an individual and his behaviour.

**Sheldon identifies three body types:**

**Endomorph:** He is bulky and beloved. Sheldon's endomorph to be rather fat, thick in proportion to his height.

His personality temperament is viscerotonic (the person seeks comfort, loves fine food, eats too much, is jovial, affectionate and liked by all).

**Mesomorph:** He is basically strong, athletic and tough. All appreciate his physique. In fact, it is this personality all other “morphs” wish for. According to Sheldon, he will tend to be somatotonic (he is fond of muscular activity; he tends to be highly aggressive, and self-assertive).

**Ectomorph:** These people are thin, long and poorly developed physically. Though physically weak, he leads the league in the intelligent department.

## **2. Carl Jung Extrovert Introvert Theory**

The way to type personality is in terms of behaviour or psychological factors. Jung's introvert and extrovert types are an example.

Carl Jung two types are:

**Extrovert:** They are optimistic, outgoing, gregarious and sociable. Extroverts are basically objective, reality-oriented individuals who are more doers than thinkers.

**Introverts:** By contrast, introverts are more inward-directed people. They are less sociable, withdrawn and absorbed in inner life. They tend to be guided by their own ideas and philosophy.

Few people are complete introverts or extroverts, but the mixture of these two ingredients determines the kind of overall personality of an individual.

### **Trait theory**

According to trait theory, a personality trait can be defined as an “enduring attribute of a person that appears consistently in a variety of situations”. In combination, such traits distinguish one personality from another.

A trait is a personal characteristic that is used to describe and explain personality. It is a list of relatively stable and consistent personal characteristics.

### **Gordon Allport Personality Traits**

Gordon Allport claims that personality traits are real entities, physically located somewhere in the brain. We each inherit our own unique set of raw material for given traits, which are then shaped by our experiences.

Gordon identified two main categories of traits:

1. **Common Traits:** Common traits are those we share or hold in common with most others in our own culture.

2. **Individual Traits:** According to Allport, there are three individual traits: cardinal, central and secondary traits.

**A). Cardinal Traits:** A cardinal trait is “so pervasive and outstanding in a life that almost every act seems traceable to its influence”.

**B). Central Traits:** According to Allport, are those that we would “mention in writing a careful letter of recommendation”.

**C) Secondary Traits:** The secondary traits are less obvious, less consistent and not as critical in defining our personality as the cardinal and central traits. Examples of secondary traits are food and music preferences.

### **Raymond Cattell 16 Personality Factors**

Raymond Cattell considered personality to be a pattern of traits providing the key to understanding and predicting a person's behaviour.

Cattell identified two types:

**Surface Traits:** Observable qualities of a person like honest, helpful, kind, generous etc., Cattell called these “surface traits”.

**Source Traits:** Make up the most basic personality structure and, according to Cattell, actually cause behaviour. Intelligence is a source trait, and every person has a certain amount of it but, obviously not exactly the same amount or the same kind.

### Self theory

The psychoanalytic, type and trait theories represent the more traditional approach to explaining the complex human personality.

### Self Actualization

Carl Rogers believed that humans have one basic motive that is the tendency to self-actualize – i.e. to fulfill one's potential and achieve the highest level of 'human-beingness' we can.

### Self concept

Self-concept is defined as "the organized, consistent set of perceptions and beliefs about oneself".

The self-concept includes three components:

### Self worth

what we think about ourselves. Rogers believed feelings of self-worth developed in early childhood and were formed from the interaction of the child with the mother and father.

### Self-image

How we see ourselves, which is important to good psychological health. Self-image includes the influence of our body image on inner personality.

### Ideal self

This is the person who we would like to be. It consists of our goals and ambitions in life, and is dynamic – i.e. forever changing. The ideal self in childhood is not the ideal self in our teens or late twenties etc.

### Meaning of learning:

Learning is the process by which individuals acquire knowledge & experience to be applied in future reaction to situation. Learning refers to this modification of behavior practice, training and experience.

Learning may be defined as a relatively permanent change in behaviour that occurs as a result of Prior Experience.

According to the Dictionary of Psychology – "Learning means the process of acquiring the ability to respond adequately to a situation which may or may not have been previously encountered, the factorable modification of response tendencies consequent upon previous experience, particularly the items in new series of complexity coordinated motor response, the fixation of items in memory so that they can be recalled or organized in the process of acquiring insight into a situation."

### Types of learners

**Visual** - Visual learners are better able to retain information when it's presented to them in a graphic depiction, such as arrows, charts, diagrams, symbols, and more. Similar to how designers use visual hierarchy to emphasize specific design elements, visual learners thrive with clear pictures of information hierarchy.

**Auditory** - Sometimes referred to as "aural" learners, auditory learners prefer listening to information that is presented to them vocally. These learners work well in group settings where vocal collaboration is present and may enjoy reading aloud to themselves, too.

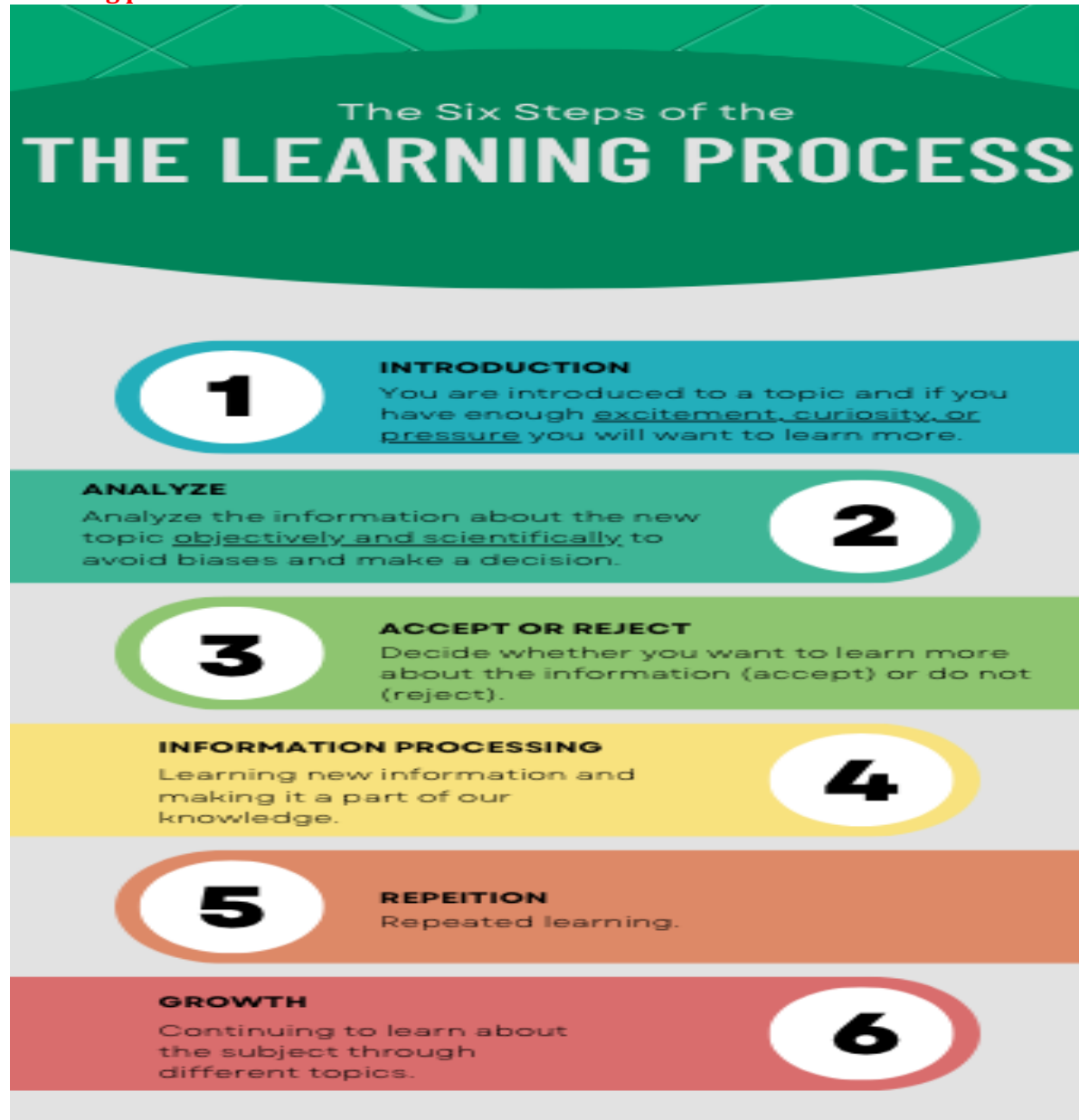
**Reading & Writing** - Focusing on the written word, reading and writing learners succeed with written information on worksheets, presentations, and other text-heavy resources. These learners are note-takers



and perform strongly when they can reference written text.

**Kinesthetic** - Taking a physically active role, kinesthetic learners are hands-on and thrive when engaging all of their senses during course work. These learners tend to work well in scientific studies due to the hands-on lab component of the course.

### Learning process



### Learning Theory

## Behaviorism

It is a universal learning process.

In this theory, the behavior can be explained by external theories

Tools of learning:- Ideas of positive and negative reinforcement



## Cognitivism

Developed by Jean Piaget

In this theory, students learn through reading text and lectures



## Constructivism

In this theory, people create their understanding of the world based on prior experiences

They use this new information to construct their meaning



## Humanism

In this theory, people consider humans as their subject of study and learn from them

Tools of learning:- Scenarios, role modeling, exploring, and observing people



## Connectivism

In this theory, people learn by forging new connections

The learning continues with job skills, networking, and accessing information with technology

E.g.:- Online learning from platforms like Homework Minutes



## Organisational Behaviour Modification (OBM)

Organisational Behaviour Modification (OBM) is a technique for personnel management that focuses on improving observable and measurable work-related behaviour. Examples include absence or tardiness, but also quality or quantity of work. Organisational Behaviour Modification argues for intervention to encourage desired performance behaviour and discourage undesired behaviour.

Fred Luthans and Kreitner developed this technique. Organisational Behaviour Modification can also be used to motivate the employees and improve the organisation's effectiveness.

To understand what this technique is all about, several related definitions will first be described. These definitions are: attitude, behaviour and organisational behaviour.

**Attitude** An attitude constitutes a way of thinking or feeling about something, a certain emotional state at that specific moment.

**Behaviour** Behaviour is defined as the way in which a person acts towards themselves and to those around them.

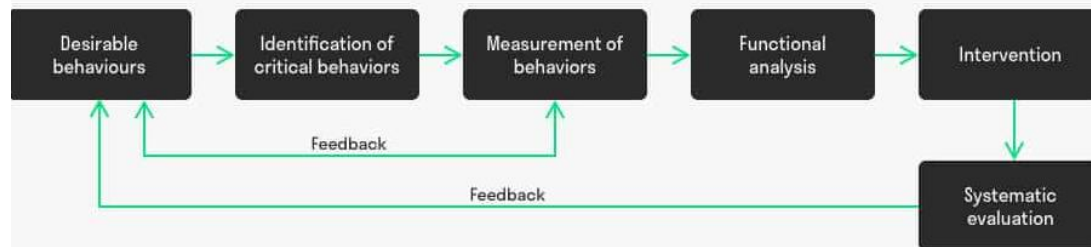
**Organisational behavior** A way to change behaviour and attitudes through technology and use newly discovered knowledge to influence employees to act in various ways.

Fred Luthans and R. Kreitner developed and used Organisational Behaviour Modification for a behavioural approach to the management of human resources for performance enhancement.

The steps they have given in the application of this technique have been summarised in the following figure:

## Organisational Behaviour Modification process

toolshero



1. **Identify undesired behaviour.** Use the following questions as guideline.
  - Can the behaviour be reduced to observable behavioural events?
  - Can it be counted how often each behaviour occurs?
  - What should the person do before a behaviour is recorded?
  - Does it involve an important performance-related behaviour?
2. **Measurement.** Measure the current frequency of the behaviour to offer a baseline against which improvement can be measured.
3. **Analyse.** Determine the triggers or antecedents for this behaviour and also establish the consequences – positive, neutral or negative – that arise from this behaviour
  - Analysis of reinforcement history
  - Use self-reporting measures
  - Systematic trial and error to identify reinforcements
4. **Intervention.** Develop an intervention strategy to reinforce desired behaviour and weaken dysfunctional behaviour by using positive reinforcement and corrective feedback, where it can be noted that punishment might be necessary in some cases, for instance to curb unsafe behaviour.- Develop an intervention strategy that takes into account environmental variables such as structures, processes, technologies, groups and tasks.
  - Apply the right strategy by means of suitable types of unforeseen events
  - Measure to establish the frequency of behaviour after intervention
  - Maintain desired behaviour by using applicable reinforcement schemes
5. **Evaluation.** Evaluation is needed to ascertain whether the activities are effective

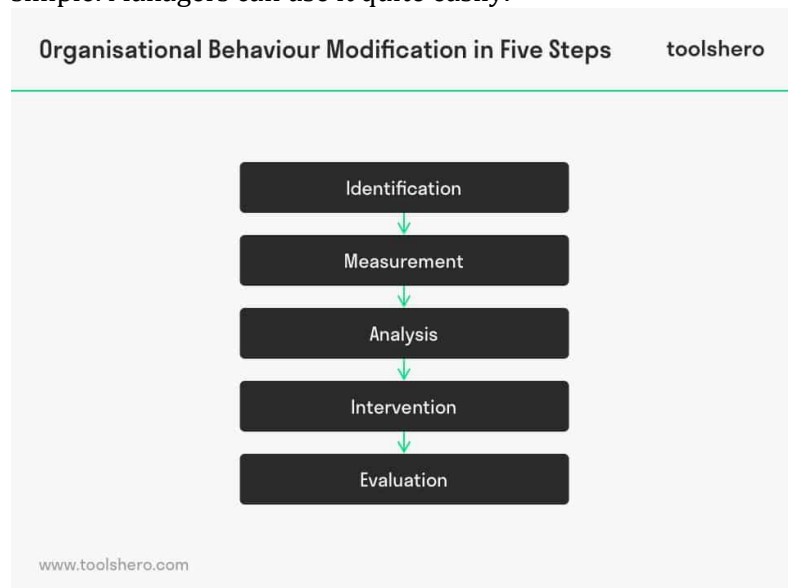
### Need Of organisational Behaviour Modification

Organisational Behaviour Modification is already successfully applied in various organisations. This concerns both service and production, to improve the organisation's effectiveness and better understand employees' behaviour in organisations. Additionally, it is an important tool for human resource management.

The following are the most important aspects of Organisational Behaviour Modification:

1. Behaviour can be tested Organisational Behaviour Modification focuses on a person's external behaviour and this enables a manager to realistically observe external manifestations of behaviour and to act accordingly. Because this concerns observed behaviour, it can be tested.
2. Development of employees Organisational Behaviour Modification presents a set of tools that can be used to learn new behaviour and skills and in doing so can replace undesired behaviour.
3. Monitoring and regulation of employees' behavior Organisational Behaviour Modification offers the managers various tools to effectively manage and influence employees' behaviour in the organisation.

4. Easy to understand and to use The term Organisational Behaviour Modification techniques is relatively simple. Managers can use it quite easily.



Applying Organisational Behaviour Modification starts by identifying critical behaviour that is relevant to the organisation's performance. These behaviours are measured. When there is no difference between desired behaviour and measured behaviour, no further action is needed.

Five steps are followed in changing undesired behaviour. These steps are further clarified below.

**1. Identification of critical behavior** To apply Organisational Behaviour Modification, it's important to identify negative behaviour. These have significant influence on employees' performance. Employees can be involved in various behaviours in the organisation.

**2. Measuring behavior** After a negative behaviour has been identified, it is measured in terms of the rate at which it occurs. When the number of cases falls within the acceptable limit (such as the absence through illness with one percent), it is not necessary to take action otherwise take an action.

**3. Functional analysis of behavior** Functional analysis encompasses a detailed investigation of the current behaviour of the employees to determine which consequences the specific behaviours cause. But also which circumstances lead to this. It determines one of the most practical problems when using an Organisational Behaviour Modification approach to change critical performance behaviour.

**4. Intervention** Identification of certain behaviour and the factors that cause such behaviour will determine the development of a suitable intervention strategy. Intervention is action that is taken to change undesired critical behaviour. The main goal is to reinforce and expedite desired performance behaviour and weaken undesired behaviour.

**5. Systematic evaluation** The last step in Organisational Behaviour Modification is the systematic evaluation that assesses whether the intervention strategies are effective. This given the fact that the basic goal of Organisational Behaviour Modification is to change undesired behaviour to improve performance.

### **1. Self-awareness**

The first element of Emotional Intelligence theory – Being self aware means that you understand you. – You understand what makes you tick and therefore, your strengths and weaknesses as a person, and a Leader. You can then start to understand why you feel, and what makes you feel. “Is this a good emotion, or should I feel a different way?” If you understand your emotions, you can identify their impact to you and those in your team. It is a path on the road to having humility, which is a much needed facet in Leadership.

### **2. Self-Management**

The second element of Goleman’s Emotional Intelligence theory: – Through being in control of what you say and do, whilst rejecting the temptation to make rushed decisions, you can be in charge of your actions and therefore reducing the chance of compromising your values. Other aspects to nurture in this element are to show and actively apply conscientiousness, trustworthiness, Leading and adapting to change, complete drive to succeed and the initiative to think fast and act creatively and innovatively to solve problems.

### **3. Social Awareness**

The third element of Emotional Intelligence Theory: Social awareness is the ability for a Leader to understand the emotions of the team members around them and to get a good comprehension of their emotional makeup. The ability to treat people according to these emotional reactions is vital. This area is linked to empathy: The ability to understand and see things in other peoples view points, expertise in building and retaining talent, valuing diversity and appreciating

the organisational goals. In essence this part of emotional intelligence then, is about understanding and being truly in touch with the complete demands of the environment and acting to suit those conditions.

### **4. Social Skills**

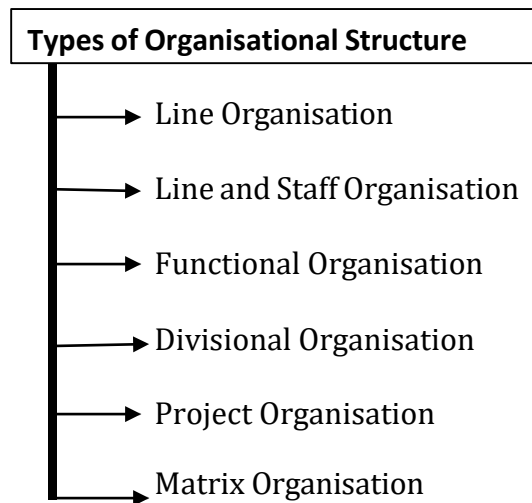
The fifth and final element from Goleman’s emotional intelligence theory, which links Leadership and Emotional Intelligence together: Leaders with good Social Skills are often very good communicators. Leaders who are good in this discipline are also good at conflict resolution and communicating the vision to team members, enlightening them and creating motivation and inspiration throughout the team. They are experts at getting their team to support them and also believe in their leadership. They set the example, for others to follow by demonstrating the acceptable behaviours and values.

## **ORGANISATIONAL STRUCTURE**

Organisation structure refers to the hierarchical arrangement of various positions in an enterprise. Organisational structure defines the formal relationship into managerial hierarchy.

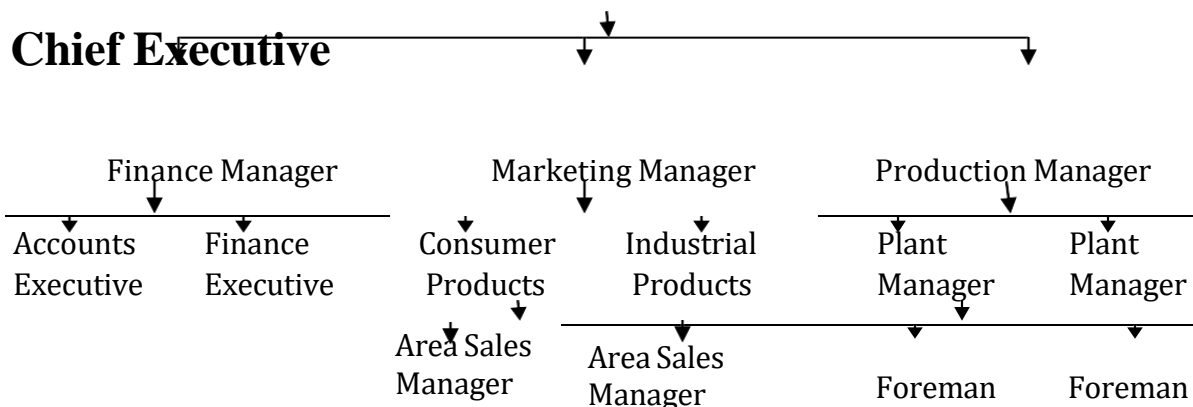
According to Koontz and Donnel, "Organisation structure is the establishments of authority relationships with provision for coordination between them, both vertically and horizontally in the enterprise structure".

## TYPES OF ORGANISATIONAL STRUCTURE



### 1. Line Organisation / Military Organisation:

A line organisation is one in which all managers have direct authority over their respective subordinates, through the chain of command. Authority flows directly from top to bottom through various managerial positions.

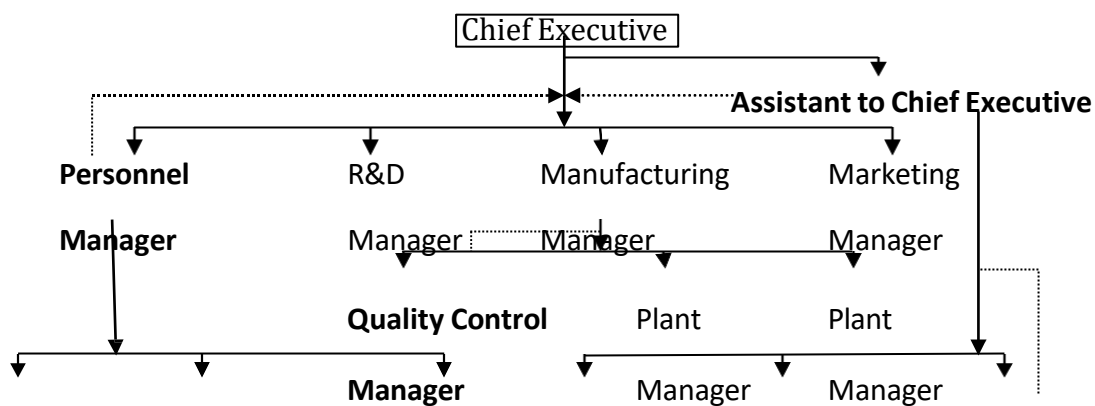


### 2. Line and Staff Organisation

Line and staff organisation is a modification of line organisation and it is more complex than line organisation. The power of command always remains with the line executives and staff supervisors guide, advice and council the line executives. Personal Secretary to the Managing Director is a staff official. Specified Staff Positions in an Organisation include:

1. Assistant to Chief Executive
2. Quality Control Manager
3. Personnel Manger, and
4. Manager [Marketing Research]

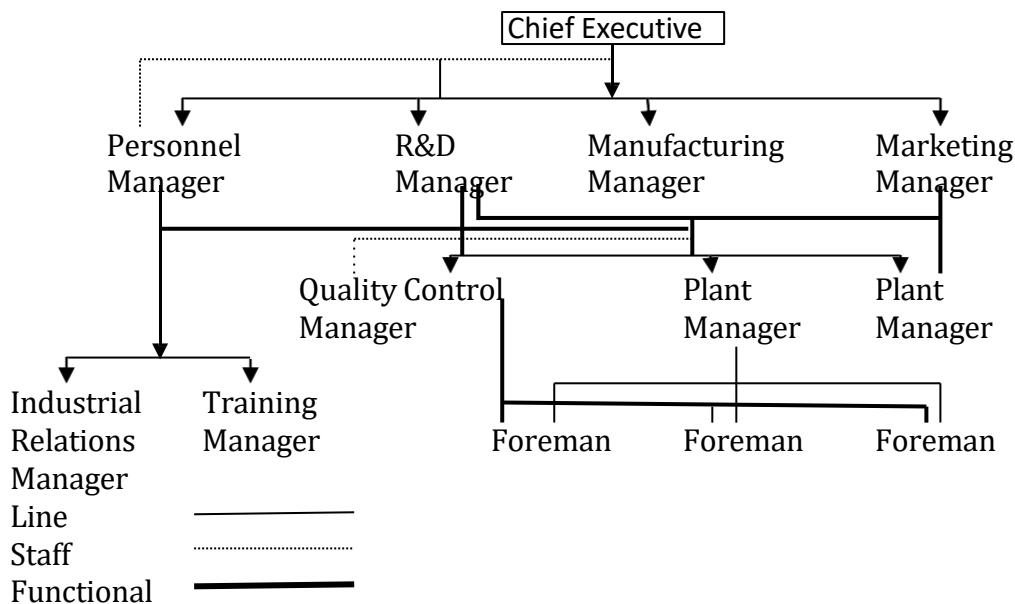




Industrial Relations Manager    Training Manager    Employees Service Manager    Manager (Industrial Product)    Manager (Consumer Product)    **Manager (Marketing Research)**

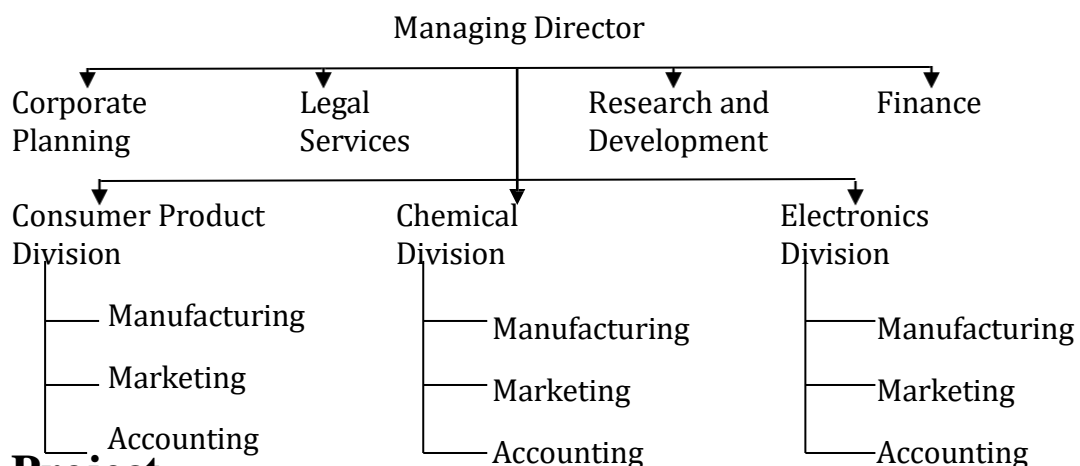
### 3. Functional Organisation

It is a limited form of line authority given to functional experts over certain specialised activities under the normal supervision of managers belonging to other departments.



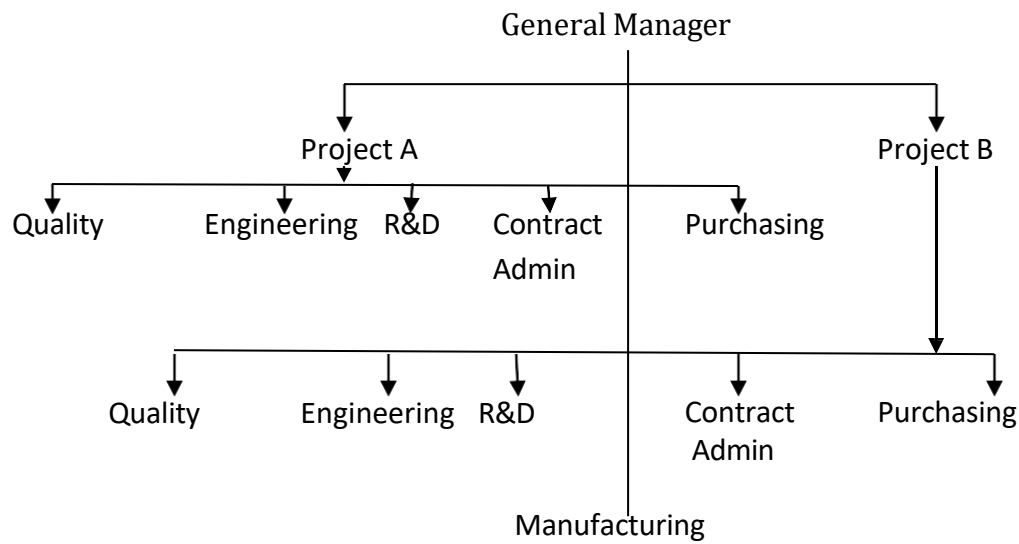
### 4. Divisional Structure

Divisional structure, also called profit decentralisation is built around business units. In this form, the organisation is divided into several fairly autonomous units.



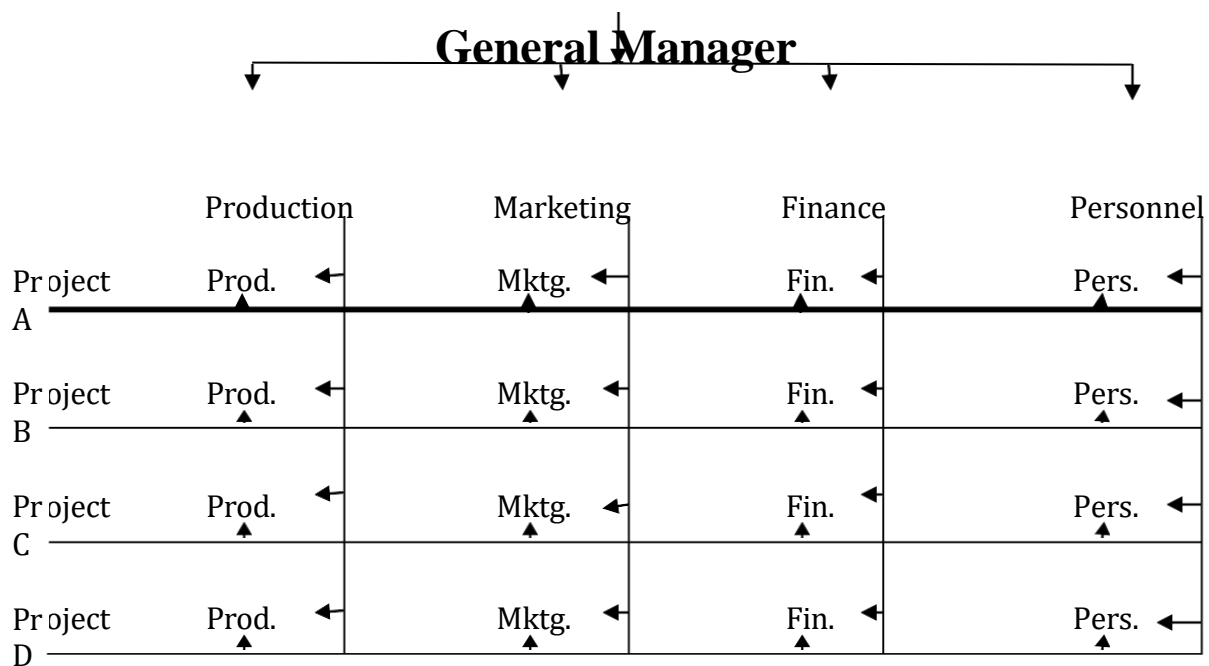
### 5. Project Organisation

A project organisation is composed of a core of functional departments, through its main units are specific programmes or projects.



## 6. Matrix Organisation

Matrix design is one of the latest types of organisational designs which have been developed to establish flexible structure to achieve a series of project objectives.



## FORMATION OF ORGANISATIONAL STRUCTURE

- Determination of Organisational Goals and Identification of Related Activities
- Grouping of Activities
- Delegation of Authority

## IMPORTANCE OF ORGANISATIONAL STRUCTURE

- Coordination
- Source of support and security
- Chain of Command
- Decision-making
- Efficiency

## DIFFERENCES BETWEEN FORMAL AND INFORMAL ORGANISATION

Basis of Distinction	Formal Organisation	Informal Organisation
<b>Meaning</b>	It is an official structure of activities, roles and authority relationship	It is a system of social relations which emerges on its own in a
	executed by management for achieving organisational goals	natural manner within the formal organisation to meet the social and cultural needs of the members of the organization
<b>Formation</b>	It is created deliberately	It emerges on its own as a result of social interactions among people
<b>Purpose</b>	It is created to achieve organisational goals	It emerges to meet the social and cultural needs of the members of the organization
<b>Rigidity versus Flexibility</b>	It is more rigid	It is more flexibility
<b>Structure</b>	It has a clear and well-defined structure which is pyramid shaped	It does not have a clear and well defined structure
<b>Use of Communication</b>	It makes more use of formal communication	It makes more use of informal communication

### GROUPS IN ORGANISATIONS

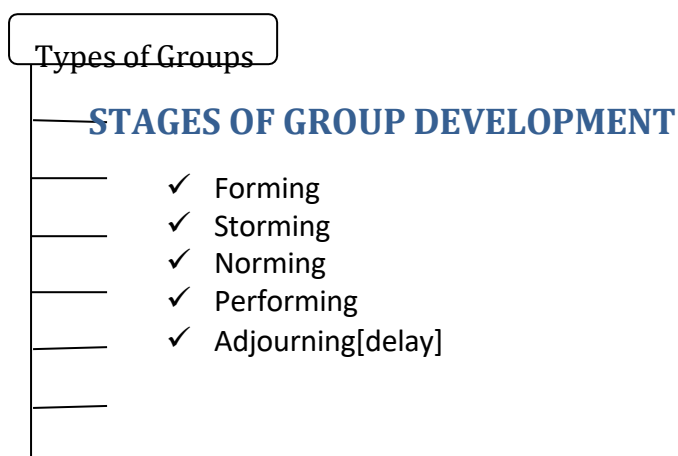
A group consists of two or more persons who interact with each other, consciously for the achievement of certain common objectives. Groups can make a manager's job easier because by forming a group, he need not explain the task to each and every individual.

According to Stephen Robbins, "A group may be defined as two or more individuals, interacting and interdependent, who have come together to achieve particular objectives".

### NATURE

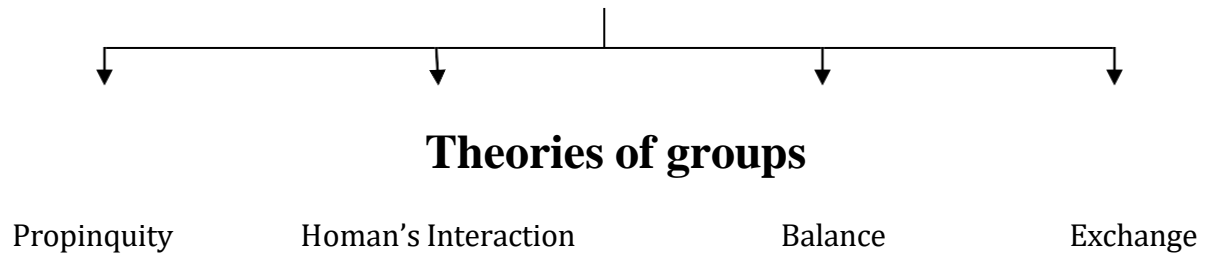
- Two or more persons
- Collective Identity
- Interaction
- Shared Goal Interest

### TYPES OF GROUPS



1. Primary and secondary
2. Membership & Reference
3. In and Out
4. Interest and Friendship
5. Formal and Informal
6. Temporary and Permanent
7. Nominal and Non-performing

# THEORIES OF GROUPS



1. **Propinquity:** The term propinquity means nearness. The theory of propinquity states that individuals affiliate with one another because of geographical proximity. This theory appears to explain the group formation process based on nearness.
2. **Homan's Interaction:** Homan's theory is based on activities, interactions and sentiments. All these elements are directly related to one another. Homan states that "the more activities persons share, the more numerous will be their interaction and the stronger will be their shared activities and sentiments".
3. **Balance Theory:** Balance theory of group formation, propounded by Newcomb, has suggested similarity of attitudes towards relevant objects and goals as the basic for group formation.
4. **Exchange Theory:** Exchange theory states the outcome of interaction as a basis of group formation. The outcome of a relationship should be rewarding in order to have attraction among the persons of a group. This theory is known as Exchange theory of reward and cost outcomes.

## GROUP BEHAVIOUR

Group behaviour in an organisation is quite complex. Group behaviour refers to the situations where people interact in large or small groups. The study of group behaviour is essential for an organisation to achieve its goals. Individual and group behaviour vary from each other. It realises from time to time.

## Determinants of Group Behaviour

- ❖ External factors
- ❖ Group Member's resources
- ❖ Group structure
- ❖ Group Process
- ❖ Group Tasks
- ❖ Performance and Satisfaction

## ADVANTAGES

- Performs complex task
- Generates new ideas
- Serves as liaison
- Serves as problem-solving mechanism
- Facilitates complex Decision-Making
- Serves as vehicle of socialisation
- Acts as an agent

## DISADVANTAGES

- ✚ Group think
- ✚ Diffusion of responsibility
- ✚ Potential for conflict
- ✚ Group polarisation
- ✚ Costly

- Time-consuming
- Leads to competition
- Lack of objective direction



## GROUP DYNAMICS

Group dynamics refers to those forces operating or present in the group and which the behaviour of the members of the group. This study provide information to the managers about the way to control the behaviour of the members of the group.

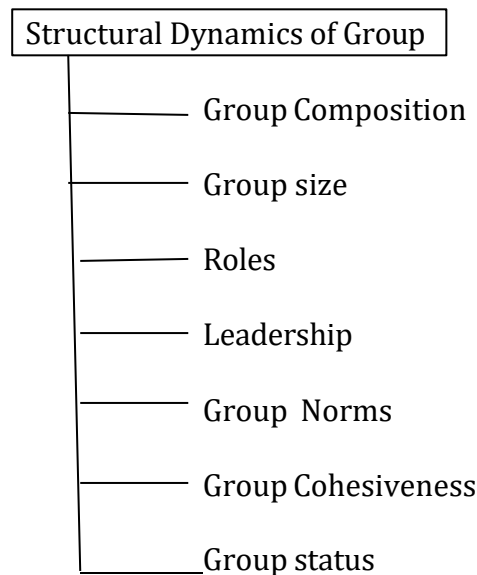
According to Kurt Lewin, "Group dynamics deal with internal nature of groups, how they are formed, what structure and processes they adopt, how they function and affect individual members, other group and the organisation".

## CHARATERISTICS OF GROUP DYNAMICS

- Perception
- Motivation
- Group goals
- Group organisation
- Interdependency
- Interaction
- Entity

## STRUCTURAL DYNAMICS OF GROUPS

The group must have structure just like an organisation has structure. The structure of a work group has to be deduced from its various components and how they work.



## GROUP DECISION

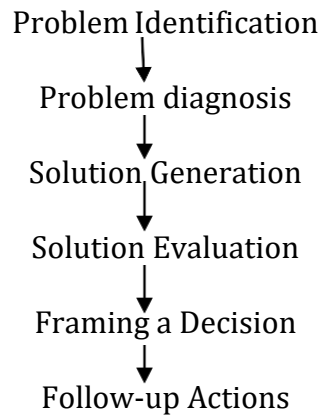
Group decision-making is defined as a decision situation in which there is more than one individual involved. The group members have their own attitudes and motivations, recognise the existence of a common problem, and attempt to reach a collective decision.

According to George R.Terry, "Decision-making is the selection based on certain criteria from two or more alternatives".

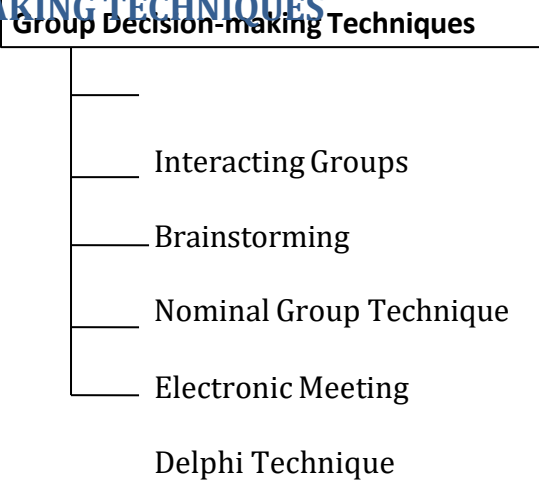
## NATURE OF GROUP DECISION-MAKING

- There is active interaction
- It is related to situation
- There is joint responsibility
- There is a common issue
- There may be conflicting opinions

## GROUP DECISION-MAKING PROCESS



## GROUP DECISION-MAKING TECHNIQUES



## ADVANTAGES

- Pooling of Knowledge and information
- Satisfaction and communication
- Personnel Development
- More Risk Taking
- Different Perspectives

## DISADVANTAGES

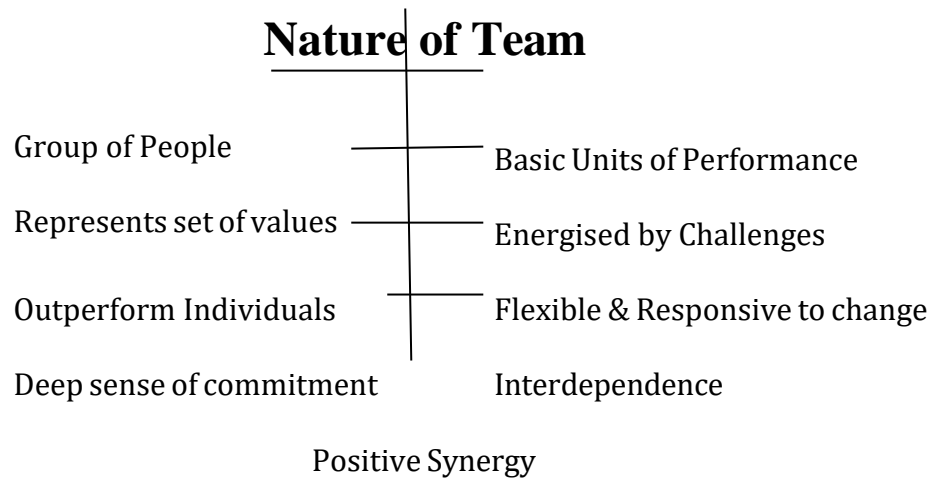
- ❖ Time-consuming and costly
- ❖ Individual Domination
- ❖ Problem of Responsibility
- ❖ Groupthink
- ❖ Goal Displacement

## TEAM

Team is a small group with members in regular contact. When groups do operating tasks they do as a team and try to develop a cooperative circumstance known as team work.

According to Katzenbach and Smith, "Team is defined as a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable".

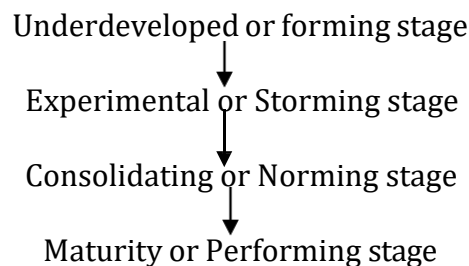
## NATURE OF TEAM



## TYPES

1. **Problem-solving Teams:** Problem solving teams are formed in order to solve a specific problem, arising in functioning of organisation or from changing environment
2. **Self-Managed Teams or Autonomous work group:** Self managing teams operate with participation decision-making, shared tasks, and responsibility for many of the managerial duties performed by supervisors in more traditional settings.
3. **Cross-functional Teams:** Cross-functional teams are made up of employees from about the same hierarchical level, but from different work areas, who come together to accomplish a task.
4. **Virtual Teams:** A virtual team – also known as Geographically Dispersed Team(GDP) is a group of individuals who work across time, space, and or with links strengthened by webs of communication technology.

## DEVELOPING TEAM



## TEAM EFFECTIVENESS

- ✓ Clear purpose
- ✓ Informality
- ✓ Participation
- ✓ Listening
- ✓ Civilised disagreement
- ✓ Consensus decisions
- ✓ Open communication
- ✓ Clear roles and work assignments
- ✓ Shared Leadership
- ✓ External Relations
- ✓ Style Diversity
- ✓ Self-Assessment

## TEAM BUILDING

Team building can be defined as the process of planning and encouraging working practices that are effective and which minimise the difficulties that

obstruct[block] the team's competence[ability] and resourcefulness.

According to Lusier, “Team building is an organisational development technique used to assist work group operate more efficiently and effectively”.

## **Benefits of Team Building:**

- Improve relationships
- Increases employees’ motivation
- Increases morale and ease conflicts
- Facilitates exchange of ideas
- Increases employee satisfaction
- Improves communication
- Provides organisational flexibility
- Enhances commitment to goals
- Expands job skills
- Provides higher levels of productivity

## **Limitations of Team Building**

- Possibility of group think
- Focuses only on workgroup
- Complicated exercise
- Requires a huge time commitment








## **Guidelines for Team Building**

- Emphasise common interests and values
- Use symbols to develop identification with the group
- Encourage and facilitate social interaction
- Tell people about group activities and achievements
- Conduct process analysis sessions
- Increase incentives for mutual cooperation

## **TEAM COMMUNICATION**

Team communication is basically a verbal or non verbal message that is sent and received within a team for the purpose of mutual understanding and acceptance. Effective team communication works to reduce the confusion and misunderstanding of the members.

## **Goals of Team Communication**

-  To disseminate ideas
-  To avoid duplicate work
-  To eliminate confusion
-  To monitor progress
-  To provide feedback
-  To take efficient action
-  To encourage input

## **LIMITATION IN TEAM**

- ❖ Unequal participation
- ❖ Not team players
- ❖ Limiting creativity

- ❖ Longer process
- ❖ Inherent[natural] conflict

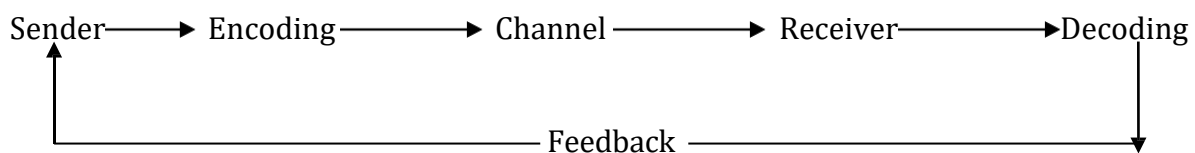
## DIFFERENCES BETWEEN TEAM AND GROUP

Basis of differences	Team	Groups
Suitability	A team work best for long-term projects	Groups are great for short-term output
Sharing	Team frequently comes together for discussion	Group comes together to share information
Accountability/Responsibility	In a team there is individual and mutual accountability of each team members	Group there is an individual responsibility
Focuses	Teams are more focused on team goals	Group focus on individual goals
Definition	Team defines individual roles, responsibilities and tasks to help team to do its share and rotate them	Group defines individual roles, responsibilities and tasks
Concern	Team concern with outcomes of everyone	Group concern with one's own outcome
Head	Team leader	Manager
Members	7-12 members	2-4 members
Formation	Difficult to form	Easy to form

## COMMUNICATION

Organisational communication provides the basis for understanding virtually every process that occurs in organisation. Communication is a vital[very important] management component[part] to any organisation. It is a two-way process concerned with sharing and understanding of information.

## COMMUNICATION PROCESS:



## FUNCTIONS OF COMMUNICATION

- Information sharing
- Feedback
- Influence people
- Gate keeping
- Coordination and regulation of production activities
- Socialization
- Innovation
- Necessary for sound decisions
- Greater scope of managerial influence

## **BARRIERS OF EFFECTIVE COMMUNICATION**

- Semantic barriers
- Emotional barriers
- Physical barriers
- Organizational barriers
- Personal barriers

## WAYS OF OVERCOMING BARRIERS

- Maintaining similarity
- Empathy[understanding]
- Working hypothesis
- Be patient
- Written word

## METHODS OF IMPROVING COMMUNICATION

### 1. Methods of Improving the efficiency of Interpersonal communication:

- A. Misperception
- B. Selective evaluation of others
- C. Selective evaluation of self
- D. Selective Interaction
- E. Response Evocation[suggestion]

### 2. Methods of improving organisational communication

- a. Encourage open feedback
- b. Another mechanism for soliciting feedback is corporate hotlines
- c. Use simple language
- d. Avoid overload
- e. Be a good listener

## UNIT – IV LEADERSHIP AND POWER

Leadership is the process of influencing the behaviour of others to work willingly for achieving predetermined goals. Leadership changes potential into reality. A leader is a person who leads or guides or one who is in-charge or command others who has influence or power, especially of a political nature.

According to Alan Keith, “Leadership is ultimately about creating a way for people to contribute to making something extraordinary happen”.

## NATURE OF LEADERSHIP

- Leadership is a process of influence
- Leadership is related to situation
- Leadership is the function of stimulation
- Leadership gives an experience of helping and attaining the common objectives
- Employees must be satisfied with the type of leadership provided
- There must be followers
- Working relationship between leader and followers
- Community of interests

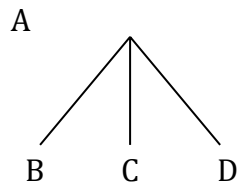
## BASIC QUALITIES OF LEADERSHIP

- Ability to inspire others
- Problem-solving skills
- Emotional maturity
- Ability to understand human behaviour
- Willingness to take risks
- Dedication to organisational goals
- Intelligence
- Sound physique
- Foresight and vision

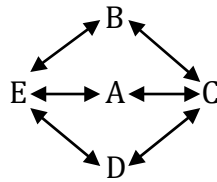


- Responsibility
- Leader should be trustworthy
- Leader should be confident on his view point
- Must do thing in systematic manner
- Significant level of tolerance
- Must be focused
- Committed to excellence

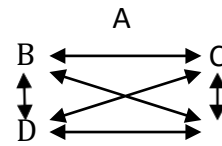
## LEADERSHIP STYLES



Autocratic



Participative



Free Rein

### 1. Autocratic /Dictatorial Leadership style:

The autocratic leader gives orders, which must be obeyed by the subordinates.

He determines policies for the group without consulting them, and does not give detailed information about future plans, but simply tells the group what immediate

steps they must take. Under this style all decision making power is centralised in the leader. Autocratic leadership may be negative because followers are uninformed, insecure and afraid of leader's authority.

### **ADVANTAGES:**

- Facilitates fast Decision-making
- Increased Productivity
- Reduces stress
- Helpful in training new employees
- Improved logistics of operations

### **DISADVANTAGES:**

3. Discourages follower's development
4. Increases leader's workload
5. Induces fear and resentment[dislike
6. Increases dependency on leader
7. Leads to frustration[disturbance]
8. Exploit[with use of] people

### **2. Democratic/participative Leadership style:**

Participative leadership style decentralises managerial authority. The leader's decision is taken after consultation with his followers and after their participation in the decision making process. The democratic leadership style, which is also participative by nature, is popular among the leader because it is people centred.

### **ADVANTAGES:**

- Increases acceptance of management's ideas
- Effective utilisation of follower's knowledge
- Increase follower's commitment
- Fosters professional competence
- Reduction of friction and office politics
- Reduced employee turnover
- High quality work

### **DISADVANTAGES**

- Leads to misinterpretation about leader
- It is time-consuming
- Creates lack of responsibility
- Results in danger of pseudo[imitation] participation

### **3. Free rein or Laissez Faire Leadership style:**

A free-rein leader does not lead, but leaves the group entirely to itself. Group members work themselves and provide their own motivation. Free-rein leadership ignores the manager's contribution approximately in the same way as the autocratic leadership ignores that of the group.

### **ADVANTAGES:**

- Provides freedom of direction
- Reduces work for leader

- Motivates team

## DISADVANTAGES

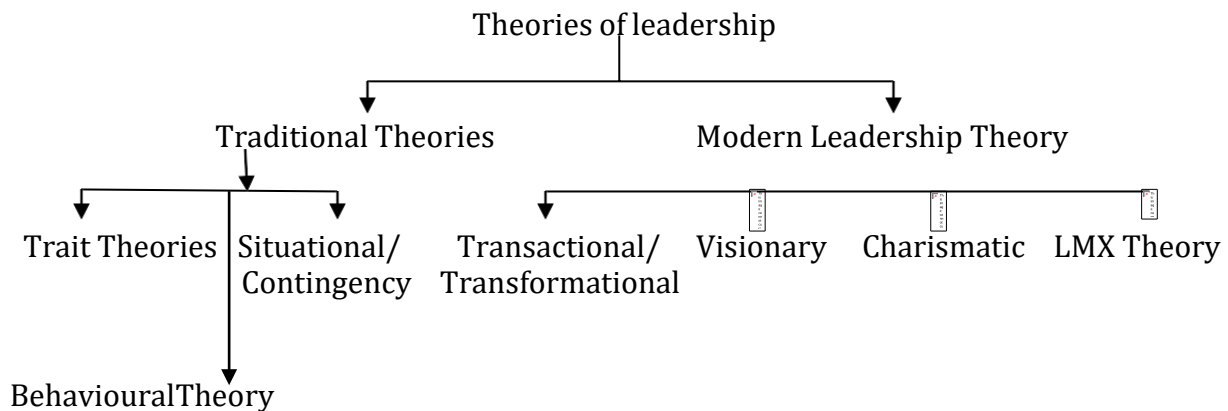
Increased stress levels for employees  
Results in lack of ownership

Lead to lack of direction

Lead to conflict among followers

## THEORIES OF LEADERSHIP

Leadership models help us to understand what makes leaders act the way they do.



### 1. Traditional Theories

Interest in leadership increased during the early part of the twentieth century. Early leadership theories focused on what qualities distinguished between leaders and followers, while subsequent theories looked at other variables such as situation factors and skill levels.

#### a. Trait Theories:

It is a traditional approach to the theory of leadership. According to these theories, it is thought that a leader has specific trait of mind and intelligence. Some of the important traits of an effective leader are discussed below:

- i. Intelligence
- ii. Physical features
- iii. Inner motivation drive
- iv. Maturity
- v. Vision and Foresight
- vi. Acceptance of responsibility
- vii. Open-mind and adaptability
- viii. Self-confidence
- ix. Human relations attitude
- x. Fairness of objectives

#### b. Ghiselli's personal traits:

Edwin Ghiselli's has conducted extensive research on the relationship between personality and motivational traits and leadership effectiveness. His findings suggest that the following personality traits range from being important to unimportant in relation to leadership success.

##### **Very Importance**

1. Decisiveness
2. Intellectual capacity
3. Job achievement orientation
4. Self actualisation feelings
5. Self confidence
6. Management ability

##### **Moderately Important**

1. Affinity for working class
2. Drive and initiative
3. Need for a lot of money

#### 4. Need for job security and

## 5. Personal maturity

### Almost no importance

Masculinity[male] versus femininity[female]

## 2. Behavioural Theories

The behavioural theorists contend that a leader's style is oriented toward either an employee-centred or a job-centred emphasis.

- a. **Employee-centred:** In the employee-centred orientation, the leader emphasises developing friendly, open relationships with employees and is very sensitive to their personal and social needs.
- b. **Job-centred:** A job-centred orientation is one in which the leader emphasises getting the job done by planning, organising, delegating, making-decision, evaluating performance, and exercising close management control.

## 3. Situation/Contingency Theories:

Contingency or situational theory advocates that leadership is strongly affected by the situation from which a leader emerges and in which he works. This leader is a means of achieving the goals of the group and the members. Here recognises the needs of the situation and then acts accordingly.

- a. Leadership effectiveness model
- b. Hersey and Blanchard's situational leadership
- c. Path-Goal Theory

## Modern Leadership Theory:

Contemporary approaches to leadership seek to address the inherent limitations in traditional leadership theories by providing holistic view of leadership.

### 1. Transactional and transformational leadership:

Transactional leaders guide or motivate their followers in the direction of established goal by clarifying role and task requirements.

Transformation leaders inspires followers to transcend their own self-interests for the good of the organisation, and who is capable of having a profound and extraordinary effect on his or her followers.

### 2. Visionary Leadership:

It is described as going beyond charisma [personality] with the ability to create and articulate a realistic, credible, attractive vision of the future for an organisation or organisational unit that grows out of and improves on the present.

### 3. Charismatic Leadership:

This theory can be traced back to ancient time. A leader has some charisma which acts as influences. Charismatic leaders are those who inspire followers and have a major impact on their organisations through their personal vision and energy

### 4. Leader-member exchange [LMX]:

The leader-member exchange theory occupies a unique position among leadership theories because of its focus on the dyadic relationship between leader and follower. Leaders and followers develop dyadic relationships and leaders treat each follower differently, resulting in two groups of followers – an in-group and an out-group.

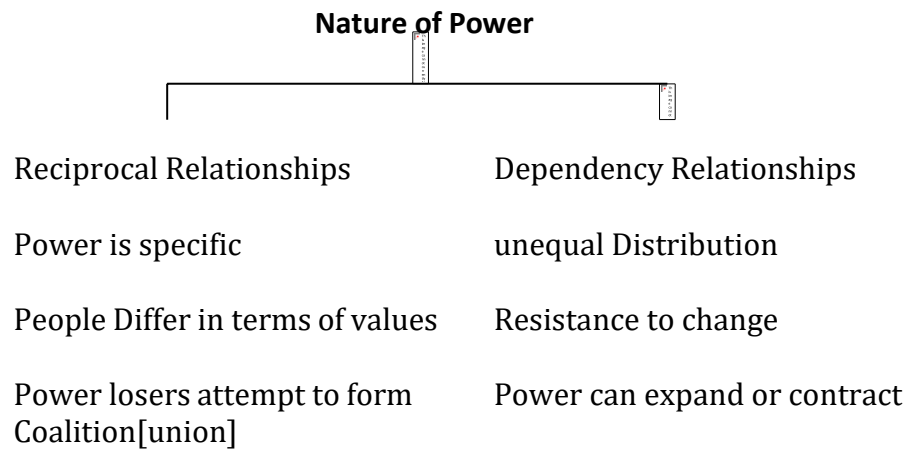
## POWER

The term "Power" may be defined as the capacity to exert influence over others. The essence of power is control over the behaviour of others. Power is the degree of influence an individual or group has in decision-making, without being authorised by the organisation to do so.

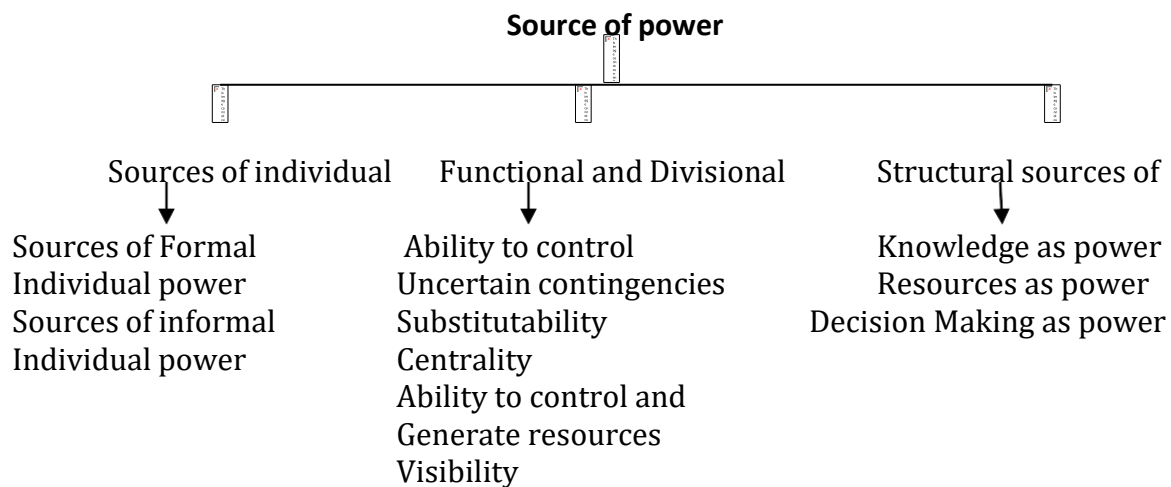
According to Stephen P. Robbins, "Power is defined as the ability to influence and control anything that is value of other".

According to Max Weber, “Power is the probability that one actor within the relationship will be in a position to carry out his own will despite resistance”.

## NATURE OF POWER:



## SOURCE OF POWER



## POWER CENTRES:

Power centre is a person who is in close vicinity of higher management and whom management trusts and takes feedback from. It is very important to understand the actual people who are powerful in the company.

## Ways to use power centres

- ✓ Destabilise[weaken/threaten]
- ✓ Communicate
- ✓ Defuse resistance
- ✓ Be deliberate
- ✓ Dominate sequence
- ✓ Create definitive systems

## Precautions while dealing with power centres

- ❖ Identify and select more than one power centre
- ❖ Selectively disclose the things

- ❖ Make them feel important
- ❖ Never criticise the company or boss
- ❖ Maintain relations

## **POLITICS**

Politics relates to the way a person is able to get power over others and the way in which he uses power over others. It is a method of operating in order to influence the behaviour of others.



According to Stephen Robbins, “ Politics in organisation are those activities that are not required as part of one’s formal role in the organisation, but that influence, or attempt to influence, the distribution of advantages and disadvantages within the organisation”.

## NATURE OF POLITICS:

1. Politics behaviour involves some kind of power either directly or indirectly
2. Politics involve the management of influence to obtain ends not sanctioned by the formal organisation
3. Politics involves behaviour that is self-serving
4. Politics takes place when an individual recognises that achievement of his goals is influenced by the behaviour of others.
5. All self-serving behaviour which do not involve use of power or threat of use of power cannot be termed as politics

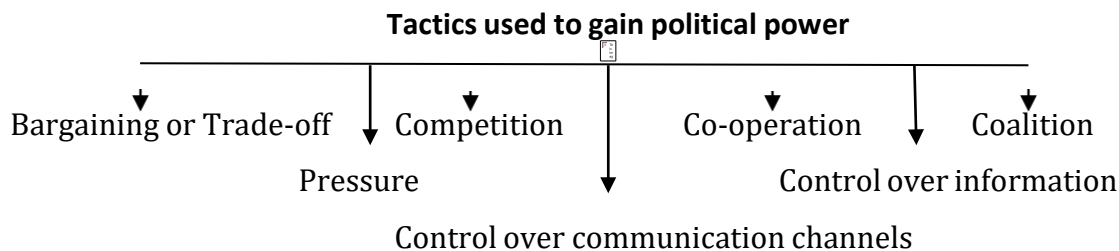
## LEVELS OF POLITICAL ACTION

1. Individual level
2. Coalition[union] level
3. Network level

## POWER AND POLITICS

Power is defined as “the ability to influence others” and corporate politics is “the carrying-out of activities not prescribed by policies for the purpose of influencing the distribution within the organisation”.

## TACTICS USED TO GAIN POLITICAL POWER



## UNIT V

### DYNAMICS OF ORGANISATIONAL BEHAVIOUR

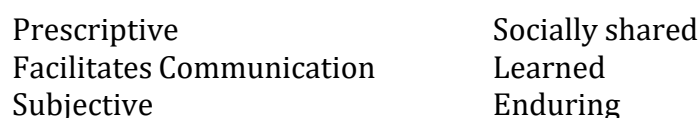
#### ORGANISATIONAL CULTURE

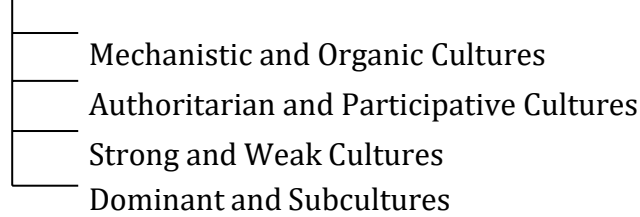
Organisational culture is the accumulated tradition of the organisational functioning. It is based on certain values, norms and positive attitudes of an organisation.

According to O'Reilly, “Organisational culture is the set of assumptions, beliefs, values, and norms that are shared by an organisation’s members”.

## CHARACTERISTICS:

### Characteristics of Organisation Culture



**TYPES:****Types of Organisational Culture****1. Mechanistic and Organic Cultures:**

In Mechanistic **Cultures** authority is thought of as flowing down from the top of the organisation down to the lower levels and communication flows through prescribed channels.

**Contrast** is the Organic culture. Formal hierarchies of authority, departmental boundaries, formal rules and regulations, and prescribed channels of communications are frowned upon.

**2. Authoritarian and Participative culture:**

In the **authoritarian culture**, power is concentrated on the leader and obedience to orders and discipline is stressed.

**Participative cultures** tend to emerge where most organisational members are professionals or see themselves as equals.

**3. Strong and weak Cultures:**

A **strong culture** will have a significant influence on employee behaviour manifesting in reduced turnover, lower absenteeism, increased cohesiveness, and positive attitudes.

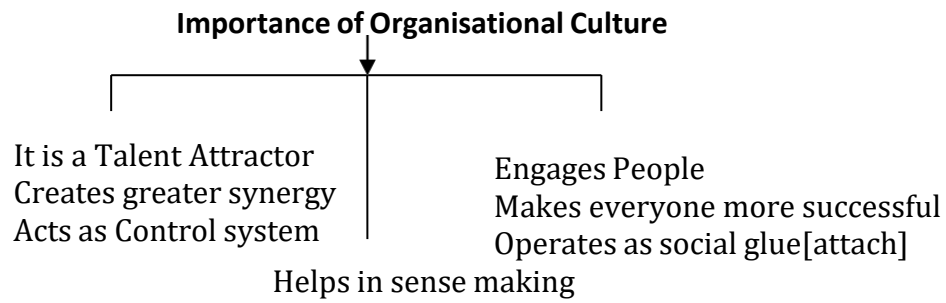
A **weak culture** is characterised by the presence of several sub-cultures, sharing of few values and behavioural norms by employees, and existence of few sacred traditions.

**4. Dominant and Subcultures:**

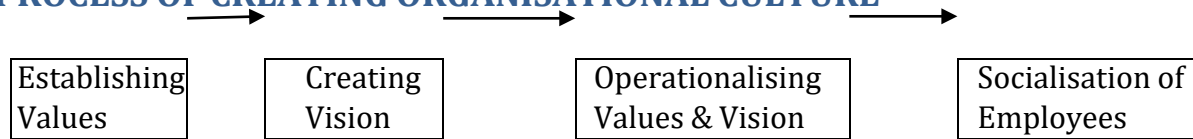
**Dominant culture** denotes the core values which are shared by majority of the employees in the organisation it is the macro-cultural perspective that presents the organisation's personality.

**Sub-cultures** are denoted by units/departments/geographic separations. Subcultures can be distinctive because of the age, class, location and gender of the members

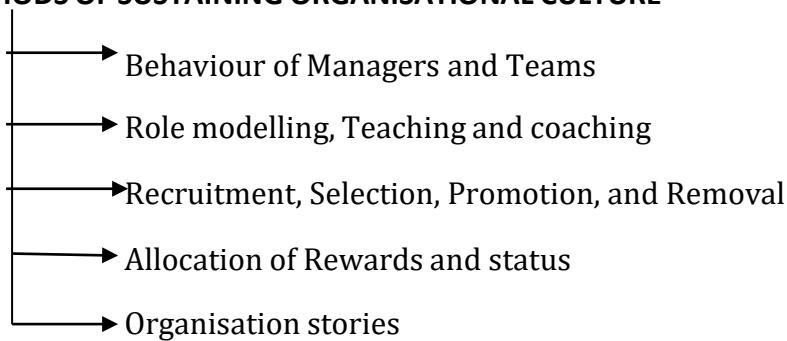
## IMPORTANCE OF ORGANISATIONAL CULTURE



## PROCESS OF CREATING ORGANISATIONAL CULTURE



### METHODS OF SUSTAINING ORGANISATIONAL CULTURE



## ORGANISATIONAL CLIMATE

Organisational Climate is very important factor to be consider in studying and analysing organisations because it has a profound influence on the outlook, well-being and attitudes of organisational members and thus, on their total performance.

### COMPONENTS:

- Members' concern
- Interpersonal relationships
- Degree of control
- Individual freedom
- Type of structure
- Management orientation
- Reward system
- Risk-taking
- Conflict Management
- Degree of trust

## IMPORTANCE OF ORGANISATIONAL CLIMATE

- Increased employee performance
- Develop strong relationship
- Determinant of success or failure
- Managers can get there work done easily
- Develops confidence
- Resource conservation
- Social benefit
- Reduces turnover
- Develops a sense of attachment with organisation

- Develops healthy organisation

## JOB SATISFACTION

Job satisfaction refers to the general attitude or feelings of an individual towards his job.

According to Smith, "Job satisfaction is an employee's judgement of how well his job has satisfied his various needs".

According to Locke, "Job satisfaction is a pleasurable state resulting from the appraisal of one's job or job experiences".

## DETERMINANTS OF JOB SATISFACTION

Determinants of Job satisfaction		
▼	↓	▼
Individual factor	Nature of Job	Situational Variables
Level of education Age	Occupational Level Job content	Working conditions Supervision, work groups Equitable rewards Opportunity for promotion

### Significance of Job satisfaction:

1. Improves Job performance
2. Builds positive Organisational citizenship Behaviour
3. Increases customer satisfaction
4. Work absenteeism
5. Reduces turnover

## ORGANISATIONAL CHANGE

Change refers to any alteration that occurs in total environment. Organisational changes are the changes of attitude, natures and interest of employees, technological and environmental changes related to an organisation and changes in rules and regulations affecting the organisation.

According to Organisation Development and Research Organisation, "Organisational change is the implementation of new procedures and technologies intended to realign an organisation with the changing demands of its business environment or to capitalise on business opportunities".

## NATURE OF ORGANISATIONAL CHANGE

- ❖ Change is a continuous process
- ❖ Change affects whole organisation
- ❖ Change is perceptual and Behavioural
- ❖ Change affects individuals in the multiple roles
- ❖ Change is natural
- ❖ Change may be planned or unplanned
- ❖ Change may be transformational
- ❖ Initiation of change efforts

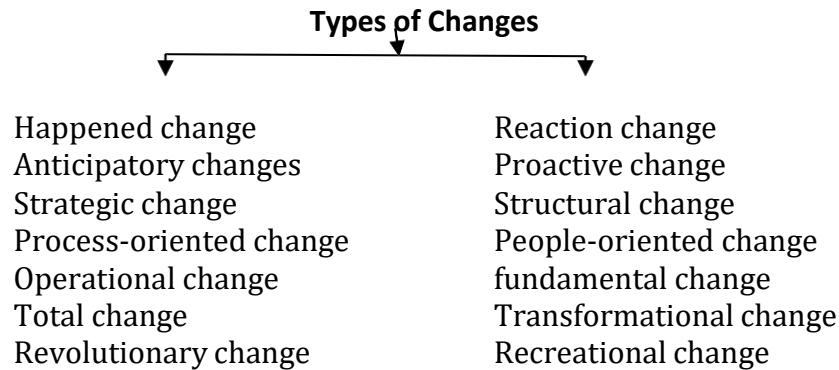
## IMPORTANCE OF ORGANISATIONAL CHANGE

1. **Changes in environment**
  - a. Economic and market changes
  - b. Technological change
  - c. Legal/Political changes
  - d. Resources availability changes – money, materials and human resources
2. **Changes managerial level - human resources**
  - a. Promotion of junior level managers to higher level
  - b. Dismissal or lay-off from the job of the managers
  - c. Resignation or turnover of managers from company service.
3. **Deficiency in present organisation**
  - a. Duplication of work
  - b. Working procedure
  - c. Barriers in communication process

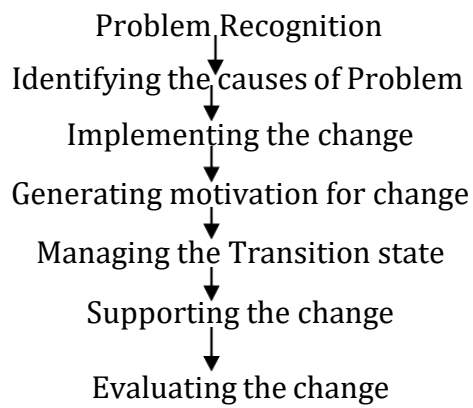
#### 4. Check the growth of inflexibility

- a. Employee goal change
- b. Work/job technology changes
- c. Organisational structure, climate and goal change

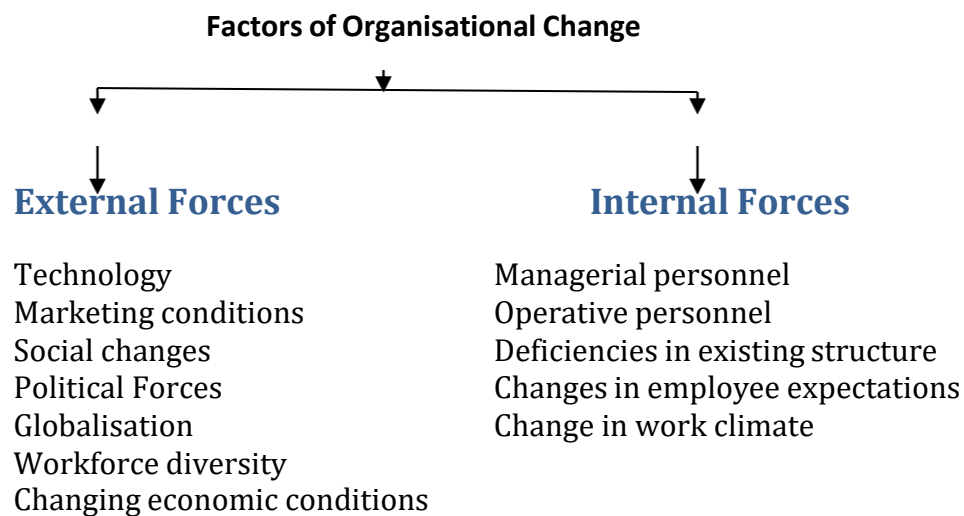
### TYPES OF CHANGES



### ORGANISATIONAL CHANGE PROCESS



### FORCES OF ORGANISATIONAL CHANGE



### RESISTANCE TO CHANGE

Resistance to change involves employees' behaviour designed to discredit, delay or prevent the change introduced for the development of an organisation. They resist because they are afraid of their job security, working conditions, status, regression and other factors.

According to Lines, "Resistance to change can be defined as behaviours that are acted out by change recipients in order to slow down or terminate an intended organisational change".

## LEVELS OF RESISTANCE TO CHANGE



### Individual Resistance

- 1) Habit
- 2) Security
- 3) Economic factor
- 4) Fear of the unknown
- 5) Selective information Processing

### Group Resistance

- 1) Group norms
- 2) Group cohesiveness
- 3) Group think and Escalation[growth] Commitment

### Organisational Resistance

- 1) Power and Conflicts
- 2) Differences in functional Orientation
- 3) Mechanistic structure
- 4) Organisational culture

## DEALING WITH RESISTANCE TO CHANGE

- ✓ Participation and involvement
- ✓ Communication and education
- ✓ Leadership
- ✓ Negotiation and agreement
- ✓ Willingness for the sake of the group
- ✓ Timing of change
- ✓ Selecting people with accept change

## MANAGING CHANGE

Change Management is the process of developing a planned approach to change in an organisation. Change Management is the process of developing a planned approach to change in an organisation.

According to Gabler, "Change management is the strategy of planned and systematic change, which is achieved by the influence of the organisational structure, corporate culture and individual behaviour, under the greatest possible participation of the employees".

## LEADING THE CHANGE PROCESS:

Leading change is one of the most important and difficult leadership responsibilities. To effectively lead change, one must recognise that the phenomenon of "change" does not need managing as much as do the people involved with it.

1. Align individual priorities with organisational goals
2. Learn to live with Ambiguity[doubt]
3. Understand the leadership style First
4. Change what one can change – oneself
5. Influence what one cannot change – others
6. Become an early adopter
7. Create a community of peers
8. Help other employees cope with change
9. Encourage communication among peers
10. Believe in the change and speak up

## Guidelines for facilitating change

1. **Unfreezing the system**
  - a. Creating dissonance[conflict]
  - b. Sharing information
  - c. Creating contacts with the external world
  - d. Enlisting top management support
  - e. Reward for change efforts
2. **Facilitating the movement**

- a. Establishing clear goals
- b. Involving people in change



- c. Focusing on the total system
- d. Developing support systems
- 3. Re-establishing the equilibrium**
  - a. Rewarding /celebrating desired behaviour
  - b. Planning for incremental success
  - c. Creating social bonds
  - d. Institutionalising the change

## CHALLENGES IN CHANGE MANAGEMENT

- ❖ **Perceptual barriers**
  - a. Problem recognition
  - b. Too narrow scope of the problem
  - c. Information overload
  - d. Misjudgements
- ❖ **Emotional Barriers**
  - a. Risk-Aversion
  - b. Lack of ability to process incomplete
  - c. Preference to evaluate existing ideas instead of generating new ideas
  - d. Not taking time for thinking
- ❖ **Cultural Barriers**
  - a. More focus than imagination
  - b. Problem-solving is seen as a serious matter
  - c. Reasons and intuition
  - d. Tradition and change
- ❖ **Environmental Barriers**
  - a. Lack of support
  - b. Lack of ability to accept criticism
  - c. Managers who always know the answer
- ❖ **Cognitive Barriers**
  - a. Use of wrong terminology
  - b. Sticking to strategies
  - c. Lack of complete and correct information

## STRESS

Work-related stress is a pattern of reactions that occurs when workers are presented with work demands that are not matched to their knowledge, skills or abilities and which challenge their ability to cope.

According to Beehr and Newman, "Stress is a condition arising from the interaction of people and their jobs and characterised by changes within people that force them to deviate from their normal functioning".

## NATURE OF STRESS

- Stress is not simply anxiety or nervous tension
- Stress is not be always due to overwork
- Stress need not always be damaging
- Stress cannot be avoided
- Body has a limited capacity to respond

## WORK STRESSORS/CAUSES OF STRESS

Stressors are the factors causing stress.

### 1. Individual Level stressors

- a. Personality type
- b. Career development
- c. Life change
- d. Role perceptions

## 2. Group Level Stressors

- a. Lack of group cohesiveness
- b. Lack of social support
- c. Inter and Intra-Group Relationships
- d. Sexual harassment
- e. Physical violence

## 3. Organisational Level Stressors

- a. Task Demands
- b. Role demands
- c. Inter-personal relationships at work
- d. Organisational structure and climate
- e. Organisational leadership
- f. Group pressures

## 4. Extra Organisational Stressors

- a. Phenomenal Rate of change
- b. Family
- c. Relocation
- d. Life's changes
- e. Sociological variables

## PREVENTION AND MANAGEMENT OF STRESS

### Prevention and Management of stress

#### Individual strategies of stress management

Relaxation  
Time management  
Role management  
Meditation

#### Organisational stress

Organisational Role clarity  
Job redesign  
Stress management programme  
Supportive organisation climate

## BALANCING WORK AND LIFE/WORK-LIFE BALANCE

Work-life balance is the term used to describe those practices at workplace that acknowledge and aim to support the needs of employees in achieving a balance between the demands of their family life and work-lives.

According to Work Foundation, "Work-life balance is about individuals having a measure of control over when, where and how they work, leading them to be able to enjoy an optimal quality of life".

## OPTIONS OF WORK-LIFE BALANCE

- Flexitime
- Compressed workweek
- Job sharing
- Flexible Compensation
- Telecommuting
- Part-time work
- Modified Retirement

## ADVANTAGES OF WORK-LIFE BALANCE

- Develop loyalty and commitment
- Increases productivity
- Reduces Absenteeism
- Reduces staff turnover
- Encourages employee participation

- Helps in attraction and retention of employees

## DISADVANTAGES OF WORK-LIFE BALANCE

- Lack of Time
- Inequality organisation
- More Flexibility
- Change of policies

## GUIDELINES FOR IMPROVING WORK-LIFE BALANCE

- ❖ Identify employee's needs
- ❖ Focus on organisational culture
- ❖ Improve personal and organisational Efficiency
- ❖ Set-up work life policies
- ❖ Inform and train managers
- ❖ Communicate the policies and benefits
- ❖ Evaluate work-life balance success

## ORGANISATIONAL DEVELOPMENT (OD)

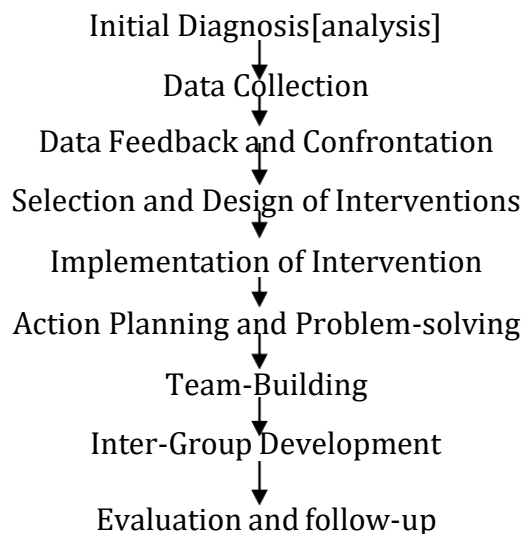
Organisation development is a body of knowledge and practice that enhances organisational performance and individual development. Organisation development is the process of bringing change in the entire aspects of the organisation.

According to Lippitt G.L., " Organisational Development is the strengthening of those human processes in organisation, which improve the functioning of the organic systems, so as to achieve its objectives".

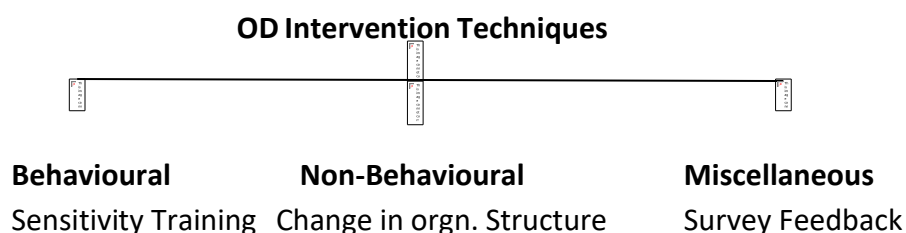
## CHARACTERISTICS OF ORGANISATIONAL DEVELOPMENT

1. OD is a planned strategy to bring about organisational change
2. OD programs include an emphasis on ways to improve and enhance performance
3. OD relies on a set of humanistic values about people and organisations
4. OD always involves a collaborative approach to change
5. OD represents a systems approach
6. OD is based upon scientific approaches to increase organisation effectiveness

## PROCESS OF ORGANISATIONAL DEVELOPMENT



## ORGANISATION DEVELOPMENT TECHNIQUES:



MBO  
Grid Development

Work Design  
Job Enrichment

Process Consultation  
Team Building

## SIGNIFICANCE OF ORGANISATIONAL DEVELOPMENT

- ❖ Provides Recognition
- ❖ Boost developmental activity
- ❖ Increase Effectiveness
- ❖ Competitive Environment
- ❖ Enhance Employee power
- ❖ Defines company's strategy
- ❖ Defines company's structure
- ❖ Identification of functional areas
- ❖ Appraisal
- ❖ Helps in analysis

## LIMITATION

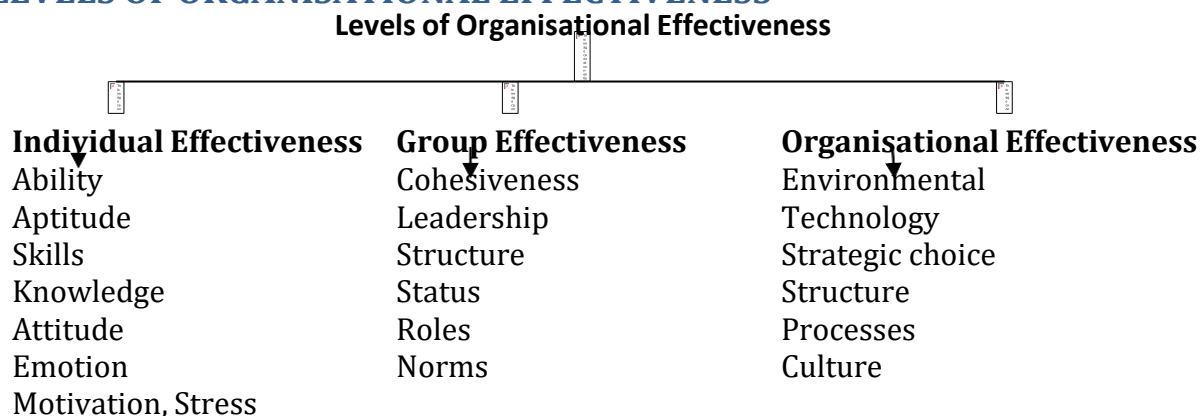
- ✓ Based on behavioural science concepts
- ✓ Requires Initiators
- ✓ Requires consideration of circumstances
- ✓ Other limitations
  - a. Time consuming
  - b. Substantial expense
  - c. Delayed pay-off period
  - d. Possible failure
  - e. Possible invasion of privacy
  - f. Possible psychological harm
  - g. Emphasis on group process rather than performance
  - h. Difficulty in evaluation

## ORGANISATIONAL EFFECTIVENESS

Organisational effectiveness is the extent to which an organisation achieves its goals with the given resources and means. An organisation is said to be effective if it is able to achieve its goals.

According to Price, "Organisational effectiveness is the degree of achievement of multiple goals".

## LEVELS OF ORGANISATIONAL EFFECTIVENESS



### INDICATORS OF ORGANISATIONAL EFFECTIVENESS

1. Innovation
2. Results
3. Productivity
4. Absence
5. Fiscal Indicators
6. Perceptions of Corporate Performance

## GENDER DIVERSITY AT WORKPLACE

Gender diversity in the workplace is the equal treatment and acceptance of both males and females in an organisation. Gender diversity means the proportion of males to females in the workplace. Gender diversity in the workplace is a tendency to have an equal, or at least close to equal, number of employees of both genders.



# MALLA REDDY UNIVERSITY

Andhra Pradesh Private Universities Act No. 13 of 2020 and U.U.Ms. No H4, Higher Education (UE) Department

- Committee for handling gender complaints
- Relaxation of working Hours for women
- Hostile work Environment
- Ensuring Women participation
- Gender Development programmes

## WAYS TO BUILD A GENDER-BALANCED ORGANISATION

- Define diversity
- Ensure alignment
- Put the plan into action
- Maintain a culture of diversity

## BENEFITS OF GENDER DIVERSITY AT WORKPLACE

- Equality at work
- Satisfaction at workplace
- Dignity at work policy
- Motivation

## CSE (AI & ML)

**Course code: MR201BM0108(R20) Course Name Organization Behavior**  
**QUESTION BANK**

Qno	Question	Marks	Section
1	Define organizational behavior. Classify the concepts of organizational behavior?	12	Section-I
2	Identify the key elements of organizational behaviour?	12	Section-I
3	Analyse the Organizational behaviour models?	12	Section-I
4	a. Discribe the use of Organizational behaviour	6	Section-I
	b. What is the scope of organizational behaviour	6	
5	What is the Need and importance of Organizational Behaviour	12	Section-I
6	Design the frame work to study the organizational behaviour	12	Section-I
7	a. Explain the difference between Need and scope of OB	6	Section-I
	b. Explore the various elements construct the OB in an organization	6	
8	How many roles a manager need to perform in an organization	12	Section-I
9	a. Illustrate the key components of Individual behaviour	6	Section-I
	b. Illustrate the key components Group behaviour	6	
10	Discuss about personality and its traits	12	Section-I
11	What do you mean the concept of learning ?Elaborate the different styles of leaning	12	Section-II

12	Assess the efficiency of the process of learning	12	Section-II
13	Evaluate the changes with OB modifications	12	Section-II
14	Explain the theories of personality	12	Section-II
15	How the learning behaviour takes place with the help different learning theories	12	Section-II
16	How the organizational intervention techniques help the organization behaviour development ?	12	Section-II
17	a. Define the organizational misbehaviour?	6	Section-II
	b. Discuss about the organizational interventions	6	
18	Explain the importance and factors influencing perception?	12	Section-II
19	Define motivation. Classify the types and importance of motivation?	12	Section-II
20	a. Short note on Emotional Intelligence and attitude	6	Section-II
	b. Write a short note on Values and perception.	6	
21	Design the organizational structure with its determinants.	12	Section-III
22	Draw the different models of organizational structures	12	Section-III
23	Assess the need and importance of formation of a Group in an organization and its process	12	Section-III
24	The effectiveness of team in organization and its negative impact on behaviour .	12	Section-III
25	List out various elements of Elements Of Interpersonal Communication and process	12	Section-III
26	What is the role of teams in an organization ?	12	Section-III
27	Describe the relation between communication and control?	12	Section-III
28	What is influence? Explain about Group Behaviour in influence?	12	Section-III
29	Discuss about the various group decision techniques .	12	Section-III
30	a. Short note on Interpersonal communication	6	Section-III
	b. Interpersonal control	6	



31	Assess the leadership importance in an organization	12	Section-IV
32	Explain the different types of leadership styles with suitable examples.	12	Section-IV
33	What are the various theories about the leadership?	12	Section-IV
34	Differentiate the roles of leader and a manager.	12	Section-IV
35	Meaning of a word "Power "in an organization. Various power sources in an organization .	12	Section-IV
36	Explain the traits of leadership .	12	Section-IV
37	a. Organizational politics	6	Section-IV
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38	Who is called Exemplary leaders, what are the practices he used to carry out?	12	Section-IV
39	Functions of a leader to attain effectiveness in group .	12	Section-IV
40	Elaborate any three models of leadership styles.	12	Section-IV
41	Explain the Organizational culture and climate?	12	Section-V
42	Illustrate the Factors affecting organizational climate?	12	Section-V
43	How the organization climate influence the organization ?	12	Section-V
44	What do mean by Job satisfaction, factors and importance ?	12	Section-V
45	Define Organizational change. Explain about Organizational change and importance?	12	Section-V
46	Define organizational development? Classify the Characteristics and objectives of OD?	12	Section-V
47	Stress management is an essential activity in an organization ,give the stress management techniques .	12	Section-V
48	Short note on Work-life balance	6	Section-V
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49	a.	Factors for analysing organization culture	6	Section-V
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50	Elaborate the change management with resistance		12	Section-V