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ORGANIZATIONAL BEHAVIOUR

(Common to CSE & IT) B.Tech IV-Year II-Sem (R18)
(JNTU-Hyderabad)

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Syllabus

UNIT-I

Introduction to OB: Definition, Nature and Scope – Environmental and Organizational Context – Impact of IT, Globalization, Diversity, Ethics, Culture, Reward Systems and Organizational Design on Organizational Behaviour.

Cognitive Processes-I: Perception and Attribution : Nature and Importance of Perception – Perceptual Selectivity and Organization – Social Perception – Attribution Theories – Locus of Control – Attribution Errors – Impression Management.

UNIT-II

Cognitive Processes – II : Personality and Attitudes – Personality as a Continuum – Meaning of Personality – Johari Window and Transactional Analysis – Nature and Dimension of Attitudes – Job Satisfaction and Organizational Commitment – Motivational Needs and Processes – Work-Motivation Approaches – Theories of Motivation – Motivation Across Cultures – Positive Organizational Behaviour : Optimism – Emotional Intelligence – Self-Efficacy.

UNIT-III

Dynamics of OB – I : Communication – Types – Interactive Communication in Organizations – Barriers to Communication and Strategies to Improve the Follow of Communication – Decision Making : Participative Decision-Making Techniques – Creativity and Group Decision Making.

Dynamics of OB – II : Stress and Conflict: Meaning and Types of Stress – Meaning and Types of Conflict – Effect of Stress and Intra-Individual Conflict – Strategies to Cope with Stress and Conflict.

UNIT-IV

Dynamics of OB – III Power and Politics : Meaning and Types of Power – Empowerment – Groups Vs. Teams – Nature of Groups – Dynamics of Informal Groups – Dysfunctions of Groups and Teams – Teams in Modern Work Place.

UNIT-V

Leading High Performance : Job Design and Goal Setting for High Performance – Quality of Work Life – Socio Technical Design and High-Performance Work Practices – Behavioural Performance Management: Reinforcement and Punishment as Principles of Learning – Process of Behavioural Modification – Leadership Theories – Styles, Activities and Skills of Great Leaders.

Code No : 138GN

R16 Solutions

Jawaharlal Nehru Technological University Hyderabad

B.Tech IV Year II Semester Examinations

July - 2021

ORGANIZATIONAL BEHAVIOUR

(Common to CE, ME, ECE, MIE)

Time: 3 Hours | Max. Marks: 75

Answer any five questions

All questions carry equal marks

Solutions

- - -

1. (a) Define Organization Behaviour. Explain its Nature in detail along with its applications. **(Unit-I, Q9)**

   (b) Do you think the knowledge of OB is required by a manager? Justify with examples. **[8+7]** **(Unit-I, Q9)**

2. (a) Does perception about a person affect his/her behaviour towards that individual? How? **(Unit-I, Q26)**

   (b) What do you understood by the concept of Impression Management? Explain in detail. **[7+8]** **(Unit-I, Q32)**

3. (a) Distinguish between theory X and theory Y of motivation and describe their principles. **(Unit-II, Q31)**

   (b) How does Johari Window Improves Self-Awareness? Explain in detail. **[8+7]** **(Unit-II, Q12)**

4. What is the difference between job satisfactions and organizational commitments which do you think would be more strongly related to turnover? Explain. **[15]** **(Unit-II, Q22)**

5. (a) Identify some important reasons why Organizations use interactive communication? **(Unit-III, Q15)**

   (b) How can an organization ensure a stress free environment for its employees? Discuss in detail. **[8+7]** **(Unit-III, Q30)**

6. (a) Can stress be beneficial for an employee? Support your answer with appropriate examples. **(Unit-III, Q24)**

   (b) Define power in organization context and explain types of power. **[8+7]** **(Unit-IV, Q7)**

7. (a) How does job design contribute to high performance? **(Unit-V, Q8)**

   (b) Identify different Managerial Approaches for Improving Motivation among employees in the organization. **[7+8]** **(Unit-II, Q25)**

8. (a) Define Leadership and discuss some important theories of leadership. **(Unit-V, Q19)**

   (b) Explain how reinforcement and punishment influence behavior? **[8+7]** **(Unit-V, Q16)**

Code No : 138GN

R16 Solutions

Jawaharlal Nehru Technological University Hyderabad

B.Tech IV Year II Semester Examinations

December - 2020

ORGANIZATIONAL BEHAVIOUR

(Common to CE, ME, ECE, CSE, IT)

Time: 2 Hours Max. Marks: 75

Answer any Five Questions

All Questions Carry Equal Marks

Solutions

– – –

1. With appropriate illustration, explain what perceptual selectivity is and how it influences our behaviour. [15] **(Unit-I, Q27)**

2. (a) What are the characteristics of culture? **(Unit-I, Q17)**

   (b) What are the various subjects contributing to the discipline of OB? [5+10] **(Unit-I, Q10)**

3. Explain the conceptual framework of transactional analysis and its significance. [15] **(Unit-II, Q14)**

4. Explain the difference between self-efficacy and self-esteem. [15] **(Unit-II, Q41)**

5. What is downward communication in the organizational context? What is its purpose? [15] **(Unit-III, Q12)**

6. Explain the following with illustrative examples.

   (a) approach-approach conflict

   (b) approach-avoidance conflict.

   (c) avoidance-avoidance conflict. [5+5+5] **(Unit-III, Q26)**

7. What do you understand by group cohesiveness? What factors increase or decrease group cohesiveness? [15] **(Unit-IV, Q20)**

8. (a) Mention briefly the types of skills needed by leaders. **(Unit-V, Q30)**

   (b) What are the limitations of trait theories of leadership? [10+5] **(Unit-V, Q25)**

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R16 Solutions

Jawaharlal Nehru Technological University Hyderabad

B.Tech IV Year II Semester Examinations

September - 2020

ORGANIZATIONAL BEHAVIOUR

(Common to CE, ME, ECE)

Time: 2 Hours Max. Marks: 75

Answer any Five Questions

All Questions Carry Equal Marks

Solutions

– – –

1. Describe briefly Hawthorne studies. What were the major implications of Hawthorne studies? What were the insights provided by the studies? [15] **(Unit-I, Q7)**

2. (a) What are the major characteristics of diversity? **(Unit-I, Q12)**

   (b) What is 'closure' principle in perceptual grouping? Illustrate your answer with example. [15] **(Unit-I, Q28)**

3. (a) What are the three 'ego states' according to transactional analysis theory? Describe them briefly. **(Unit-II, Q14)**

   (b) What are primary motives? [15] **(Unit-II, Q23)**

4. (a) What are the major factors influencing job satisfaction? **(Unit-II, Q18)**

   (b) What is the significance of 'blind arena' of Johari window? [15] **(Unit-II, Q13)**

5. (a) What are the forms of intra individual conflicts? **(Unit-III, Q26)**

   (b) What are the phases of decision making? [15] **(Unit-III, Q18)**

6. (a) Distinguish between authority and power. **(Unit-IV, Q9)**

   (b) How does coercive power differ from legitimate power? [15] **(Unit-IV, Q8)**

7. (a) What is cross functional team? **(Unit-IV, Q25)**

   (b) What is groupthink? What are its symptoms? [15] **(Unit-IV, Q24)**

8. (a) What is the role of reinforcement and punishment in learning? **(Unit-V, Q16)**

   (b) What is the importance of concern for QWL in job design? [15] **(Unit-V, Q14)**

ESSAY QUESTIONS WITH KEY

UNIT - I

Q1. Explain in detail important historical contribution to the study of organizational behaviour by Hawthorne studies. **(Refer Unit-I, Q7)**

Q2. Define OB. Do you think knowledge of OB is important for manager. Explain the nature and applications of OB. **(Refer Unit-I, Q9)**

Q3. What are the various subjects contributing to the discipline of OB? **(Refer Unit-I, Q10)**

Q4. Define Diversity. What are the characteristics and reasons for emergence of diversity. **(Refer Unit-I, Q12)**

Q5. What is organizational culture? Discuss the important characteristics of organizational culture. **(Refer Unit-I, Q17)**

Q6. What is Recognition? Differentiate money as reward from recognition as reward. What are the steps for effectively managing recognition program? **(Refer Unit-I, Q21)**

Q7. Define the terms perception. Explain its nature and importance of perception. Does perception about a person affect his/her behaviour towards that individual? **(Refer Unit-I, Q26)**

Q8. What is perceptual selectivity? Explain how perceptual selectivity influences our behaviour. Explain the external and internal factors which influence the perceptual selectivity. **(Refer Unit-I, Q27)**

Q9. What is perceptual organization? Explain the different ways in which a perceiver may organize different stimuli under perception. **(Refer Unit-I, Q28)**

Q10. What do you understood by the concept of impression management? Explain in detail. **(Refer Unit-I, Q32)**

UNIT - II

Q1. Explain Big Five model of personality. **(Refer Unit-II, Q10)**

Q2. Discuss in detail the Johari window and its applications. **(Refer Unit-II, Q12)**

Q3. Explain the conceptual framework of transactional analysis and its significance. **(Refer Unit-II, Q14)**

Q4. Define job satisfaction. What are the factors influencing job satisfaction? **(Refer Unit-II, Q18)**

Q5. Define Motivation. State the process of motivation. Write about primary motives and general motives. **(Refer Unit-II, Q23)**

Q6. Explain in detail Mc Gregor's theory X and theory Y. **(Refer Unit-II, Q31)**

Q7. List out the various contemporary theories of work motivation. Explain in detail equity theory of work motivation. **(Refer Unit-II, Q34)**

Q8. Define self-efficacy. How self efficacy differ from established organizational behaviour concepts. Explain the impact of self-efficacy. **(Refer Unit-II, Q41)**

Q9. What are the major sources of information for self-efficacy? Explain the implications of self-efficacy in the work place. **(Refer Unit-II, Q42)**

UNIT - III

Q1. What do you mean by formal and informal communication? Differentiate between formal and informal communications. **(Refer Unit-III, Q10)**

Q2. What is downward communication in the organizational context? What is its purpose? **(Refer Unit-III, Q12)**

Q3. What do you mean by Interactive Communication? What are the reasons behind using interactive communication? **(Refer Unit-III, Q15)**

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Q4. What are the different barriers to communication? **(Refer Unit-III, Q16)**

Q5. Write about participative decision making. **(Refer Unit-III, Q19)**

Q6. Give a psychological definition of creativity. Explain creative process. **(Refer Unit-III, Q20)**

Q7. Define stress. What are the different types of stress? **(Refer Unit-III, Q23)**

Q8. Can stress be beneficial for an employee? Support your answer with appropriate examples. **(Refer Unit-III, Q24)**

Q9. What are the forms of intra individual conflicts? **(Refer Unit-III, Q26)**

Q10. Discuss the effects/consequences of stress and intra-individual conflict. **(Refer Unit-III, Q29)**

Q11. How can an organization ensure a stress free environment for its employees? Discuss in detail. **(Refer Unit-III, Q30)**

UNIT - IV

Q1. Define power in organization context and explain types of power. **(Refer Unit-IV, Q7)**

Q2. How does coersive power differ from legitimate power? **(Refer Unit-IV, Q8)**

Q3. Define and distinguish between power, authority and influence. **(Refer Unit-IV, Q9)**

Q4. Define Groups and Teams. Differentiate between groups and teams. **(Refer Unit-IV, Q16)**

Q5. What do you understand by group cohesiveness? What factor increase or decrease group cohesiveness. **(Refer Unit-IV, Q20)**

Q6. What is Groupthink? What are its symptoms? **(Refer Unit-IV, Q24)**

Q7. (a) Define Team. State the nature of a team in the modern work place

(b) What are cross-functional Teams? What are the steps to improve coordination with cross-functional teams? **(Refer Unit-IV, Q25)**

Q8. Write a note on virtual teams and self-managed teams. **(Refer Unit-IV, Q26)**

Q9. Define self-managed team. How to make teams more effective. **(Refer Unit-IV, Q27)**

UNIT - V

Q1. Define Job Design? How does job design contribute to high performance? **(Refer Unit-V, Q8)**

Q2. What is Quality of Work Life (QWL)? What is the importance of concern for QWL in job design? **(Refer Unit-V, Q14)**

Q3. Explain reinforcement and punishment as principles of learning. **(Refer Unit-V, Q16)**

Q4. Define leadership and discuss some important theories of leadership. **(Refer Unit-V, Q20)**

Q5. What are the limitations of trait theories of leadership? **(Refer Unit-V, Q25)**

Q6. Write about Nadler and Tushman's charismatic leadership styles and Hersey and Blanchard's leadership style approach. **(Refer Unit-V, Q26)**

Q7. What are the various activities of a leader? **(Refer Unit-V, Q28)**

Q8. (a) What do a successful leader do?

(b) What do an effective leader do? **(Refer Unit-V, Q29)**

Q9. Mention briefly the types of skills needed by leaders. **(Refer Unit-V, Q30)**

Q10. Discuss in detail leadership development programs. **(Refer Unit-V, Q31)**

UNIT 1

Introduction to OB and Cognitive Processes-I

Syllabus

Introduction to OB: Definition, Nature and Scope – Environmental and Organizational Context – Impact of IT, Globalization, Diversity, Ethics, Culture, Reward Systems and Organizational Design on Organizational Behaviour.

Cognitive Processes-I: Perception and Attribution : Nature and Importance of Perception – Perceptual Selectivity and Organization – Social Perception – Attribution Theories – Locus of Control – Attribution Errors – Impression Management.

Learning Objectives

- ✓ Contribution of Hawthorne Studies to the Study of OB.
- ✓ Concept, Nature, Scope and Subjects Contributing to the Discipline of OB.
- ✓ Impact/Role of IT in Today's Organizational Environment.
- ✓ Impact of Globalization, Diversity and Ethics on OB.
- ✓ Impact of Culture, Reward System and Organizational Design on Organizational Behaviour.
- ✓ Concept, Nature and Importance of Perception.
- ✓ Concept of Perceptual Selectivity and the Factors Affecting it.
- ✓ Concept of Perceptual Organization and the Principles on which People Organize Various Stimuli.
- ✓ Concept of Social Perception and the Factors Influencing it.
- ✓ Concept of Attribution and Attribution Theory – Locus of Control and Attribution Errors.

Introduction

Organization behaviour refers to the understanding, prediction and management of human behaviour in organizations. The subjects such as economics, psychology, sociology, political science and anthropology contribute to OB. In the environmental context, the various factors impacting OB include IT, globalization, diversity and ethics. In the organizational context, the various factors impacting OB include culture, reward system and organizational design.

Perception can be defined as a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environments. The important concepts related to perception include perceptual selectivity, perceptual organization and social perception.

The term "attribution" refers to the way in which people explain or justify their own behaviour or the behaviour of other individuals. Researches has found that attribution play a significant role in organizational performance management.

PART-A SHORT QUESTIONS WITH SOLUTIONS

Q1. State the potential limitations of individual incentive pay plans.

Answer : **Model Paper-I, Q1(a)**

The potential limitations of individual pay plans (bonuses and stock options) are as follows,

1. These pay plans result in ethical breakdowns.
2. These pay plans enable the employees to focus on only a narrow range of behaviors which help them get reward.
3. Bonuses discourage the employees from teaching/educating lower-ability workers because the bonuses are tied to higher performance. The employees who perform well feel that if they educate the lower-ability employees, their reward will go to those low-ability employees (if they perform well).
4. These pay plans encourage the employees to compete with each other i.e., it creates healthy competition. However, it also results in problems related to teamwork and trust.

Q2. State drawbacks of group incentive pay plans.

Answer : **Model Paper-III, Q1(a)**

Following are the limitations or drawbacks of group incentive pay plans,

1. Group incentive pay plans result in employees turnover, due to free-rider effect i.e., in group incentive pay plans, group members are paid incentives irrespective of their contributions to the group objectives. In other words, group members making greater contributions in attaining the group objective will receive same incentives as others who are contributing less. In this situation, employees get dissatisfied and leave the company.
2. In group incentive pay plans, the incentive payment level on group member gets influenced by the performance of other group members. The low performance of some group members might result in low compensation for all group members.
3. Group incentive pay is given at a later date (not immediately) which decreases the employee's motivation in day-to-day performance.
4. If group incentive pay is given on a regular basis i.e., quarterly and annually, the employees will start assuming that they should receive this pay every year. In case if the group or firm could not earn pay, the employee's productivity will get affected as they feel that they are not being given fair compensation.

Q3. What are the barriers to social perception?

Answer : **Model Paper-II, Q1(f)**

The various barriers to social perception are,

1. **Selective Perception**

   An individual tends to select the information that supports his/her view points and ignores the information which doesn't support his/her viewpoint. This process is called selective perception. This acts as a barrier to social perception.

2. **Stereotype**

   Stereotyping occurs when the perceiver judges or perceives a person on the basis of characteristics of the group to which he/she belongs. The person is perceived on the basis of his group characteristics as against his individual characteristics.

3. **First Impression**

   First impression error occurs when people form an impression based on their first encounter with another person and assume that the behaviour observed in the first encounter is the real/actual behaviour of that person. In other words, people tend to form lasting opinions regarding a person on the basis of initial perceptions.

4. **Self-Fulfilling Prophecies**

   The perceiver tries to fit his attitudes, beliefs, expectations to reality known as self-fulfilling prophecies.

5. **Projection**

   Projection is also a barrier to social perception. Here, the perceiver tries to project his personality attributes in others. He/she assumes that everyone around him are similar and that his/her beliefs and values are right. He/she may view others (who are different) as unusual and strange.

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Q4. What is Impression Management? What impression management tactics are used by the target?

Answer : **Model Paper-II, Q1(a)**

Meaning of Impression Management

Impression management is the process of controlling the way in which an individual is perceived by others through social interaction. In an organization, few people act in a controlled manner by increasing their visibility, blaming others for their mistakes, creating interpersonal relationships etc. These actions are controlled for creating a good image among others. In addition to this, it helps in influencing other people and obtaining self benefits.

Impression Management Tactics

Some of the impression management strategies or tactics used by the target are,

1. **Self-Promotion**

It is a tactic wherein target makes efforts to highlight himself or herself. For example, a subordinate keeps on reminding his/her superior regarding their achievements and relationships with high performing colleagues.

2. **Appreciation**

It is nothing but praising someone by complementing others to get the favour.

3. **Behavioural Matching**

It is the process wherein target tries to match his/her behaviour with that of the perceiver.

4. **Conformity**

Conformity to situational norms or a person's opinion is one of the impression management tactics wherein target follows the rules of the organization or agree's to someone's opinion in order to impress the perceiver.

5. **Being Consistent**

It is an impression management tactic wherein the target maintains consistency in his/her views and behaviour to impress perceiver and influence the perception.

Q5. Define

(a) Perceptual selectivity.

(b) Perceptual organization.

Answer : **Model Paper-III, Q1(b)**

(a) Perceptual Selectivity

Perception is a selective process because people can sense limited information in the environment. They can sense only few facets of stimulus which provide awareness to them. For instance, while reading newspaper, people tend to select specific articles which interest them. In the same way, it happens in other situations also. It is called as perceptual selectivity.

(b) Perceptual Organization

The concept perceptual organization explains how selected stimuli or incoming information is organized into a meaningful whole. In simple words, the perceptual process of a person organizes the selected stimuli to make sense out of them.

Q6. What is OB? Explain its nature.

Answer : **Model Paper-I, Q1(b)**

Definition of OB

According to Curtis W. Cook and Phillip, "Organization Behaviour refers to the behaviour of individuals and groups within organizations and the interaction between organizational members and their external environments".

Nature of OB

From the above definition, we can analyze the nature of organizational behaviour as follows,

1. OB is a study of human behaviour as individuals as well as groups.
2. OB is a multidisciplinary subject and also a holistic approach. It integrates the knowledge from different disciplines such as sociology, anthropology, psychology for the purpose of studying behaviour of organization.
3. OB believes that human behaviour in an organization can be studied, predicted and influenced to improve efficiency.
4. OB is a total system approach, which combines all the variables that affect the functioning of an organization.

PART-B ESSAY QUESTIONS WITH SOLUTIONS

1.1 INTRODUCTION TO OB – HISTORICAL BACKGROUND

Q7. Explain in detail important historical contribution to the study of organizational behaviour by Hawthorne studies. Model Paper-I, Q2(a)

OR

Describe briefly Hawthorne studies. What were the major implications of Hawthorne studies? What were the insights provided by the studies? Sept.-20(R16), Q1

Answer :

Hawthorne Studies

Elton Mayo and his associates conducted Hawthorn studies in the Hawthorn plant of Western Electric company in the USA between 1927 and 1932. They were the pioneer human rationalists. According to them, there are many areas of managerial applications of behavioural science methods. They explained that,

(a) The business organization is not just a techno-economic system. Basically, it is a social system.

(b) The employee can also be motivated by many social and psychological wants and not solely by economic incentives because his behaviour is also influenced by feelings, emotions and attitudes.

The Hawthorne studies emphasised that individual differences must be recognised. The inner world of the worker is more important than the external reality in the determination of productivity. Thus, human relations at work determine the rise or fall in productivity. Hawthorne studies provided the historical base to the idea of social organization build by people and viewed as starting point of organizational behaviour.

Implications of Hawthorne Studies

The major findings of the Hawthorne studies or experiments are,

1. **Social Factors in Output**

   Elton Mayo has described an organization as "A social system", a system of cliques, informal status system, rituals and a mixture of logical and non-logical behaviours. Since people are social beings, their social characteristics determine the output and efficiency in the organization. Economic rewards may not necessarily motivate the people. Rather, many non-economic rewards and sanctions affect the behaviour of workers and modify the impact of economic rewards.

2. **Group Influence**

   Workers create groups different from their official group. Groups are formed to overcome the shortcoming of formal relationships. Group determine the norm of behaviour of members. Thus, management cannot deal with workers as individuals but as members of work group subject to the influence of the group.

3. **Conflicts**

   The informal relations of workers create groups, and there exists conflict between organization and groups so created. Conflict may also arise because of faulty adjustments of workers and organization. As the individual moves through the time and space within the organization, there constantly arises the need for adjustment of the individual to the total structure.

4. **Leadership**

   Leadership is one of the most important aspects of managerial functions. Leadership cannot come only from a formally appointed superior. In some areas, informal leader is more important in directing group behaviour because of his identity with group objective.

5. **Supervision**

   Supervisory climate is an important aspect in determining efficiency and output. Being friendly with the workers, attentive, genuinely concerned supervision affects the productivity favourably.

6. **Communication**

   Communication is an important aspect of organization. Through effective communication, it is possible to identify the problems of workers and resolve their issues. The management can let the workers know how their actions affect the organization and they can also be encouraged to participate in decision-making.

Insights Provided by Hawthorne Studies

The insights provided by Hawthorne studies are as follows,

1. The success of any business depends on the people and their motivation.
2. Morale and output are linked with each other. Workers produced more output (in experiment) when the working conditions were changed.
3. Humanity is very important at work place. Thus, it should be restored.
4. The performance of workers depends on job satisfaction and social issues.

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1.1.1 Definition, Nature and Scope of OB

Q8. Define Organizational Behaviour (OB). Explain its nature and scope.

Answer :

Definition of Organizational Behaviour (OB)

According to Curtis W. Cook and Phillip, "Organization Behaviour refers to the behaviour of individuals and groups within organizations and the interaction between organizational members and their external environments".

According to Fred Luthans, "Organizational behaviour is the understanding, prediction and management of human behaviour in organizations".

Nature of OB

From the above definitions, we can analyze the nature of organizational behaviour as follows,

1. OB is a study of human behaviour as individuals as well as groups.
2. OB is a multidisciplinary subject and also a holistic approach. It integrates the knowledge from different disciplines such as sociology, anthropology, psychology for the purpose of studying behaviour of organization.
3. OB believes that human behaviour in an organization can be studied, predicted and influenced to improve efficiency.
4. OB is a total system approach, which combines all the variables that affect the functioning of an organization.
5. OB is a normative science. It suggests that the findings of applied researchers can be applied to the goals of organization which are socially acceptable.
6. OB is not a discipline only, it can rather be called as a separate field of study.

Scope of OB

Organizational behaviour is the study of human behaviour at workplace. Therefore, the scope of OB comprises the study of individuals, groups and organization.

Following figure shows the scope of OB,

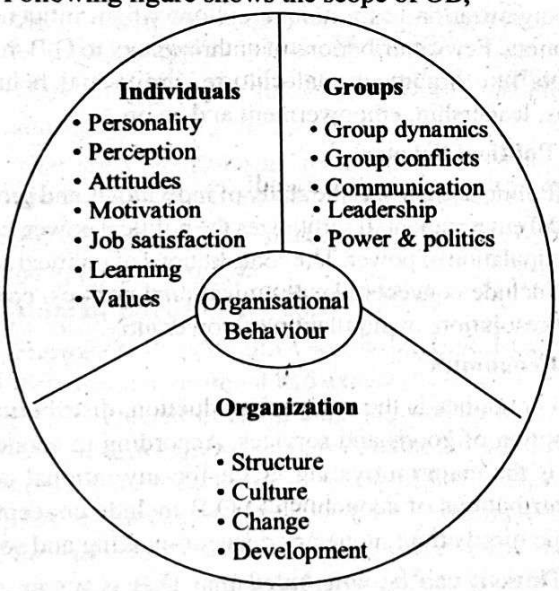

Figure: Scope of OB

1. **Individuals**

   Individuals together form an organization. There are differences among individuals. Thus, the study of individuals is composed of the facets like personality, perception, attitudes, values, job satisfaction, learning and motivation.

2. **Group**

   Groups comprise various aspects like group dynamics, group conflicts, communication, leadership, power and politics.

3. **Organization**

   This includes the factors such as formation of organizational structure, culture, change and development.

In addition to this, scope of OB is extended to the overall human behaviour.

Q9. Define OB. Do you think knowledge of OB is important for manager. Explain the nature and applications of OB. **Model Paper-II, Q2**

OR

Define Organization behaviour. Explain its nature in detail along with its applications. **July-21(R16), Q1(a)**

(Refer Only Topics: Definition of Organizational Behaviour, Nature of OB, Applications of OB)

OR

Do you think the knowledge of OB is required by manager? Justify with examples.

(Refer Only Topic: Knowledge of OB for Manager)

Answer : **July-21(R16), Q1(b)**

Definition of Organizational Behaviour

According to Curtis W. Cook and Phillip, "Organization Behaviour refers to the behaviour of individuals and groups within organizations and the interaction between organizational members and their external environments".

According to Fred Luthans, "Organizational behaviour is the understanding, prediction and management of human behaviour in organizations".

Knowledge of OB for Manager

Yes. It is important for the manager to have the knowledge of OB. Because a manager has central role to play in the organization. He/she needs to resolve conflicts arising among personnel and is required to understand the perspectives of different individuals belonging to different departments in the organization. If the manager is working in a large organization, it is a challenge for him/her to get a grasp of organizational behaviour. Thus, in such situations, the manager should know how to deal with people and how to make them work efficiently and effectively. A good knowledge of OB will help the manager cope up with all the challenges in an effective manner.

Every organization has its own ways of behaving due to the influence of people working in it. A manager having good OB knowledge is aware of all these factors and knows how to deal with such people. For example, the manager may have to calm down or satisfy some employees just to retain them, as such individual may have specific role to play in the organization. It is challenging for manager to integrate different departments and coordinate their activities for a common goal. Each department may view the other department differently. The manager should have a good idea of how to deal with such dynamics and to control and manipulate the people using exceptional skills. OB helps the manager study the behaviour of people both at individual and group level. It helps him/her understand how to motivate people so that they can work effectively. The responsibility of manager has much to do with understanding people and their way of working. Thus, OB gives a better understanding of all this to the manager.

Nature of OB

For answer refer Unit-I, Q8, Topic: Nature of OB.

Applications of OB

The applications of OB are as follows,

1. **Innovation and Change**

OB encourages the management/managers to stimulate creativity and innovation in employees which are the major contributors for the organizational success.

2. **Employer-Employee Relationship**

OB encourages the management to become employee-oriented by providing them with flexible working hours and allowing them to participate in decision-making process.

3. **Work-Life Balance**

Today, it is a challenge for employees to achieve a work-life balance. To deal with this issue, OB encourages the management to frame policies, actions and procedures that help the employees achieve a balance between work and other aspects of life.

4. **People Skills**

OB encourages both the employees and employers to focus on improving their skills like showing courtesy to others, staying away from conflict, appreciating others, showing polite behaviour, listening etc.

5. **Workforce Diversity**

OB lays emphasis on workforce diversity and the management to shift their focus from "treating everyone equally" to "identifying the differences among people and responding to those differences to improve employee retention and productivity.

Q10. What are the various subjects contributing to the discipline of OB?

Answer : **(Model Paper-III, Q2 | Dec.-20(R16), Q2(b))**

The various subjects that contribute to the discipline of OB are presented in the figure given below,

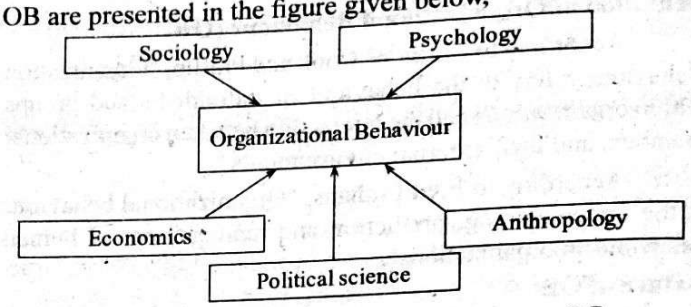

Figure: Contribution of Different Subjects to O.B

1. **Sociology**

According to Comte, "sociology is the science that deals with the investigation of the laws of action and reaction of different parts, of social systems". Sociology primarily deals with how a person (individual) behaves and communicates with other individuals and groups in the society. Besides this, the social culture, social status and social esteem of the individuals is also studied under socialogy.

2. **Psychology**

Psychology has contributed greatly to the development of O.B. Psychology is the science that deals with the human behaviour. It makes use of various scientific principles and methods/techniques in order to collect data about human behaviour for assessing, evaluating and explaining it. It aims at better understanding of human behaviour. Few contributions of psychology to O.B includes the concepts like motivation, perception, personality, attitude, job satisfaction, stress, leadership behaviour and so on.

3. **Anthropology**

Anthropology is the scientific study of human beings. It not only studies the biological features of human beings but also studies promotion of different cultures, languages and beliefs. Every organization has a unique culture which influences its functioning. Few contributions of anthropology to O.B includes concepts like organizational culture, individual behaviour patterns, leadership, empowerment and so on.

4. **Political Science**

Political science is the study of individuals and groups in a political environment. It scrutinizes the political power, conflict and manipulation of power. The contributions of political science to O.B include concepts like organizational politics, conflicts, conflict resolution, manipulation of power etc.

5. **Economics**

Economics is the study of production, distribution and consumption of goods and services. According to economics, money is the main motivating factor for any rational person. The contributions of economics to O.B include concepts like economic motivation, monetary decision-making and so on.

Thus, it can be concluded that O.B is a true multi-disciplinary subject.

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1.2 ENVIRONMENTAL CONTEXT - IMPACT OF IT, GLOBALIZATION, DIVERSITY AND ETHICS ON ORGANIZATIONAL BEHAVIOUR

Q11. (a) Examine the role that IT plays in today's organizational environment.

(b) Discuss the impact of globalization as an environmental context for organization behaviour.

Answer :

(a) Role of IT on OB

The information technology plays an important role in the field of OB. Apart from IT, the various other aspects that impact OB include,

1. E-Business

Electronic business has emerged out to be the most successful breakthrough and revolution in the century. It has impacted all the companies including service companies.

E-business has changed the organization behaviour. It has enabled the organizations to go paperless, cut cost and get access to valuable information and services. All of these have enabled the organization in making better decisions and improve customer service. As IT has provided a lot of knowledge and information to all the people internal and external to the organization, it is a challenge for OB to effectively manage all this knowledge.

2. Knowledge Management

Today, the knowledge management in the organizations is technology-based. The management decision-makers make use of technology-based knowledge management to acquire and store information. This technology-based knowledge management has impacted the organizational behaviour in the following ways,

(a) Organizations are setting up and maintaining repository databases and retrieval systems.

(b) They are creating employee talent and skill profiles and maintaining it.

(c) They are collecting information from customers and storing it.

(d) They are establishing and maintaining virtual or physical platforms to share and communicate information.

All these knowledge management activities affect the study and application of OB.

3. Human Intellectual Capital

Human resources have knowledge and experience which they use as investment and expect the return in the form of salary, benefits and stock options. The human resources are valuable to the firm as they cannot own it like any other material. Employees use their intelligence and contribute to organization as long as they are a part of organization. Once the employees leave, they take away their intellect to their home. Thus, the human or intellectual capital in today's information affects the study and application of OB.

(b) Impact of Globalization on OB

Globalization has impacted the organizations behaviour significantly. Globalization was initially started by the countries and then companies followed the trend and finally the information technology completely changed the world and fueled globalization. It has made the world a smaller place. Due to globalization, everyone has got access to financial resources, money, products and everything one needs. But the people who manage all these are less in number. Globalization has pressurized the organizations to develop and train human resources so that they become global leaders and flourish the future of the nations.

There are many similarities between people belonging to different countries right from clothes, material possessions, entertainment to the common english language, but there are still many differences in the way people think and behave around the world. People belonging to different cultures impact the organizational behaviour of employees and managers. If a company wants to apply OB concepts in different countries around the world, it should first analyze the culture of those countries in terms of similarities and differences. Some practices of OB might be successful in some countries and in other countries, they may fail due to cultural differences.

In this context, the best example would be of US and Germany. If the managers of US get to work in Germany, they may feel that their leadership style is too participative. The subordinates in Germany may expect the US managers to adopt an autocratic leadership style (where most of the decisions are taken by the leader) rather than a participative leadership style (where all the members participate in decision-making). The German subordinates don't want the manager to consult them in decision-making and make the decisions on their own.

In the similar manner, if the US manager is transferred to Japan and he develops a performance based incentive system to give bonus to the best worker in each group every week, then the Japanese people/workers will not like this idea. Because, singling out an individual from group for attention is against the norms and values of group.

Q12. Define Diversity. What are the characteristics and reasons for emergence of diversity.

OR

What are the major characteristics of diversity.

(Refer Only Topic: Characteristics of Diversity)

Answer : **Sept.-20(R16), Q2(a)**

Definition of Diversity

Diversity refers to the difference among people or employees with regard to factors like age, gender, ethnicity, race or physical ability. According to online dictionary of webster "Diversity is the condition of being different or diverse variety".

Characteristics of Diversity

The primary characteristics of diversity are as follows,

1. Gender Identity

The gender identity indicates male and female employees in the organization. Companies try to maintain a 50-50 balane between male employees and female employees.

2. **Age**

Age diversity exist in workplace i.e., people of different ages or generations work together in the same organization.

3. **Race**

Race refers to a person's grouping depending on physical features. Some example races include African, Asian, Latino, Caucasian etc. It is important to note that race is not defined biologically, it is rather a social construct.

4. **Culture/Ethnic Heritage**

It refers to the ethnicity of each person. It generally includes a set of norms which an individual get from his/her family or society values. Cultural diversity is mostly found in MNCs.

5. **Religious Diversity**

It refers to the different people belonging to different religions and spiritual beliefs in the organization.

6. **Other Characteristics**

The various secondary characteristics of diversity include, education, family status, style of communication, income, geographic location, work experience, first language etc.

Reasons for Emergence of Diversity

Following are the reasons for the emergence of diversity,

1. **Changing Demographics**

The changing demographics is the main reason behind the emergence of diversity. Older employees, women, minorities and highly qualified people are entering the workplace at an increasing rate. Women are acquiring higher education and holding the top management positions in the business organization and non-business organizations.

2. **Legalisation and Law Suits**

In organizations, diversity has increased due to political and legal systems. The legal systems have strictly forced the organizations to hire diversified people and ensure equal opportunities for everyone.

3. **Competition**

To meet the increased competition in the market, the companies are hiring a diverse workforce. The companies that hire minorities and women have found that their workforce is more capable and talented when compared to other organizations.

4. **Growth in International Business**

As more and more organizations are entering international market, they are adopting a diverse workforce with different customs, cultures, social norms etc.

5. **Recognition and Diverse Viewpoint**

To cope up with competitive pressure, the companies need recognition and diverse view points in their decision-making terms and processes. Diversity has found to be advantageous to organizations in achieving innovation and competitive advantage.

Q13. Development of multicultural organization is a foundation for effectively managing diversity. Discuss.

Answer :

The development of a multicultural organization is the foundation of establishing and adequately managing the diversity. An effective multicultural company is defined as the organization which,

1. Shows how different cultural and social groups contribute to its mission, operations, and product or service.
2. Have a commitment to eliminate all kinds of social maltreatment in the organization.
3. Allows the members of diverse cultural and social groups to participate in decision making.
4. Pursues social responsibilities broadly with the coordination of other institutional efforts for eradicating all types of social exploitation.

The stages involved in the development of multicultural organizations are as follows,

Stage-1: Exclusionary Organization

This kind of organization is committed to maintain the dominance of one group over all others based on the factors like age, education, gender, or race. This organization practices unfair hiring and many other discriminations. This organization don't match in any way with MNCs.

Stage-2: Club Organization

Club organizations prefer and hire women and minorities, but only those who posses right documents and attitudes are selected. These organizations use laws to justify their practices. They are discriminatory in nature.

Stage-3: Compliance Organization

This type of firm is devoted towards eliminating few unfair practices that exists in the exclusionary and club organisations. In reality, it acts on its commitment but does not follow the spirit of eradicating discrimination.

Stage-4: Redefining Organization

This is an advanced stage wherein the organization analyses all the activities for evaluating their impact on all the employees opportunity to participate and contribute to their growth and firm's growth. In this approach, the organization checks whether the core cultural values which are described in the organization's mission, structure, technology, psychosocial dynamics, and products and services are worth having. The value of diverse manpower is recognized and dealt in this organization. To strengthen the diversity, the redefining organisation indulges in comprehensive planning and solving issues. This approach includes enhancing and executing policies and practices which makes all the diverse groups stronger in the organization.

Stage-5: Multicultural Organization

This stage of the organization is defined by the core cultural values and continual commitment to eradicate social maltreatment and encourage good values of respecting everyone in the organization. Every member of the diverse cultural and social groups participate in the decisions which form the mission, structure, technology, psychosocial dynamics, and products and services of the organization.

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Q14. Discuss individual and organizational approaches to managing diversity.

Answer :

Individual Approaches to Managing Diversity

Individual approaches to managing diversity undertake two paths i.e., learning and empathy, which are dependent on each other.

1. Learning

Usually managers are not ready to deal with diversity due to lack of experience and lack of awareness on how to respond. Those who consider themselves knowledgeable may actually need diversity training (but they do not aspire for it). The key element of this learning process is communication. The managers must openly interact with individuals without discriminating in age, gender, ethnicity, sexual preference, religion or physically disabled so as to decide how to understand and communicate with them. This helps the managers to learn about diverse group's personal values and the way they must be treated.

2. Empathy

Empathy is very essential in managing diversity, as diverse group members feel that except them no one else can understand their problems or issues. If a manager puts himself in their place and tries to see things from their perspective then, there will be in a better position to understand them.

Organizational Approaches to Managing Diversity

The organizational approaches to managing diversity include testing, training, mentoring, and conducting work and family programs. These techniques are explained below,

1. Testing

For diverse employees, job-specific tests are more relevant instead of aptitude or knowledge tests. This test measures the skills of the candidate, and they can be selected on the basis of the skills and capabilities rather than on the basis of cultural bias. In few cases, apart from this test, conducting interviews or role playing can also be useful for some specific jobs such as customer care executive.

2. Training

To manage diversity, training can be provided in two ways i.e.,

(a) Firstly, providing training to the diverse groups. The members of various groups can be trained for an entry-level skill or how to perform effectively in their job.

(b) Secondly, providing training to managers and other workforce who work with diverse personnel.

For the successful diversity training, top-management support for diversity, statutory attendance for all managers, evaluation of training results for long-term, rewarding managers for increasing diversity, and better understanding of diversity in the entire organization is necessary.

3. Mentoring

A mentor is a talented counselor, advisor or coach who gives advice and assistance. Mentor helps the members of the diverse group in their jobs, socializes them in the cultural values of the organization, and provides them opportunities for enhancement and advancement.

4. Work/Family Programs

In today's world, both the parents have employment and work - family problems. This issue has received attention in recent research and practice. Firstly, to meet the demands of work and home, few most common alternative work schedules were organised such as flextime, the compressed work week, job sharing, and telecommuting. However, some new programs are also introduced which aid in balancing work and family.

(a) Flex time means flexible timing which enables the employees to select their login and logout timing. Both husband and wife can fix the time according to their convenience and balance their work and life aspects.

(b) Job sharing means two people can share a job 50-50 i.e,. each of them works part-time. It is common in the areas of banking, insurance, and teaching. A husband and wife or any two individuals can share the job according to their needs.

(c) Telecommuting alternative work schedule has now become very popular. It allows the employees to do job at home. At present, most of the organizations permit their employees to work from home or off site.

The organizations which are using these programs are PepsiCo, Eastman Kodak, and Ben & Jerry's.

Q15. Define Ethics. What are the factors leading to ethical problems in organizations? State the impact of ethics on bottom line outcomes.

Answer :

Definition of Ethics

According to Keith Davis and associates, "ethics is a set of rules that define right and wrong conducts".

Ethics can be defined as principles of behaviour that differentiates between the right from the wrong.

Factors Responsible for Ethical Problems in Organizations

The various factors responsible for ethical problems in organizations,

1. Cultural Influences

In ethical behaviour of a person may be influenced by his/her family, education, friends, religion, neighbors etc. In case of unethical influences from family and friend, own individual may behave in an unethical manner in the workplace.

2. Organization Influences

The ethical behaviour of a person may also be influenced by organizational factors such as role models, ethical codes, system of rewarding and punishing employees, policies and practices. If the organization discriminates between employees, treats them unfairly and provides them only minimum wage, then in such a case, even workers/employees will start doing unethical things.

3. External Factors

The factors that affect ethical behaviour include legal, political, economy and international developments. All these factors shape the ethical behaviour of people working in the organization.

4. Other Factors

At times, people behave in an unethical manner because their colleagues or peers don't like them. Thus, the peer pressure makes some people unethical. Ethical problems also arise when people don't see some practices to be unethical.

Impact of Ethics on Bottom Line Outcomes

Ethics have an important role to play in the organizations. Infact, it impacts the organization's bottom line outcomes. The increasing number of evidences have proved that ethics programs have paid off the organizations. Researchers have found a linkage between companies social performance and bottom line outcomes. In the past, few companies were convicted of practices like discrimination, anti-trust violation and product liabilities. Such companies had lower returns on assets and returns on sales.

In the recent times, the studies have indicated that the companies that were ethically committed and were involved in social programs, have increased their market value and financial outcomes.

As there are increasing number of evidences on the relationship between social/ethical programs, companies are now focussing on the concept of Corporate Social Performance (CSP). Employees in the organizations are encouraged to follow ethical guidelines in doing the right thing. Infact, the companies are treating the employees in an ethical manner because how they are treated will affect their performance in the job which in turn will affect the company's bottom-line outcomes.

Q16. Write a detailed note on employee privacy issues with reference to ethics.

Answer :

Every individual has a right to privacy. Employees always tend to focus on the protection of their religious, political, social and personal beliefs. But in the recent years, it is observed that employers/firms are impacting employee privacy through,

1. Information Technology.
2. Drug testing.
3. Controlling employees lifestyle.

1. Information Technology

With the development of computer technology, employers invade the privacy of employees by checking/reading their mails, monitoring their internal activity, watching employees through close circuit T.V cameras, using employees computer files without knowledge. This is a major privacy issue today.

Employees are liable to face legal proceedings under the Electronic Communication Privacy Act (ECPA), if they invade employee's stored information or emails.

2. Drug Testing

Drug testing is another important privacy issue in the organizations. It is observed that most of the employees who use drugs and alcohol are absent from work, less productive and use sick leaves more frequently than the other workers. Thus, many organizations across the world conduct drug tests for the new employees as well as existing employees. However, government has not provided any specific legislation regarding drug testing. So there is no clear idea of whether drug testing violates the privacy of employees or not.

3. Controlling the Employee's Lifestyle

Companies now-a-days are threatning the privacy of their employees by controlling the personal lifestyle of their employees. Companies have found to intervene in the employee's personal matters such as,

(a) Refusing to hire smokers or making the existing employees quit smoking.

(b) Forcing the employees to avoid racing motorcycles or bungee jumps.

(c) Dismissing the two employees who are dating each other.

All these attempts are made to stop employees from taking additional sick leaves and to avoid additional costs in medical claims. Some companies take such initiatives to ensure that their workforce is healthy and productive. However, these programs or initiatives are not supported by a lot of people who feel that it is unethical to control and intervene into people's lives.

1.3 ORGANIZATIONAL CONTEXT - IMPACT OF CULTURE, REWARD SYSTEMS AND ORGANIZATIONAL DESIGN ON ORGANIZATIONAL BEHAVIOUR

Q17. What is organizational culture? Discuss the important characteristics of organizational culture. **Model Paper-III, Q3**

OR

What are the characteristics of culture?

(Refer Only Topic: Characteristics of Organizational Culture)

Answer : **Dec.-20(R16), Q2(a)**

Organizational Culture

Organisational culture is defined as the set of assumptions, beliefs, values and norms that are shared by organizational members.

According to Deal and Kennedy, "Culture is the single most important factor accounting for the success or failure of an organization".

Characteristics of Organizational Culture

The important characteristics of organizational culture are,

1. It Involves Behavioural Regularities

When organizational members interact with one another, they use common terminology, language and rituals related to respect and behaviour.

2. It has Norms

Norms include behavioural standards and also the guidelines on how much to work.

3. It has Values

Every organization advocates and expects its employees to share values. Some examples are high product quality, low absenteeism and high efficiency.

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4. **It Involves Philosophies**

Philosophies are some policies that an organization believes as how to treat its customers and/or employees.

5. **It has Rules**

Rules are some guidelines to get along in the organization. New employees should learn them to be treated as a member of the organization.

6. **It Focuses on Organizational Climate**

Organizational climate refers to the physical layout, the way the participants interact, the way in which the members of the organization conduct themselves with customers, outsiders etc.

Q18. Discuss briefly about how organizational cultures get started, maintained and changed.

Answer :

Establishing/Starting Organizational Culture

The process of creating an organizational culture involves four sequentially followed steps. They are,

1. **Establishment of Values**

The first step is to establish values of a business that guide the action. The values may include, a belief in being the best and a belief in superior quality and service.

2. **Creation of Vision**

Vision is the projection about what should be done in the future to achieve the stated goals. It is derived from the values created in the first step. A visionary company holds a distinctive set of values from which it does not deviate.

3. **Operationalising Values and Vision**

Values and vision created in first two steps are put into action in this step. This can be done by undertaking the following activities.

(a) A written statement of values and vision is included in employee handbook or circulated among employees.

(b) Recruiting and selecting the employees whose values match with that of the organization.

(c) Following a reward system that encourages the employees and enhances their committment.

4. **Socialisation of Employees**

Socialisation is the process by which a new employee develops into a functioning member of a group according to organizational standards, conforming to its modes, observing its traditions and adjusting himself to the social situations.

Maintaining Organizational Culture

Following are the steps of socialization which facilitates in accepting core values and maintaining organizational culture. They are,

1. **Recruitment of Entry Level Personnel**

Entry level personnel (whose personal style and values are appropriate for organizational culture) must be carefully selected with the help of standardized procedures and by identifying their qualities of effective performance.

2. **Placement on the Job**

After hiring an appropriate personnel, a series of different responsibilities are imposed on them to make them aware of norms and values of organization.

3. **Job Mastery**

The next step is job mastery, which is achieved through extensive and reinforced field experience. Based on progress of personnel, their performance is evaluated and additional responsibilities are imposed on them.

4. **Measuring and Rewarding Performance**

The next step focuses on measuring and rewarding individual performance. If employees of the organization (with strong culture) violate any cultural norm, they are transferred to penalty box which is less desirable location.

5. **Adherence to Important Values**

In the next step, employees must carefully follow the important values of the firm. These values facilitates employees to balance their personal sacrifices emerged due to their membership in the organization. Employees learn to accept these values and trust that organization won't hurt them.

6. **Reinforcing the Stories and Folklore**

The next step involves reinforcing of organizational stories which has a moral and help employees to understand the way of doing things.

7. **Recognition and Promotion**

The last step of socialization involves recognition and promotion of hard working individuals who can be treated as role models to new people and hence these employees who are given recognition from others can build and maintain organizational culture.

Changing Organization Culture

The organization culture can be changed in the following ways,

1. The existing culture of the organization should be assessed.
2. The realistic goals which meet the bottom line should be set.
3. The outside personnel having good industry experience should be recruited, so that a good interaction can take place between outside personnel and organizational personnel.
4. Changes should be made at the top first, so that the same message is delivered from all the members of the management.
5. Employees should be allowed to participate in the process of culture change.
6. The organization attempting to change its culture should be persistent in the course.

Q19. What is reward? What are the different forms of reward? Explain money as a dominant reward system in today's organization.

Answer :

Definition of Reward

Reward refers to anything that is provided in the form of pay, facility, benefits or status to motivate the employee for best performance.

Reward is defined as, "A combination of all the organization's methods and strategies which are used for recognizing the employee behaviour and performance. These methods or mechanisms consist of various forms of monetary, non-monetary and intrinsic compensations".

Forms of Reward

The various forms of reward are as follows,

1. Money/Pay
2. Recognition
3. Benefits

Among all, money is considered as the dominant reward system.

Money/Pay as a Dominant Reward System

Money is and has always been a dominant reward system. The following points describe why money should be given as a reward to motivate employees and retain them in long-run.

1. Money can explain behaviour of employees i.e., why employees behave in a certain way.
2. Money helps people achieve four symbolic attributes i.e., status and respect, achievement and recognition, freedom, power and control.
3. People need money to fulfill their psychological and physical needs.
4. No one refuses to have money and everyone who has it will strive to earn more of it.
5. People start business to make money. Its not just the employees but also the owners focus more on saving money by cutting costs and increasing the enterprises stock value. Further, manager also try hard to improve organizational performance, so that they get more money as a reward in return.

Thus, it can be said that money is a motivator. It affects the performance and morale of employees in the organization. If money is not given adequately, the performance of employees reduce and their morale is hurt which in turn will affect the bottom line. A good pay system can improve individual, team and organizational performance.

Q20. What are the traditional and modern/new methods of administering pay.

Answer :

I. Traditional Methods of Administering Pay

The traditional methods of administering pay are as follows,

1. Base Pay

The base pay is the pay or money which is given to the employees for carrying out their jobs. The employees will receive base pay till they remain and perform their jobs in the organization. The organizations distribute base pay to their employees as hourly pay or as wage or as salary.

2. Merit Pay

Merit pay is given to the employees who show an improvement in their job performances based on some pre-determined criteria. On the basis of their performance, employees will get a permanent increase in their base pay. Hence, merit pay helps in retaining efficient and skilled employees.

3. Pay-for-Performance

Pay for performance is an important and rapidly growing trend in compensation practices at every level of employment and is globally managed. Pay-for-performance is divided into two types i.e.,

(a) Individual Incentive Pay Plans

Individual incentive pay plans reward the employees for achieving and completing the job related performance standards like satisfaction of customer, quality, productivity, safety, or attendance. The ultimate outcome would be that the excellent performers would be rewarded with higher incentives than the bad performers. Individual incentive pay plans includes,

(i) Bonuses

Companies provide bonuses as a form of individual incentive pay. Bonuses are given to reward employees for the achievement of specific and remarkable goals.

(ii) Stock Options

Stock Option Plan is a plan where by a company decides to compensate, retain and attract the employees by giving them an option or right to purchase a specified numbers of shares of a company at a predetermined and fixed price on a certain specified date over a period of time. This option is given/rewarded to the employees on the basis of their performance.

(b) Group Incentive Pay Plans

Group incentive pay plans reward employees for their group performances rather than individual performances. Each and every individual of the group may not contribute equally in achieving the objective but all individuals have some contribution in achieving the objective.

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II. Modern/New Methods of Administering Pay

The modern/new methods of administering pay are as follows,

1. Reward for Leadership Effectiveness

Companies pay their managers for their people management skills i.e., how effectively they satisfied/managed people. Based on people satisfaction score, the reward is decided.

2. Reward for Contributing to Goals

The employees who contribute to organizational goals like cycle time, customer satisfaction or quality measures are rewarded under this approach.

3. Pay-for-Knowledge

In knowledge pay plan, the base pay of an individual is determined by the type and level of knowledge acquired by the individual. Pay-for-knowledge plans were originally used in banks, insurance companies and other organizations where employees process records producing information instead of goods. A knowledge-based pay plan is more appropriate where it is difficult to describe what each employee will do in a particular situation.

4. Skill Pay

Skill-based pay is a type of person-focussed pay plan wherein the pay progression is directly linked to the skills possessed and used by an individual in effectively performing their tasks. The rewards are linked to the application of a wider range of skills in doing a job or a task. The focus in skill-based pay is on the specific skills which the business wants to reward and what an employee has to do to prove them.

5. Competency Pay

Competencies are the skills that can be learned and developed. Under competency pay, the organization rewards the employees for their competencies like social skills, customer service, skills related to managing international business, technology skills.

6. Broadbanding

Broadbanding is defined as bringing together the jobs of significant differences or worth or value within one brand. In broadbanding strategy, all such types of jobs are combined into one group known as banding. The pay scale for broadbands may range from lowest pay rate to highest pay rate.

Q21. What is Recognition? Differentiate money as reward from recognition as reward. What are the steps for effectively managing recognition program?

Answer : **Model Paper-I, Q2(b)**

Definition of Recognition

Recognition refers to the way an organization acknowledges and appreciates the excellent performance of employees. For example, A supermarket chain in missouri named "Dierbergs family market" designed an "extra step program" where the employees are rewarded for proactively meeting customer needs.

Differences Between Money as Reward and Recognition as Reward

The differences between recognition as reward and money as reward are as follows,

S.No.	Point of Difference	Money as Reward	Recognition as Reward
1.	Meaning	Money as a reward refers to the cash given to employees in return for their services, debt, suffering or loss.	Recognition as reward refers to the acknowledge approval and gratitude.
2.	Time specificity	Money as a reward gives only once or twice a year depending upon the performance review.	Recognition as reward can be given at any time.
3.	Relation	Money as a reward is associated with society and safety needs of employees.	Recognition as reward is linked to social and self esteem needs of employees.
4.	Reason	The main reason behind giving money/cash as a reward is to award the employees for their special performance.	The main reason behind recognizing employees is to express thanks for exemplary performance and to make them role models in the organization.
5.	Effect	Money as rewards satisfies the worker's needs.	Recognition as reward has a good impact on employees productivity and quality behaviour.
6.	Form	Money as a reward could be in the form of bonuses, incentives etc.	Recognition as reward could be in the form of trophies, gift certificate, free trip or any other desirable reward.

Steps/Guidelines for Effectively Managing Recognition Program

The various steps or guidelines for effectively managing recognition program are,

1. Recognition should be made as a part of performance management process so that each employee in the organization starts using it.
2. The managers should be educated to use money as a part of total compensation package.
3. The best practices of employees should be recognized so that everyone get an idea of what they can do to earn recognition.
4. Everyone in the organization should be made aware of what steps the manager is taking to recognize people.
5. Both managers and employees should be requested to provide ideas regarding recognition. Because they are the ones who know what works well and what does not.

Q22. Explain benefits as a form of organizational rewards. Discuss traditionally offered benefits and newer types of benefits of organizational rewards.

Answer :

Benefits as a Form of Organizational Rewards

Benefits are considered as an important part of reward system in the organization. Benefits provided to employees in the form of life insurance, health insurance, vacation time, social security, pension plan etc., will help the company in attracting, maintaining and retaining workforce in the long-term.

According to efficiency wage theory, the firms can hire and use best talent to improve productivity and save money by providing the employees with better benefits and higher wages. The theory focuses that providing benefits helps in making the workers feel stress free, productive and satisfied.

Traditionally Offered Benefits

The traditionally offered benefits include the following,

1. Federal Government – Mandated Benefits

The mandated benefits include,

(a) Social Security

The main aim of social security program is to provide a limited income to retired people to help them add on to part-time work earnings, personal savings and private pensions. The employer and employees are supposed to pay a social security tax and medicare tax. The government will provide retirement benefit and medicare benefits to the employees in return.

(b) Worker's Compensation

Under this program, the company will pay the insurance cost if the employee suffers illnesses or accidents due to jobs.

(c) Employee Retirement Income Security Act of 1974

This act requires that the employer who is providing a pension fund and deducting contributions, should follow some guidelines, where the employer is not allowed to take money from the funds.

(d) Pregnancy Discrimination Act of 1978

Under this mandated program, the employer is restricted from firing the pregnant women.

2. Life, Disability and Health Insurance

The traditional benefits also include coverage for life, disability and health insurance. For health insurance, companies provide a major portion of the premium. Disability insurance is also provided at a minimum premium fee. Based on the annual salary of individual, companies provide life insurance premium.

3. Pension Benefits

Under pension benefits provided by private firms, both the employer and employee make contributions. The two such popular plans include Individual Retirement Accounts (IRAs) and 401 (k) plans. These plans require the employees to enter into salary deferal agreements with employer to save money on a tax-deferred basis. The employee can avail these funds in retirement.

4. Time-Off Benefits

Employers decide upon the sick leave benefits and vacation for flexible employees depending upon the number of hours they worked in a month. There is a direct relationship between the employees paid vacation, sick leave and their standard/fixed work schedules. This standard work schedules of flexible employees may differ from one month to other month. Due to these fluctuations, employers face difficulty in calculating the paid time-off benefits for the flexible employees.

The other forms of time off benefits is paid religious holidays and paid personal leave which is given to attend a friend's or relatives funeral.

New Types of Benefits

The new types of benefits include,

1. Wellness Programs

Wellness programs are designed to protect employees from getting sick either mentally or physically. The employees who excercise on a regular basis tends to take less sick leases and minimizes the health insurance premium. Thus, companies are encouraging the employees to excercise by offering them financial payment.

2. Life Cycle Benefits

Under life cycle benefits program, the employees are provided benefits such as child care and elder care, based on person's stage of life.

3. Flexible, Cafeteria – Style Benefits

Today, the organizations are focussing to provide flexible cafeteria style benefits to employees. Under such programs, the organization decides the amount/budget which it can spend on each employee. Based on the budget, the employees are given multiple options/benefits to choose from. Each employee will select the benefit package which meets his personal needs. For example, some employees may opt for life insurance coverage for his young family and others may choose health insurance coverage for their sick family members.

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4. **Other Benefits**

Companies are coming up with new and innovative benefits for their employees. The various such benefits include,

(a) **Concierge Services**

Under this, the employees are given the options to choose from multiple services such as getting tickets for concerts, selecting gifts for presents, scheduling auto repairs etc.

(b) **Tuition Assistance**

The employees who are interested in getting a college education or a degree can avail the tuition assistance services provided by the companies.

(c) **Non-Insured Benefit Programs**

This program allows the part-time workers and low wage workers to buy their medicines at a discount.

Q23. Explain the organization theories of open system information processing, contingency, ecology and learning.

Answer :

Model Paper-I, Q3

The organization theories are discussed as follows,

1. Organization as an open system.
2. Information processing view of organizations.
3. Contingency organization theory.
4. Ecological organization theory.
5. Learning organization.

1. **Organization as an Open System**

An organization is considered as an open system when it uses the external environment as a source of input. In other words, the organization boundaries are observant of external environment. The organization's open system consists of the following elements,

Figure: Organization as an Open System

Input

The input may include information, material, human resources or monetary resources.

Transformation Process

It is considered as the 'heart' of open system. It includes operations, channels or processes which transforms input into output.

Output

The output could be a product, knowledge, outcome, result or accomplishment of the system. In a business, if the given inputs are material, information or human resources, then the output will be new products/services, profit or loss, product or service sales.

2. **Information Processing View of Organization**

The information processing view of organization has following assumptions,

(a) Organization are the open systems which not only face uncertainty from external environment, but also face uncertainty from work related task.

(b) Keeping in view the various sources of uncertainty, the structure of organization should establish a suitable configuration of work units to ensure that information is effectively collected processed and distributed.

3. Contingency Organization Theory

Contingency theory asserts that there is no prescribed managerial action or organizational design that is appropriate for all situations. The design and managerial actions depends on the situations. This approach is a comprehensive organization theory dealing with a variety of organizational and environmental variables. It is a long-range theory and can be applied to the study of various sub units of an organization. It is concerned with the relationship between relevant environmental variables and appropriate management concepts and techniques that lead to effective goal attainment.

4. Ecological Organization Theory

According to organization theorist, the ecological organization theory should be used in place of contingency theory. The population ecology best represents this theory. The following points highlight population ecology approach,

(a) It lays emphasis on organization's population as whole or in groups rather than individual ones.

(b) The effectiveness of organization is defined in simple terms as "survival".

(c) The environment completely influences the organization's survival.

(d) There is a limited carrying capacity of the environment.

When compared to classical or modern approaches, the view of organizations presented by ecological organization theory is quite different.

5. Learning Organization

A learning organization is generally defined as an organization that practises organizational learning. According to *Peter Senge*, a learning organization is a continuous testing of experience and the transformation of those experiences into knowledge, accessible to the entire organization and relevant to its core purpose.

Every individual in a learning organization constantly learns, expands and enhances his/her capacities. A learning organization believes that people are more intelligent in a group rather than alone. It enables the people to feel their importance.

Q24. Explain the differences between,

(a) Traditional organization and learning organization.

(b) Traditional and Network organization.

Answer :

Differences Between Traditional Organization and Learning Organization

The differences between traditional organization and learning organization are as follows,

S.No.	Function	Traditional Organization	Learning Organization
1.	Resolution of Conflict	Power and hierarchical influence are used to resolve the conflicts.	Collaborative learning and the view points of employees are used to resolve the conflict.
2.	Leadership	The leader sets vision, provides rewards, gives punishments and controls the employees.	The leader sets a shared vision, motivates the people, encourages the commitment and effective decision making.
3.	Nature of Organizational Thinking	Every person is responsible for his/her own job and organization expects everyone to develop competence.	Employees not only focus on their jobs but also the way in which other's work interrelates with their work.
4.	Determination of Overall Direction	Top management provides vision.	Employees from different levels contribute to the development of a shared vision and top management makes sure that everyone is working on vision.
5.	Idea Formulation and Implementation	Ideas are formulated by top management. All the members of the organization are expected to implement those ideas.	Ideas are formulated and implemented at all levels of organization.

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Differences Between Traditional Organization and Network Organization

The differences between traditional organization and network organization are as follows,

S.No.	Point of Difference	Traditional Organization	Network Organization
1.	Direction & basis of action	Management directs and controls the organization.	Self-management is practiced and employees are encouraged to act.
2.	Structure	It has hierarchical structure.	It has network structure.
3.	Focussed Resource	The focus is on capital.	The focus is on human resources and information.
4.	Key drivers	Reward and punishment are the key drivers.	Commitment is the key driver.
5.	Motivation of employees	Employee feels motivated by satisfying the supervisor/superiors.	Employee feels motivated by achieving team goals.
6.	Learning	Employees learn specific set of skills.	Employees learn a broad range of competencies.
7.	Compensation	Compensation is provided based on one's position in the hierarchy.	Compensation is provided based on one's accomplishment and competencies.
8.	Nature of relationship	The relationships in such organization are competitive.	The relationships in these organizations are co-operative in nature.

Q25. Discuss in detail about modern organization designs.

Answer :

The various modern organization designs are,

1. Horizontal organizations.
2. Network designs.
3. Virtual organization.

1. Horizontal Organization

The horizontal organization design is an alternative to traditional designs such as vertical and hierarchical designs. The horizontal design focuses on team work, customer-orientation and cooperation. It is characterized by the following features,

(a) Everything is managed using teams.

(b) Customers are made to contact the supplier directly.

(c) Training of all employees is encouraged.

(d) Customer satisfaction is the main driver and measure of performance.

(e) Processes are focussed more and not the tasks.

(f) Rewards are given based on team performance.

2. Network Designs

A network design is a group of various organizations whose operations are synchronized through contracts and agreements instead of a formal hierarchy of authority. Mostly, the organizations make an initiative in establishing the network as it looks out for new ways of increasing effectiveness.

The network design provides flexibility, innovation, quick responses to various threats and opportunities and decreases costs and risks. Network designs help to build up the strategic alliances between the competing firms.

3. Virtual Organization

Virtual organization is a firm whose majority of activities are outsourced. Virtual organization, otherwise called as virtual corporation is defined by recent business week survey as, "the virtual corporation is a temporary network of independent companies-suppliers, customers, even erstwhile rivals linked by information technology to share skills, costs, and access to one another's markets. It will have neither central office nor organization chart. It will have no hierarchy, no vertical integration".

Following are the elements of virtual organization,

(a) **Technology** – Partnerships, contracts, transfer of information are done through the use of technology. Usage of technology reduces the legal issues and speeds up the activities.

(b) **Opportunism** – The work of virtual organization is based mostly on opportunities. The companies unite together to seek an opportunity and then go apart. Hence, there are temporary partnerships that are mostly informal.

(c) **Excellent Output** – As every company puts its core competence in achieving the target, the output tends to be excellent like best-of-everything.

(d) **Trust** – The main attribute that binds the companies in a virtual organization is trust.

(e) **Boundaryless** – With an aim of producing an excellent output, companies work beyond their boundaries.

1.4 PERCEPTION - NATURE AND IMPORTANCE OF PERCEPTION

Q26. Define the terms perception. Explain its nature and importance of perception. Does perception about a person affect his/her behaviour towards that individual? **Model Paper-II, Q3(a)**

OR

Does perception about a person affect his/her behaviour towards that individual? How?

(Refer Only Topic: Affect of Perception on Behaviour)

Answer : **July-21(R16), Q2(a)**

Definition of Perception

According to Stephen P.Robbins, "Perception can be defined as a process by which individuals organise and interpret their sensory impressions in order to give meaning to their environments".

According to Udai Pareek, "Perception can be defined as the process of receiving, selecting, organizing, interpreting, checking and reacting to sensory stimuli or data".

Nature of Perception

Following points explain the nature of perception,

1. It is a Selective Process

Perception is a selective process through which a person selects the data from the environment, organizes it and obtains meaning from it.

2. It Requires Sensation

The physical process of obtaining data from environment is known as sensation. The concept of sensation plays very important role in process of perception.

3. It is a Psychological Process

Perception is the basic cognitive or psychological process where actions, emotions, thoughts or feelings are triggered leading to the formation of perception.

4. It is based on Environmental Factors

The manner in which a person perceives the environment affects behaviour and inturn leads to the formation of positive or negative perception.

5. It is a Subjective Process

Perception is a subjective process and different people may perceive the events differently based on what particular aspects of the situation they choose to absorb.

Importance of Perception

The importance of perception can be understood from the following points,

1. Perception is essential in understanding the organizational behaviour like learning, motivation, etc.
2. Perception helps to determine the kind of information to be attended and the way it is to be taken based on ones knowledge.
3. Perception is necessary to understand and control human behaviour. For instance, a manager may think that the subordinate is giving false reasons for the delay in work, but the subordinate may be discussing his real problems and may perceives that the manager is an insensitive person. Both of them have perceptions which are different from reality.
4. Perception is an ability in human to detect and interpret information from the external world. For instance, a blindfolded person is able to find his way around a familiar room without much complication.
5. Perception affects the result of one's behaviour because we act upon what we perceive.
6. Perception shapes the pasonality of an individual.

Affect of Perception on Behaviour

Yes. Perception about a person affects his/her behaviour towards that individual. If a person perceives that the other individuals in the workplace are good, he/she will try to approach them and communicate with them and if he/she perceives them to be negative, then he/she will try to avoid them. In one case, it was found that some men avoided talking to a woman for several weeks because they perceived the woman to be arrogant, which was not true. After reading this case, people have realized that one should correct and adjust their perception to communicate effectively with others.

Every person has a unique perception which differentiates him/her from others. The perceptions of people towards differ depending their characteristics, needs and the way in which they perceive the world. This perception will affect their behaviour towards others.

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1.4.1 Perceptual Selectivity and Organization

Q27. What is perceptual selectivity? Explain how perceptual selectivity influences our behaviour. Explain the external and internal factors which influence the perceptual selectivity.

OR

With appropriate illustration, explain what perceptual selectivity is and how it influences our behaviour.

(Refer Only Topics: Meaning of Perceptual Selectivity, Influence of Perceptual Selectivity on Behaviour)

Answer : Dec.-20(R16), Q1

Meaning of Perceptual Selectivity

Perception is a selective process because people can sense limited information in the environment. They can sense only few facets of stimulus which provide, awareness to them. For instance, while reading newspaper, people tend to select specific articles which interest them. In the same way, it happens in other situations also. It is called as perceptual selectivity.

Influence of Perceptual Selectivity on Behaviour

Perceptual selectivity affects the behaviour of individuals. Generally, people can processes only limited amount of information at the moment. If some information is presented to an individual, he/she will try to see which data is to be given attention and what data should be eliminated. Because, not all the information that comes from the environment is equally important for perception. The individual will shut himself off completely from some information and give complete attention to some specific information. For example, a woman is watching a movie and knows that her baby is asleep upstairs. If she hears the baby crying, she would immediately stop the movie and pay attention to whether the baby is crying due to hunger or pain. Thus, the perceptual selectivity influences one to prioritize the important things and ignore the unimportant matters.

However, some events may disturb the perceptual life of an individual and distract his attention. For example, the individual's attention is distracted easily by the sound of a gun more than the sound of air conditioner.

External Factors Influencing Perceptual Selectivity

Following are the external factors affecting perceptual selectivity,

1. Size

This feature may influence the perceptual selectivity by influencing the perceiver. For instance, letters of big size which are written in the books are selected first for reading.

2. Intensity

According to the intensity principle, people perceive external stimulus more when compared to internal stimulus. Strong odour, loud sound, or bright light is observed more than the soft sound, weak odour, or dim light. For instance, advertisements on televisions are louder than the ordinary programmes.

3. Repetition

According to repetition principle, repeated stimulus obtains more attention than a single stimulus. Repetition raises the people's sensitivity towards the stimulus. For example, advertisers display their ads of the same product several number of times to gain people's attention.

4. Contrast

According to contrast principle, the opposite result of people's expectations, attracts more attention. Example: Bold letters, individuals dressed in a unique way than others, buildings coloured differently in the same area, etc. draws more attention.

5. Motion

According to motion principle, the moving objects get more attention than constant objects. For example: Commercial advertisements get more attention, as it contains moving objects, than the still ad printed in the newspaper.

Internal Factors Influencing Perceptual Selectivity

The internal factors affecting perceptual selectivity are as follows,

1. Self-concept

A person's perspective about the world determines how he perceives himself. Human psychology plays an important role in perceiving. Completely knowing oneself makes it easy to perceive others meticulously. The personality of the individuals affects them to see those features in others which they like to see.

2. Beliefs

Beliefs intensely influences the people's perception. Therefore, a fact is perceived on the basis of person's beliefs and not on what exactly it is. An individual does not consider the inputs of stimulus which contradicts his beliefs. Thi is known as 'maintenance of cognitive consistency.' Katz sta d that,

(a) An individual avoids the communication to protect his beliefs and practices.

(b) An individual tries to make the communication which encourages his beliefs and practices, and

3. Expectations

Expectations are associated with the predictions of a specific behaviour from a person. In the organisations, the people's perception are influenced by their expectations. Example:- A technical manager may expect unawareness about the technical characteristics of a product from non-technical people.

4. Inner needs

The perception of the individuals are decided by their inner needs. Need is a state of deprivation of something. The people with different needs generally experience different stimuli. Likewise, the people with distinct needs choose different items to remember or respond. When people are unable to satisfy their needs, they indulge in wishful thinking which is an alternative to satisfy the needs in the virtual world.

5. **Response Disposition**

This factor deals with a person's inclination to perceive familiar stimuli instead of unfamiliar stimuli. Therefore, a person perceives the things which he is familiar with. For instance, an individual having interest in a particular area, takes less time in understanding the words which have implications in that area. Whereas the individual takes more time to understand other things which are not related to his interest.

Q28. What is perceptual organization? Explain the different ways in which a perceiver may organize different stimuli under perception.

OR

What is 'closure' principle in perceptual grouping? Illustrate your answer with example.

(Refer Only Topic: Closure)

Answer :

Sept.-20(R16), Q2(b)

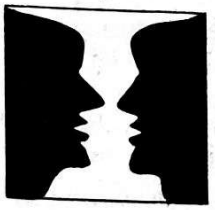
Perceptual Organization

The concept of perceptual organization explains how selected stimuli or incoming information is organized into a meaningful whole. In simple words, the perceptual process of a person organizes the selected stimuli to make sense out of them.

Ways in Which Different Stimuli are Organized

The different ways in which a perceiver may organize different stimuli under perception,

1. **Figure-Ground Principle**



The figure-ground principle states that figures are seen against a background. The figure does not have to be an object, it could be merely a geometrical pattern. Many textiles are perceived as figure-ground relationships. These relationships are often reversible as in the popular example shown in figure.

What do you see? Do you see a white vase (or small stand shape) in the centre of the frame? Or do you see the dark profiles of twins facing each other on the edge of the frame? Now look again. Can you see the other shape?

The figure-ground principle has applications in all occupational situations. It is important that employees know and are able to attend to the significant aspects (the figure) and treat other elements of the job as context (background). Early training sessions aim to identify and focus on the significant aspects of a task. Managerial effectiveness can also be judged in terms of chosen priorities (the figure). Stress could certainly occur for those employees who are uncertain about their priorities, and are unable to distinguish between the significant and less significant tasks. They feel overwhelmed by the 'whole' picture.

2. **Grouping**

The grouping principle refers to the tendency of organizing shapes and patterns instantly into meaningful groupings or patterns on the basis of their proximity or similarity.

(a) **Proximity**

According to proximity principle, if a group of stimuli are close to each other, they will be perceived as a whole of parts. For example, all the members of a particular department are grouped together due to their physical proximity and they may be perceived as belonging to one department for their physical proximity. Hence, if one department shows unsatisfactory performance, all the members of the department will be perceived as inefficient although the reality could be that some members perform really well.

(b) **Similarity**

According to the principle of similarity, if the stimuli are similar, they will be perceived as a common group regardless of their closeness. For example, it is usually perceived that all workers have same opinions about the management as they all are considered as a common group based on the similarity.

3. **Simplification**

People tend to simplify things when they have excess information. The main aim of simplification is to focus on the important information and eliminate the less important one. This makes the information more understandable and sensible.

4. **Closure**

People have a tendency to mentally complete an incomplete figure to fill in the gaps and to perceive the figure as a whole. This creates an overall and meaningful image, rather than an unconnected series of lines of blobs.

In the example figure, most people are likely to see the blobs as either the letter B or the number 13, possibly depending on past experience, past data or hunches. However, for some people, the figure may remain just a series of eleven discrete blobs or be perceived as some other meaningful pattern/object. In an organization, if a manager has to make a promotion decision with limited information about the candidate, then in such a case manager is likely to promote the employee for higher position based on the employee's past records. Although the actual case could be that the employee may not be fit for the higher position requirements.

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1.4.2 Social Perception

Q29. What is social perception? Explain the factors which influence social perception.

Answer :

Definition of Social Perception

Social perception is one of the types of perception. It is a process in which the perceiver interprets the information about another person. Most of the management activities depend on perception. In the organizations, managers evaluate performance of an employee based on the perception.

Factors Influencing Social Perception

1. Characteristics of ourselves, as perceiver.
2. Characteristics of target person, we are perceiving.
3. Characteristics of the situation where the interaction occurs.

1. Characteristics of the Perceiver

The characteristics of the perceiver that influence social perception are,

(a) Familiarity with the Target/Knowledge About the Target

If the perceiver is familiar with the target or her knowledge about the target based on his/her observations. Then this knowledge will affect how the perceiver perceives the target. However, it is important to note that the social perception may not be accurate always.

(b) Attitudes

The attitude of the perceiver also affects social perception. Suppose that a woman interviewer is interviewing candidates for a high position in the organization, which expects the candidate to have good negotiating skills with suppliers. If the interviewer feels that the position is not suitable for women as only men can handle this type of work, then in such a case the attitude of the interviewer will affect how he/she perceives the female candidates in the interview.

(c) Mood

Perceiver's mood also influences the perception of the target. Perceiver's mood refers to the perceivers feeling at the time of perception. If perceiver is in bad mood, he will perceive the people negatively. If the perceiver is in good mood then he will perceive the people positively.

(d) Self Concept

The perceiver's self concept also affects social perception. A person having a positive self concept may see positive attributes in others also. On the other hand, the person with negative self-concept tend to see negative attributes in others. One can develop accurate perception of others by improving one's understanding of self.

(e) Cognitive Structure

The social perception is also affected by the individual's pattern of thinking. While some people tend to focus more on physical traits like height, appearance, weight etc., other tend to perceive central traits or personality traits.

2. Characteristics of the Target Person

The characteristics of the person who is being perceived also influence social perception,

(a) Physical Appearance

The perceiver notices the physical appearance of the target such as height, weight, gender, age, race etc. Thus, physical appearance plays an important role in influencing social perception.

(b) Verbal Communication

The perception of a perceiver is also affected by the verbal communication of the target. Based on the target's voice tone, accent and the topics they speak about, the perceiver makes a judgement.

(c) Non-Verbal Cues

The perceiver forms an impression of the target based on his/her facial expressions, eye contact, posture, body movements etc. Some non-verbal clues are interpreted differently in different cultures, but facial expressions have universal meanings.

(d) Intentions

The perception of the perceiver is influenced by the intention of the target. If employees see their boss coming towards them, they will perceive that he/she is going to assign them new work or has intention to congratulate everyone for project success.

Characteristics of the Situation

The characteristics of the situation affect the social perception of the perceiver,

(a) Content of the Interaction

The context of the interaction affects the social perception. Your impression on the manager in his office will be different from the impression you have on your manager if you meet him in a restaurant.

(b) Strength of the Situation Cues

There are certain situations which give strong cues about the behaviour of an individual. Sometimes, it is the situation which is responsible for the behaviour of the individual and that behaviour doesn't reflect the individual's personality.

1.4.3 Attribution – Attribution Theories, Locus of Control and Attribution Errors

Q30. Define Attribution. Explain attribution theory in detail.

Answer :

Definition of Attribution

The term "attribution" refers to the way in which people explain or justify their own behaviour or the behaviour of other individuals. Thus, Attribution may be defined as "the process by which any person arrives at a conclusion about the various influencing factors to justify/explain their own behaviour or the behaviour of others".

For example, if an employee is not able to complete a given task on time, he/she may attribute (relate) such behaviour to influencing factors such as insufficient time or non-operating machinery and so on.

Researches has found that attribution plays a significant role in organizational performance management. For example, exceptionally good performance by an employee may be attributed to the introduction of new machines, etc.

Attribution Theory

The attribution theory was proposed by 'Hider' who suggested that an individual's behaviour is determined by a combination of internal forces and external forces, perceived by the individual. The attribution theory states that every individual's judgement of behaviour is impacted by their past knowledge in comparison to other people, known to the individual. Thus, arriving at a judgement(conclusion). This theory heavily relies on inputs from internal forces and external forces.

Key Elements of Attribution Theory

The various elements of attribution theory are presented in the figure below,

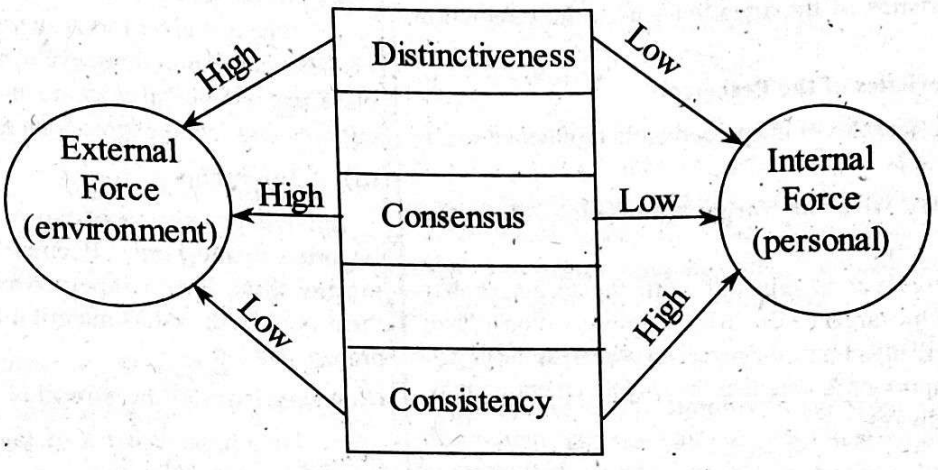

Figure: Elements of Attribution Theory

1. Internal forces include the personal factors of an individual such as ability, skill, intelligence, amount of effort and so on. These can be controlled by the individual.
2. External forces include the environmental factors in which an individual works such as the organizational culture, policies and procedures, attitude of the supervisor etc.
3. 'Kelley' has suggested that while attributing any outcome, we may choose the external forces or internal forces to be responsible for the outcome. He further explains that this choice between internal or external force is based on three criteria i.e., distinctiveness, consensus and consistency.
4. Distinctiveness refers to how different was the behaviour of an individual, when compared to his/her behaviour in other situations/tasks.
5. Consensus refers to the behaviour of an individual as compared to the behaviour of other people under similar situation.
6. Consistency refers to the continuity of a behaviour over a long period of time, (i.e.,) something that is not just in one situation.

Distortion of Attributes

According to attribution theory, the attributions are distorted due to the errors or biases. For example, while judging other's behaviour, people overestimate the effect of internal or personal factors and underestimate the effect of external factors. This fundamental attribution error can describe the reasons why a manager attributes the poor performance of his sales agent instead of focussing on innovative product line introduced by the competitor. Similarly, individuals try to attribute their success to internal factors like ability or efforts and they blame the external factor i.e., luck for their failure. From this self-serving bias, it can be said that the feedback given to the employees in performance reviews may be misinterpreted by them either in positive or negative manner.

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Q31. Explain in detail about,

(a) Locus of control

(b) Attribution Errors.

Answer :

(a) Locus of Control

Locus of control is a personality characteristic which explains the degree to which individuals perceive themselves as accountable for the events taking place in their lives. Locus of control can be divided into,

(i) Internal locus of control.

(ii) External locus of control.

(i) Internal Locus of Control

Persons with internal locus of control assume that they can manage the circumstances with their conduct. Individuals with internal locus of control consider themselves as responsible for the events taking place in their lives and depend highly on their own internal standards to judge what is right and what is wrong.

(ii) External Locus of Control

Persons with external locus of control assumes that they cannot manage the circumstances with their efforts (conduct). As per the research study, individuals with external locus of control, do not consider themselves responsible for the events taking place in their lives instead they consider occurrence of events as luck or chance. They are highly influenced by external factors. Individuals having external locus of control are less satisfied with their jobs, are more absent and are alienated from work settings and are less involved in their jobs than those who have internal locus of control. The people having internal locus of control are more active in seeking information to make decisions and are socially active.

(b) Attribution Errors

According to social psychologists, the two basic attribution errors or biases,

(i) Fundamental attribution bias/error.

(ii) Self serving attribution bias/error.

(i) Fundamental Attribution Bias/Error

The fundamental attribution error occurs when someone incorrectly attributes the actions of a person to their personality or character. They explain other's behaviour by ignoring the powerful situational forces. For example, if someone overtakes on the road, people tend to think that he/she is not a nice person, that's why he/she behaved in that manner. On the contrary, it could be the case that the situation or traffic on the road might have caused him/her to behave in that manner.

(ii) Self Serving Attribution Bias/Error

Individuals try to attribute their success to internal factors like ability or efforts and they blame the external factor i.e., luck for their failure. From this self-serving bias, it can be said that the feedback given to the employees in performance reviews may be misinterpreted by them either in positive or negative manner.

1.4.4 Impression Management

Q32. What do you understood by the concept of impression management? Explain in detail.

Answer :

(Model Paper-II, Q3(b) | July-21(R16), Q2(b))

Concept of Impression Management

Impression management is the process of controlling the way in which an individual is perceived by others through social interaction. In an organization, few people act in a controlled manner by increasing their visibility, blaming others for their mistakes, creating interpersonal relationships etc. These actions are controlled for creating a good image among others. In addition to this, it helps in influencing other people and obtaining self benefits.

In an organization, subordinates promotions, salary hikes and performance assessments are under the superior's responsibility. Subordinates use impression management strategies to impress their superiors and to influence their superiors perception. All members of the organization make use of the impression management tactics in order to impress their superiors, peers, subordinates, customers, suppliers and other external parties.

Impression Management Strategies/Tactics

The impression management strategies or tactics used by the target are,

1. Self-promotion.
2. Appreciation/flattery.
3. Behavioural matching.
4. Conformity.
5. Being consistent.
6. Excuse.
7. Apology.
8. Association.
9. Favour.

1. Self-Promotion

It is a tactic wherein target makes efforts to highlight himself or herself. For example, a subordinate keeps on reminding his/her superior regarding their achievements and relationships with high performing colleagues.

2. Appreciation

It is nothing but praising someone by complementing others to get the favour.

3. Behavioural Matching

It is the process wherein target tries to match his/her behaviour with that of the perceiver.

4. Conformity

Conformity to situational norms or a person's opinion is one of the impression management tactics wherein target follows the rules of the organization or agree's to someone's opinion in order to impress the perceiver.

5. Being Consistent

It is an impression management tactic wherein the target maintains consistency in his/her views and behaviour to impress perceiver and influence the perception.

6. Excuse

Under this tactic, the individual tries to explain the reasons for the occurrence of unfavourable event so that the bad impact of such event can be reduced.

7. Apology

Under this tactics the individual may try to apology for the occurence of unfavourable event and takes responsibility by admitting his/her mistake.

8. Association

Here, the individual protects his/her image by managing the information related to people/things with which he/she is associated.

9. Favour

Some people tend to do something good to gain someone's favour.

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FREQUENTLY ASKED QUESTIONS AND IMPORTANT QUESTIONS

SHORT QUESTIONS

Q1. State the potential limitations of individual incentive pay plans.

Ans:

Important Question

For answer refer Unit-I, Q1.

Q2. What are the barriers to social perception?

Ans:

Important Question

For answer refer Unit-I, Q3.

Q3. What is Impression Management? What impression management tactics are used by the target?

Ans:

Important Question

For answer refer Unit-I, Q4.

Q4. Define

(a) Perceptual selectivity.

(b) Perceptual organization.

Ans:

Important Question

For answer refer Unit-I, Q5.

Q5. What is OB? Explain its nature.

Ans:

Important Question

For answer refer Unit-I, Q6.

ESSAY QUESTIONS

Q6. Explain in detail important historical contribution to the study of organizational behaviour by Hawthorne studies.

Ans:

(Important Question | Sept.-20(R16), Q1)

For answer refer Unit-I, Q7.

Q7. Define OB. Do you think the knowledge of OB is important for manager. Explain the nature and applications of OB.

Ans:

(July-21(R16), Q1(b) | July-21(R16), Q1(a)) REPEATED 2 TIMES

For answer refer Unit-I, Q9.

Q8. What are the various subjects contributing to the discipline of OB?

Ans:

(Important Question | Dec.-20(R16), Q2(b))

For answer refer Unit-I, Q10.

Q9. (a) Examine the role that IT plays in today's organizational environment.

(b) Discuss the impact of globalization as an environmental context for organization behaviour.

Ans:

Important Question

For answer refer Unit-I, Q11.

Q10. Define Diversity. What are the characteristics and reasons for emergence of diversity.

Ans:

(Important Question | Sept.-20(R16), Q2(a))

For answer refer Unit-I, Q12.

Q11. Define Ethics. What are the factors leading to ethical problems in organizations? State the impact of ethics on bottom line outcomes.

Ans: **Important Question**

For answer refer Unit-I, Q15.

Q12. What is organizational culture? Discuss the important characteristics of organizational culture.

Ans: **(Important Question | Dec.-20(R16), Q2(a))**

For answer refer Unit-I, Q17.

Q13. What is reward? What are the different forms of reward? Explain money as a dominant reward system in today's organization.

Ans: **Important Question**

For answer refer Unit-I, Q19.

Q14. What are the traditional and modern/new methods of administering pay.

Ans: **Important Question**

For answer refer Unit-I, Q20.

Q15. Explain benefits as a form of organizational rewards. Discuss traditionally offered benefits and newer types of benefits of organizational rewards.

Ans: **Important Question**

For answer refer Unit-I, Q22.

Q16. Discuss in detail about modern organization designs.

Ans: **Important Question**

For answer refer Unit-I, Q25.

Q17. Define the terms perception. Explain its nature and importance of perception. Does perception about a person affect his/her behaviour towards the individual.

Ans: **(Important Question | July-21(R16), Q2(a))**

For answer refer Unit-I, Q26.

Q18. What is perceptual selectivity? Explain how perceptual selectivity influences our behaviour. Explain the external and internal factors which influence the perceptual selectivity.

Ans: **(Important Question | Dec.-20(R16), Q1)**

For answer refer Unit-I, Q27.

Q19. What is perceptual organization? Explain the different ways in which a perceiver may organize different stimuli under perception?

Ans: **(Important Question | Sept.-20(R16), Q2(b))**

For answer refer Unit-I, Q28.

Q20. What do you understood by the concept of impression management? Explain in detail.

Ans: **(Important Question | July-21(R16), Q2(b))**

For answer refer Unit-I, Q32.

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UNIT 2

Cognitive Processes – II

Syllabus

Cognitive Processes – II : Personality and Attitudes – Personality as a Continuum – Meaning of Personality – Johari Window and Transactional Analysis – Nature and Dimension of Attitudes – Job Satisfaction and Organizational Commitment – Motivational Needs and Processes – Work-Motivation Approaches Theories of Motivation – Motivation Across Cultures – Positive Organizational Behaviour : Optimism – Emotional Intelligence – Self-Efficacy.

Learning Objectives

- ✓ Meaning of Personality.
- ✓ Personality as a Continuum.
- ✓ Big Five Personality Traits.
- ✓ Johari Window and Transactional Analysis.
- ✓ Nature and Dimensions of Attitudes.
- ✓ Job Satisfaction and Organizational Commitment.
- ✓ Definition and Process of Motivation and Types of Motives.
- ✓ Managerial Approaches for Improving Motivation.
- ✓ Theories of Motivation.
- ✓ Motivation Across Cultures.
- ✓ Positive Organizational Behaviour.

Introduction

Every individual has a unique personality which is a combination of different traits. The big five model groups different personality traits into 5 dimensions of personality which collectively describe the whole person. The five dimensions include extraversion, agreeableness, conscientiousness, emotional stability and openness. Each dimension denotes a continuum (a continuos series) on which the scores of an individual may be marked.

The "Big Five" personality traits have been identified after personality experts condensed the several personality traits described over the years.

"Johari Window" was proposed by 'Joseph Luft and Harry Ingham'. Johari window model is opted by leaders who want to know about themselves. Johari window provides information regarding the person (i.e., information pertaining to person's feelings, opinions, experience, skills, motivation, attitudes and so on) in relation to other groups. The Johari window depicts how other people can look into your 'window'. Johari window is the perception of others about you. Each area of Johari window illustrates one aspect of individual personality.

Transaction analysis is a comprehensive conceptual framework which help in understanding the human behaviour and different types of personality. The framework helps us analyze our inter-personal relationships and assist in improving communication with one another in our day-to-day lives. Using TA, it is possible to understand the wholeness of a person and his characteristics/attitudes in terms of child state of ego, parent state of ego and adult state of ego.

PART-A SHORT QUESTIONS WITH SOLUTIONS

Q1. What are the Big Five personality traits?

Answer :

Model Paper-III, Q1(c)

The "Big Five" personality traits have been identified after personality experts condensed the several personality traits described over the years. The Roget's Thesaurus and Webster's Dictionary also contain thousands of words representing personality characteristics. All such words were arranged into 171 clusters and then sophisticated techniques were reduced to five dimensions. These five dimensions include,

1. **Extraversion**

   This trait reflects talkativeness, assertiveness, being sociable and open to establishing new relationships. Such extroverts possess a comfortable tendency with relationship.

2. **Agreeableness**

   It refers to person's ability to get along with other people. Such people prefer harmony and do not stick to their say.

3. **Conscientiousness**

   A person with high conscientious nature tends to focus on few goals at one time. He is likely to be organised, systematic, careful, thorough, responsible, self discipline and achievement oriented. Whereas the one who focusses on many goals at one time is of low conscientious in nature.

4. **Emotional Stability**

   It is the ability of an individual to cope with stress. A positive emotionally stable person tends to be calm, enthusiastic and secure. A less stable person tends to be nervous, depressed and insecure.

5. **Openness**

   People with high levels of openness tend to be interested and impressed by novelty and innovation. They are willing to listen to new ideas and chance their own ideas, beliefs and attitudes in response to new information. People with low level of openness tend to have few interests, less curious, less creative and less receptive to new ideas.

Q2. Write about Johari Window.

Answer :

Model Paper-I, Q1(c)

"Johari Window" was proposed by 'Joseph Luft and Harry Ingham'. Johari window model is opted by leaders who want to know about themselves. Johari window provides information regarding the person (i.e., information pertaining to person's feelings, opinions, experience, skills, motivation, attitudes and so on) in relation to other groups.

The two main assumptions underlying the Johari window model are,

1. The extent to which an individual is aware about himself/herself.
2. The extent to which others know the person/individual.

Johari window is an appropriate model to identify the reasons behind the occurrence of inter-personal conflicts. People can overcome inter-personal conflict by becoming fully aware about themselves and by identifying those hidden aspects of oneself which can be shared with other people.

Q3. What are the merits and demerits of Maslow's theory of motivation?

Answer :

Model Paper-III, Q1(d)

Merits of Maslow's Theory of Motivation

The merits of Maslow's theory of motivation are,

1. **Practical Utility**

   Maslow's theory helps managers in finding new opportunities in the field of motivation. The managers can now identify the urgent and not so urgent needs of their subordinates and can formulate their policies based on such needs.

2. **Path-Breaking Analysis**

   Maslow has suggested a path-breaking analysis of human needs. He has shown how human needs are broken down in hierarchical sequence.

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Demerits of Maslow's Theory of Motivation

The demerits of Maslow's theory of motivation are,

1. **Limited Applicability**

The applicability of Maslow's theory is limited to developed countries like England and USA. It is not suitable for developing countries because the ratio of poverty and unemployment is so high in these countries that the needs of workers hardly rise above the physiological needs of Maslow's hierarchy.

2. **Lacks Practical Support**

The biggest drawback of Maslow's theory is that it does not have practical support. The theory was originated from Maslow's impersonal experience.

Q4. What are the merits and demerits of Alderfer's Modified Need Hierarchy Theory?

Answer :

Model Paper-I, Q1(d)

Merits of Alderfer's Theory

The merits of Alderfer's modified need hierarchy theory are,

1. Alderfer's theory is clear and easy to understand.
2. It is flexible and thus, more practical.
3. It specifies particular method for testing and validation.

Demerits of Alderfer's Theory

The demerits of Alderfer's modified need hierarchy theory are as follows,

1. It does not contribute much to human resource management.
2. In this theory, the term 'relatedness' is used which is quite confusing.

Q5. Define Motivation.

Answer :

Model Paper-II, Q1(b)

According to Dubin, "Motivation is the complex force that keeps a person at work in an organization. Motivation is something that moves the person to action and continues him in the course of action already initiated".

According to Flippo, "Motivation is the process of attempting to influence others or oneself to get a desired course of action, to push the right button to get the desired action".

Q6. Differentiate between general self-efficacy and specific self-efficacy.

Answer :

Following are the differences between general self-efficacy and specified self-efficacy,

S.No.	Basis	General Self-Efficacy	Specific Self-Efficacy
1.	Concept	General self-efficacy indicates values or beliefs of people in fulfiling the tasks towards large variety of achievements.	Specific self-efficacy can be cognitively processed by the people without wasting any of their efforts.
2.	Stability	It is stable over time and through various situations just like personality trait.	It is not stable as it fluctuates based on specific task, person or situation.
3.	Nature	It is trait like as it is stable across various situations.	It is state like as it focusses on specific task.

Q7. Define optimism and emotional intelligence.

Answer :

Model Paper-II, Q1(g)

Definition of Optimism

Optimism is the tendency to think good about future. It is the belief that things will work out better and experiences will give positive results. It is seeing the good part in a situation instead of the unfavourable outcomes.

Definition of Emotional Intelligence

According to Daniel Goleman, "Emotional Intelligence is the capacity for recognizing our own feelings and those of others, for motivating ourselves and for managing emotions well in ourselves and in our relationships".

In other words, Emotional Intelligence is the ability of the employees to accurately identify and accept the emotions of self and that of others in order to control the self-emotions and respond accordingly to others.

PART-B ESSAY QUESTIONS WITH SOLUTIONS

2.1 PERSONALITY – MEANING OF PERSONALITY AND PERSONALITY AS A CONTINUUM

Q8. What do you mean by personality? What are the various factors that influence personality?

Answer :

Meaning of Personality

According to Gary Johns, "Personality refers to a relatively stable set of psychological characteristics that influence the way we interact with our environment".

According to R.T. Hagan, "Personality refers to the relatively stable patterns of behaviour and consistent interval state that explains a person's behavioural tendencies".

Factors Influencing Personality

The various components/dimensions/factors that influence personality include,

1. Heredity.
2. Brain.
3. Self-esteem.
4. Socialization process.
5. Person-situation interaction.

1. Heredity

Heredity is the process of passing on the physical or mental characteristics from one generation to another. It has been concluded by few psychologists and geneticists that heredity plays a significant role in the development of individual's personality.

2. Brain

Brain plays an important role in developing one's personality. Physiologists and psychologists have studied that the structure of human brain is being divided into two parts – left hemisphere and right hemisphere. The personality of an individual develops depending upon the structure of the brain.

3. Self-Esteem

Self-esteem refers to the confidence of an individual in his own abilities and worth. It describes how much an individual likes, appreciates, accepts, respects and values himself. People with high self-esteem tend to have more positive attitude and life satisfaction when compared to those with low self-esteem. To a large extent, self-esteem influences the personality of an individual. However, the exact impact of self-esteem on personality is not yet determined.

4. Socialization Process

Socialization is defined as a process through which the personality of an individual is influenced by society, persons and groups during interaction. It is a continuous process which occurs to an individual throughout his/her life and is not confined to a specific age or early childhood. The process of socialization initially starts when a person/individual makes a first contact with his/her mother during infancy. After that, the process continuous as he/she interacts with his/her family members, close relatives, family friends and other people who impact his/her personality.

5. Person-Situation Interaction

The personality of an individual can also be determined based on his person-situation interaction dimension. An individual may behave and react differently in different situations. Their behaviour keep changing depending on the situation they are interacting in. In today's competitive world, the individuals who can adapt to the changing situations will be more successful than those who are static in nature (i.e., those who don't change).

Q9. Explain personality as a continuum.

Answer : **Model Paper-I, Q4(a)**

Personality as a Continuum

Every individual has a unique personality which is a combination of different traits. The big five model groups different personality traits into 5 dimensions of personality which collectively describe the whole person. The five dimensions include extraversion, agreeableness, conscientiousness, emotional stability and openness. Each dimension denotes a continuum (a continuos series) on which the scores of an individual may be marked. Scores may be marked at any place to the right, the left or anywhere in the middle. The continuum has two end points on the extreme left and extreme right called poles. Big five personality factors or dimensions are,

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1. **Introversion Versus Extraversion**

Here, the two poles are introversion traits and extraversion traits.

Introverts are those who have less interpersonal orientation and are less sociable. They are less gregarious and talkative. They are shy, quiet and retiring people. These people excel at tasks that require thought and analytical skills.

Extroverts are more talkative, outgoing, gregarious, sociable and having interpersonal orientation. Extroverts are suitable for tasks requiring more interaction with others.

The examples of continuum with respect to introversion versus extraversion are as follows,

Quiet ⊢———————⊣ Talkative

Retiring ⊢———————⊣ Sociable

Shy ⊢———————⊣ Active

2. **Closedness Versus Openness**

Here, the two poles on the continuum are closedness traits and openness traits.

People with closedness tend to have few interests, less curious, less creative and less receptive to new ideas. People with high levels of openness tends to be interested and impressed by novelty and innovation. They desire to listen to new ideas and chance their own ideas, beliefs and attitudes in response to new information. Thus, this represents a person's range of interests.

Few examples of continuum with respect to closedness versus openness are as follows,

Uncreative ⊢———————⊣ Creative

Less curious ⊢———————⊣ More curious

Prefer Routine Work ⊢———————⊣ Innovative

3. **Tough-Mindedness Versus Agreeableness**

Here, the two poles of the continuum are, tough-mindedness traits and agreeableness traits.

Tough-minded people are competitive, skeptical, serious and critical. Agreeableness refers to people's ability to get along with other people. Such people are lenient, cheerful, cooperative and trustworthy.

Few examples of continuums with respect to tough-mindedness versus agreeableness are as follows,

Serious ⊢———————⊣ Cheerful

Critical ⊢———————⊣ Lenient

Skeptical ⊢———————⊣ Trustworthy

4. **Conscientiousness Versus Undirectedness**

Here, the two poles of the continuum are conscientiousness traits and undirectedness traits.

Agreeableness refers to person's ability to get along with other people. Such people prefer harmony and does not stick to their say. They are cooperative and trust others.

Few examples of continuums with respect to conscientiousness versus undirectedness are as follows,

Responsible ⊢———————⊣ Irresponsible

Organized ⊢———————⊣ Disorganized

Careful ⊢———————⊣ Careless

5. **Stability Versus Emotionality**

Here, the two poles of the continuum are stability traits and emotionality traits.

Stability is an ability to cope up with stress. A stable person tends to be calm, enthusiastic and secure. A less stable person tends to be nervous, depressed, insecure, worrying and emotional.

Secure ⊢———————⊣ Insecure

Calm ⊢———————⊣ Worrying

Stable ⊢———————⊣ Emotional

Q10. Explain Big Five model of personality.

Answer :

The "Big Five" personality traits have been identified after personality experts condensed the several personality traits described over the years. The Roget's Thesaurus and Webster's Dictionary also contain thousands of words representing personality characteristics. All such words were arranged into 171 clusters and then sophisticated techniques were reduced to five dimensions. These five dimensions include Extraversion, Agreeableness, Conscientiousness, Emotional Stability and Openness to experience.

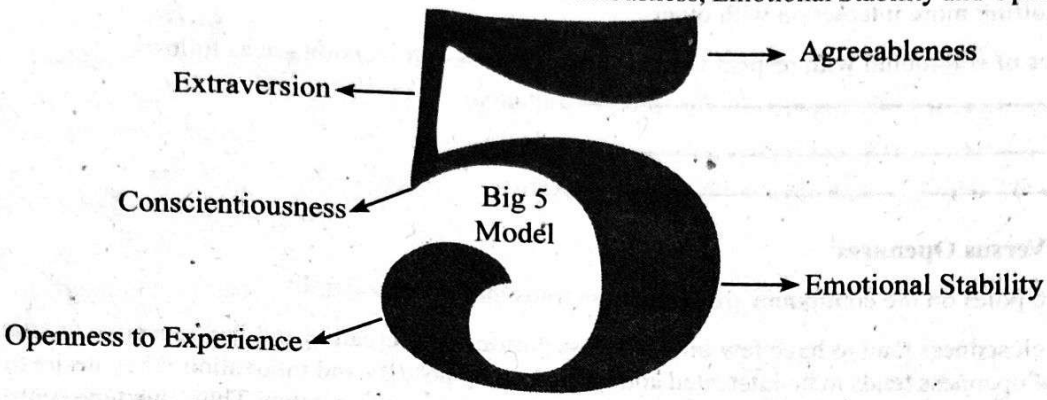

Figure: Big 5 Model

1. **Extraversion**

This trait reflects talkativeness, assertiveness, being sociable and open to establishing new relationships. Such extroverts possess a comfortable tendency with relationship. The opposite of this represents introversion.

2. **Agreeableness**

It refers to person's ability to get along with other people. Such people prefer harmony and do not stick to their say. They are cooperative and trust others.

3. **Conscientiousness**

A person with high conscientious nature tends to focus on few goals at one time. He is likely to be organised, systematic, careful, thorough, responsible, self discipline and achievement oriented. Whereas the one who focusses on many goals at one time is of low conscientious in nature. He is disorganized, careless, irresponsible, less thorough and less self-disciplined.

4. **Emotional Stability**

It is the ability of an individual to cope with stress. A positive emotionally stable person tends to be calm, enthusiastic and secure. A less stable person tends to be nervous, depressed and insecure.

5. **Openness**

People with high levels of openness tend to be interested and impressed by novelty and innovation. They are willing to listen to new ideas and chance their own ideas, beliefs and attitudes in response to new information. Thus, this represents a person's range of interests. People with low level of openness tend to have few interests, less curious, less creative and less receptive to new ideas.

Q11. Critically evaluate MBTI – model of personality.

Answer :

Model Paper-II, Q4

Myers – Briggs Trait Inventory is one of the most useful assessment tools for identifying personality types and working styles. In 1940, MBTI was developed by Katherine Briggs and her daughter Isabel Briggs – Myers in order to make Jung's theory of human personality more simpler and useful in day-to-day life.

According to Jung, there are eight types of mental processes that are related to the world. These eight types of mental processes are broken down into four categories by Myers and Briggs. After this, a written exercise was developed to show what a person's perferred way of relating to the world in each of the four categories.

Myers implementation of Jung's theory determines preferences based on,

1. **Energy**

Extraversion Vs Introversion – This implies where a person directs his energy internally or in the external environment?

Example: Where do you like to direct your energy?

(a) Extraversion (E): You are likely to emphasize more on the outer world of things and people.

(b) Introversion (I): You are likely to emphasize more on the inner world of information, ideas and impressions.

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2. **Information**

Sensing Vs Intuition – This indicates how a person processes information based on the internal ideas and external environment?

Example: Where do you like to process information?

(a) Sensing (S): You are likely to emphasize more on present and on specific information obtained by your senses.

(b) Intuitive (N): You are likely to emphasize more on future by considering patterns and possibilities.

3. **Decision**

Thinking Vs Feeling – This implies how a person prefers to decide and evaluate information analytically on basis of preference for values?

Example: How do you like to make decisions?

(a) Thinking (T): You are likely to make your decisions based on logic and objective analysis of cause and effect.

(b) Feeling (F): You are likely to make your decision based on personal beliefs and values.

4. **Organization**

Judging Vs Perceiving – This indicates how a person prefers to organize his life?

Example: How do you like to manage your life?

(a) Judging (J): You tend to opt for a planned and organized life.

(b) Perceiving (P): You tend to opt for a spontaneous and flexible life and wants to keep your options open.

Combination of Preferences (16 Personality Types)

The various combinations of these preferences result in 16 unique personality types. For example:

1. Combination ISTJ – is Introvert, Sensing, Thinking and Judging. Such type of person is sober, practical and frank.
2. Combination EIFJ – is Extrovert, Intuitive, Feeling and Judging. Such type of persons are social and people friendly.

In the same way, there are more such combinations of these 4 preferences.

MBTI is considered as an important tool that not only provides guidance but also increases self-awareness. However, there are some problems associated with it. It describes a person to be type 1 or type 2 i.e., a person is either viewed as entrovert or extravert. There is not in between. In reality, people are both extraverted and intraverted to some extent. MBTI is used as a measure of personality in many organizations. Some of the organizations that use MBTI are GE, Apple Computer, Citigroup, 3M Co, AT & T etc.

2.2 JOHARI WINDOW AND TRANSACTIONAL ANALYSIS

Q12. Discuss in detail the Johari window and its applications. **Model Paper-I, Q4(b)**

OR

How does Johari window improves self-awareness? Explain in detail.

Answer : **July-21(R16), Q3(b)**

"Johari Window" was proposed by 'Joseph Luft and Harry Ingham'. Johari window model is opted by leaders who want to know about themselves. Johari window provides information regarding the person (i.e., information pertaining to person's feelings, opinions, experience, skills, motivation, attitudes and so on) in relation to other groups.

The two main assumptions underlying the Johari window model are,

1. The extent to which an individual is aware about himself/herself.
2. The extent to which others know the person/individual.

Johari window is an appropriate model to identify the reasons behind the occurrence of inter-personal conflicts. Joseph Luft and Harry Ingham says that, "more you communicate about yourself, greater will be the chances of building effective inter-personal relationships".

The Johari window depicts how other people can look into your 'window'. Johari window is the perception of others about you. Each area of Johari window illustrates one aspect of individual personality.

The four areas in the Johari window are depicted in the following figure,

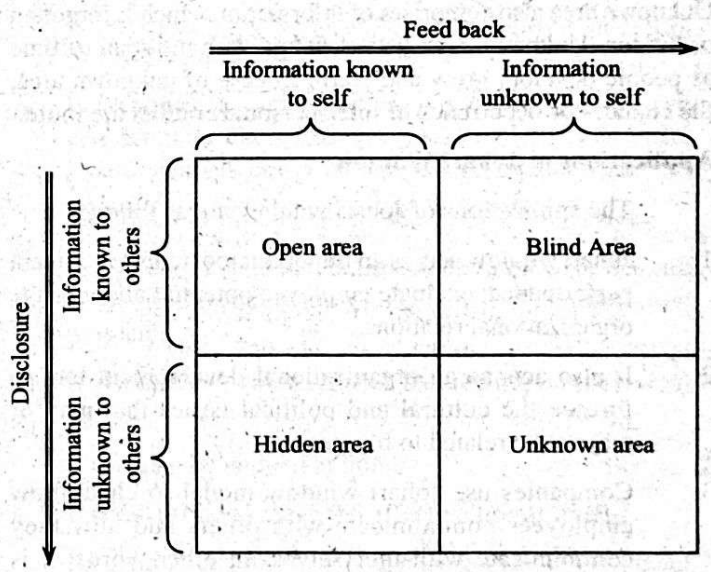

Figure: Johari Window

1. Open Area

Open area comprises of information known to self and known to others. The information in the open area is concerned with individuals name, marital status, job, region to which an individual belongs to etc. At the beginning stages, open area will be smaller, because individuals initially don't communicate everything about themselves with others. In open area, people have mutual understanding and have friendly relationship, so there are very less or no chances of conflict.

2. Hidden Area

Hidden area consists of information known to self but unknown to others. An individual doesn't share any information about himself/herself with others because individual feels that others will degrade the individual or will make use of her/his personal information for their benefit. Hiding information from others can secure an individual in the short-run but in the long run, hiding the information may give rise to distrust and miscommunication. Inter-personal conflict may arise in this area.

3. Blind Area

Blind area comprises of information known to others but unknown to self. The information unknown to self because no one told the individual or individual stopped others from telling anything. If others highlight the behaviour of an individual, then the blind area get reduced. The more the individual possesses knowledge about his/her strengths and weaknesses and the more he/she welcomes the others opinions, the more will be the chances of becoming a good manager.

4. Unknown Area

An unknown area represents a very horrible situation. Unknown area comprises of information unknown to self and unknown to others. An individual is unaware of self as he/she is not capable of remembering and expressing their past correctly. The other people are unaware of the individual because individual hides his/her details from others or others never observed individual behaviour under different circumstances. Unknown area also comprises of information which is forgotten or hidden. Unknown area gets shrinked with the span of time as people develop, grow and learn. In case of unknown area, the chances of occurrence of inter-personal conflict are more.

Applications of Johari Window

The applications of Johari window are as follows,

1. Johari window acts as an important tool to improve team performance, evaluate employee potential and manage organizational relations.
2. It also acts as an organizational development tool to foresee the cultural and political issues that may or maynot be related to business.
3. Companies use Johari window model to check how employees communicate with others and how they communicate with themselves. In other words, it is used to understand the employees and to teach them accordingly.

Q13. What is the significance of 'blind area' of Johari window?

Answer : **Sept.-20(R16), Q4(b)**

An individual employee/supervisor must be aware of their blind area. The following points show the significance of blind area awareness.

1. Identifying blind area help a person change his inappropriate behaviour. For example, an employee may be unaware of the fact that he/she works slower than others in the team. This behaviour of the individual may be irritating to others. When the individual is given feedback regarding their behaviour he/she will change as a result of this awareness.
2. Awareness of blind area also helps in recognizing one's everyday habits and expectations. For example, an individual may be unaware of the fact that he/she is inherently impatient until he/she meets new people whose nature is more relaxed and their life is less rushed.
3. Identifying blind area helps a person grow and develop a balanced personality.
4. The blind area gives a good opportunity to improve self-awareness through constructive feedback from others. For example, an employee might be unaware that he doesn't listen to others ideas, but he/she wants everyone to listen to their ideas. In this situation, a colleague may give feedback regarding why he/she should listen to others ideas also. This will make the individual increase self-awareness.
5. Awareness of blind area helps in improving communication with others as everyone gets to understand each other in a better way.
6. Awareness of blind area helps in developing one's personality in terms of attitude, behaviour and habits and helps one to know their strengths, weaknesses opportunities and threats by considering others perspective.
7. Identifying the blind area helps one to see how others perceive him and why he should stop considering himself an 'ideal' person.

Q14. Explain the conceptual framework of transactional analysis and its significance.

(Model Paper-II, Q5 | Dec.-20(R16), Q3)

OR

Define transactional analysis. What are the three ego states encountered during transactional analysis? Discuss the types of social transactions based on ego states.

(Refer Only Topics: Definition of Transaction Analysis (TA), Ego States, Types of Social-Transactions)

OR

What are the three 'ego states' according to transactional analysis theory? Describe them briefly.

(Refer Only Topic: Ego States)

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Answer : Sept.-20(R16), Q3(a)

Conceptual Framework of Transactional Analysis

Transaction analysis is a comprehensive conceptual framework which help in understanding the human behaviour and different types of personality. The framework helps us analyze our inter-personal relationships and assist in improving communication with one another in our day-to-day lives. Using TA, it is possible to understand the wholeness of a person and his characteristics/attitudes in terms of child state of ego, parent state of ego and adult state of ego.

Definition of Transaction Analysis (TA)

When two individuals interact with each other, it is referred to as a social transaction. The process of analyzing these social interactions is called as transactional analysis.

Transaction analysis is defined as "the study of moves people make in their dealings with each other and is based on the idea that people's interactions resemble moves in games".

Ego States

Transaction analysis assumes that there are 3 ego states of a person i.e.,

1. Parent Ego State

Parent state implies that a person is controlling, overprotective, critical and authoritative. This state is called as the 'taught' ego state, because these type of people usually learnt their characteristics from their adults or parents.

2. Adult Ego State

Adult state implies that a person is rational, fair, mature and objective. This type of person acquire these characteristics with maturity and adulthood.

3. Child Ego State

Child ego state represents the personality of a person to be dependent, childish and immature. These characteristics develop in a person due to joy, rebellion, emotions or insubordination.

Types of Social Transactions

Berne says that when people interact with each other, they use either parent, adult or childhood ego states. Based on the ego states, the interactions will be of three types,

1. Complementary Transactions

A transaction is said to complementary when the person sending the message receives the expected response from the other person in terms of ego state.

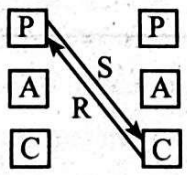


Figure: Complementary Transactions

In the above transaction, the stimulus from the parent ego state is parallel to response from child ego state. There can be more complementary transactions such as child-child, parent-parent, adult-adult transactions. There is no chance of conflict in complementary transaction.

2. Non-Complementary/Crossed Transactions

Non-complementary or crossed transactions may take place when the stimulus and response patterns are not parallel. This situation takes place when the person with adult ego state starts the transaction by interacting with other person but the response is under the influence of child ego state. As the response is not as per the expectation of sender, the sender tries to wind up the transaction with the receiver. Conflicts arise in crossed transactions.

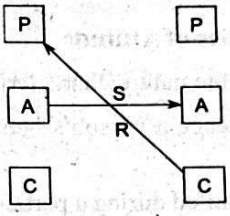


Figure: Non-Complementary/Crossed Transaction

3. Ulterior Transactions

Ulterior transactions are the most confusing transactions as the interaction has two meanings due to two ego states in the first person. While communicating, the ulterior message seems to be socially acceptable but it contains a hidden message on psychological level. These kind of transactions are unwanted/ undesirable.

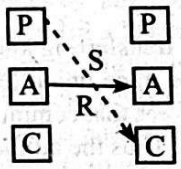


Figure: Ulterior Transaction

Significance/Advantages of Transaction Analysis

The significance/advantages of transactional analysis are as follows,

1. It is easy to understand.
2. It provides a positive interaction method which is practical and can be used instantly.
3. It facilities in increasing an employee's on-the-job effectiveness due to adequate self-understanding and greater insights into personalities and transactions.
4. It may aid in solving the personal and family issues.
5. It provides a common language to the employees who are working collectively for solving their own commucation problems.
6. It is a method which reduces bad feeling on individual faces.
7. It can also be applied at home
8. It enables one to make the effective use of time.
9. It has important role to play in management development activities such as leadership, communication brainstorming, conflict resolution and job enrichment.

2.3 ATTITUDES – NATURE AND DIMENSIONS OF ATTITUDES

Q15. Define Attitudes. State the nature/characteristics of attitudes. What are the various functions of attitudes.

Answer :

Definitions of Attitude

According to Rietz, "Attitude is persistent tendency to feel and behave in a favourable or unfavourable way towards some object, person or ideas".

According to Schermerhorm, "Attitude is a predisposition to respond in a positive or negative way to someone or something in one's environment".

Nature/Characteristics of Attitude

Following are the nature/characteristics of attitudes,

1. Attitudes influence a person's behaviour and make him ready to respond either positively or negatively to any given situation.
2. They can be learned during a particular time period. Because attitude is a factor which a person can learn starting from his childhood and continues throughout his life.
3. They cannot be seen because attitudes are psychological in nature.
4. They can be understood by observing and analyzing the behaviour of the individual person.
5. They are universal in nature. Every individual person may posses a different type of attitude towards any object, person or idea based on his environment and beliefs.

Functions of Attitudes

Following are the various functions of attitudes,

1. Knowledge

Attitudes help in transferring knowledge regarding important subject matters to the employees. For example, in case of A.P. lighting limited, the trade union leaders possessed negative attitude towards their top management. For this reason, they convinced all the employees that communication from management was not true. The employees believed the union leaders rose against the management. Thus the attitude of union leaders caused transfer of negative knowledge about the management.

2. Adjustment

Positive attitudes are formed among the employees when their superiors solve their problems. Such attitudes help the employees in adapting to the organizational environment easily. Some of the facilities like health facilities, transport facilities, training, promotions and increase in salary etc., induce positive attitude among the employees.

3. Basis for Expressing Values

Attitudes serve as value-expressive function by offering a base to the employees for expressing values. It implies the basis which is used for providing value to the customer in form of product. For example, the manager of a popular ice-cream company tells his sub-ordinates to make the product desirable among the customers instead of exciting.

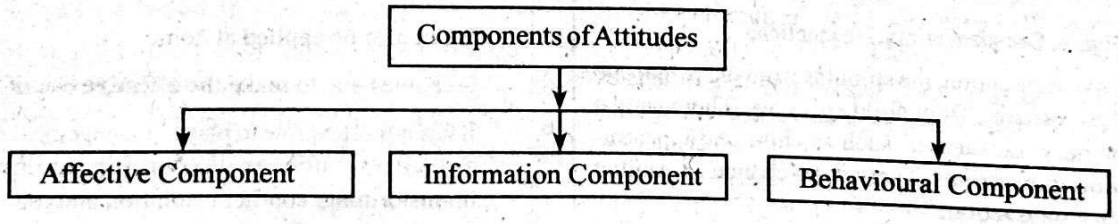
4. Defending Ego

Attitudes help in providing justification regarding an individual's action. It serve as a defensive tool for safeguarding a person's reputation and ego. Attitudes highlight the ideals and protocols followed by people. They display the beliefs of people. For example, a manager has a strict protocol for not allowing any creative or innovative ideas as they involve risks, while his sub-ordinate comes up with an innovative plan for the new product. The manager dismisses the sub-ordinate's innovative plan. It justifies the traditional attitude of manager and innovative attitude of the sub-ordinate.

Q16. Discuss in detail the various dimensions/components of attitudes.

Answer :

There are 3 components of attitudes. They are as follows,



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1. Affective Component

Researchers Mc Ginnles defined affective component as, "it is an emotional component that develops as a conditional response by association with stimuli that have either punishing or rewarding effects". It is also known as feeling component. Thus, it refers to a person's emotional feeling regarding an attitude object. In this, the emotional expression such as love, hate, warmth etc are included and is often expressed as favourable or unfavourable, pleasant or unpleasant, good or bad like or dislike etc.

For example, in an organization, the attitude of an employee towards his boss can be as follows,

(a) The employee may like his boss because he takes good decisions for the organization.

(b) The employee may dislike his boss on personal grounds.

(c) The employee may dislike his boss because he shows partiality.

(d) The employee may dislike his boss because he is greedy.

2. Informational Component

It comprise of information and beliefs that a person holds about the object. Here, the correctness of information doesn't matter. A supervisor may have a belief that only 2 weeks of training is sufficient for the worker before he/she is given the actual work. But in reality, it is important to give 4 weeks of training to worker so that he/she perform well on a specific process. Here, the supervisor's belief (2 week of training is necessary) forms a basis to his attitude about training.

3. Behavioural Component

Behavioural component is also known as overt component or conative component. It is the way in which a person behaves towards a particular object or person. It includes the effects of both the affective component and informational component, i.e., feelings and beliefs. It enables the individuals to act or react towards certain objects or people in different ways. For example, if X has negative feelings on Y, or X believes that Y is not a good person, then X will behave negatively towards Y.

Q17. What are the barriers to changing attitudes? What are the measures to overcome such barriers?

Answer :

Barriers to Changing Attitudes

The various barriers to changing attitudes are as follows,

1. Insufficient Information

People don't change their attitude because they feel that there is no need to change the attitude. Although the supervisor/ people around them may be showing dislikeness to negative attitude of their associate, the associate may still think that there is nothing wrong with his behaviour. He/she will not change their behaviour unless the boss shows how much negative behaviour can affect his pay increment or career progress.

2. Prior Commitments

When people have committed to certain things in the past, they tend to resist change. For example, the president of a company hires a marketing head (Who was his fellow classmate in the university). It was found that the newly appointed marketing head has turned out to be a poor performer. In this situation, the president will not accept his mistake (in selecting the candidate) and will continue to believe that his decision was right. He will discard all the information received against the marketing head and believes that nothing is going wrong in the department.

Measures to Overcome Barriers

There are different measures available to overcome barriers and change the attitudes,

1. Using Fear

Several studies have revealed that it is possible to change the attitudes of individuals using fear. However, the result of using fear depends on the degree of fear being used. Individuals tend to ignore fear if lower level of fear arousal is used. With moderate level of fear, there are chances of people taking the matter seriously and changing their attitude. Similarly, higher level of fear may be threatening to people. So they simply reject it.

2. Providing New Information

At times, new information can change the beliefs and subsequently, the attitudes of individuals. In one study, it was found that some workers had a negative attitude towards the management. But when the management promoted some workers to the higher level, they got the chance to see how much efforts the company is putting to help the workers. Since then, their attitudes towards management changed. Not only that, they also showed more inclination towards the company and less towards the union.

3. Resolving Discrepancies

Resolving the discrepancies between attitudes and behaviour can also help in changing the attitudes. For example, if the job applicants are given multiple options (employment offers) to choose from, they get confused and may feel that their final decision may not be correct. To reduce this confusion/ dissonance, the applicants will try to change their attitude and behaviour. They select a particular job and start working for it and justify their decision by showing negative attitude towards the firms they didn't choose and by developing positive feeling for the firm they choose. Thus, they conclude that their decision was right in choosing a particular firm.

4. The Co-opting Approach

Co-opting is another way of changing the attitudes of people. Under this approach, the individuals who are dissatisfied with a particular situation are given the opportunity to change/improve certain things. For example, if an employee wants the management to enhance the employee's benefits, the management would adopt a co-opting approach here, by allowing the employee to get involved in the decision-making of employee benefits program. When the employee becomes the part of programme, he/she may realize and change her attitude after seeing the struggle the committee puts in to provide possible benefits to employees.

2.4 JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

Q18. Define job satisfaction. What are the factors influencing job satisfaction?

OR

What are the major factors influencing job satisfaction?

(Refer Only Topic: Factors Influencing Job Satisfaction)

Answer : **Sept.-20(R16), Q4(a)**

Definition of Job Satisfaction

Job satisfaction refers to the positive outcomes of job experience of an employee. If in case the expectations of an employee are not met in the job, then that employee would be dissatisfied with the job and this is called as "job dissatisfaction".

Factors Influencing Job Satisfaction

The various factors influencing job satisfaction are given as follows,

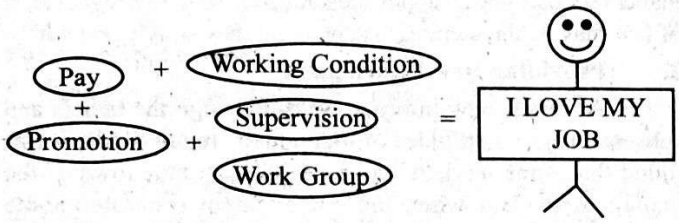

Figure: Factors Influencing Job Satisfaction

1. Pay

Pay/money plays an important role in employee satisfaction because it is the wages/salaries that help the people in meeting their basic needs and also in attaining upper-level need satisfaction. Employers think that their salary/wages are a reflection of how management values their contribution.

2. Working Conditions

Employee's job satisfaction is also affected by the working conditions. Employees show less satisfaction at work and feel difficulty in carrying out their job when the working conditions are poor i.e., noisy work area and hot surroundings. It becomes easier for employees to carryout job when the working conditions are good i.e., attractive and clean environment.

3. Promotions

Job satisfaction of an employee may vary depending on the type of promotional opportunity offered. The individuals who are promoted based on performance tend to be more satisfied with their work than those who are promoted based on their experience. Similarly, an employee getting a 20% increment in salary is likely to be more satisfied than the one with 10% increment in salary.

4. Supervision

Job satisfaction of an employee is also affected by the supervisory style by the leader. The two areas/dimensions worth considering are,

(a) Employee Centeredness

This is all about how caring and concerned the supervisor is towards his sub-ordinates. According to a research, most of the times, employees quit their jobs because of the uncaring and unfriendly attitude of their supervisors.

(b) Participation/Influence

Employee tend to show high level of satisfaction when their supervisors allow them to participate in decision-making.

5. Work Group

Work groups are a moderately important source of job satisfaction. Employees feel satisfied working in a team that is supportive, cooperative and friendly. On the other hand, if the co-workers or team members are difficult to get along with, then this will negatively impact employees job satisfaction.

Q19. What are the outcomes/effects of job satisfaction? State the guidelines/ways to enhance job satisfaction.

Answer :

Outcomes/Effects of Job Satisfaction

Some of the important outcomes of job satisfaction are as follows,

1. Job Satisfaction and Performance

Some researchers have found that there exists a strong relation between employee job satisfaction and performance. However, others have concluded that job satisfaction positively influences the performance to some extent. According to some studies, job satisfaction doesn't guarantee improvement in performance, but it can bring improvement at organization and department level.

2. Job Satisfaction and Turnover

According to researchers, it has been observed that there exists a moderately inverse relation between job satisfaction and turnover. To some extent, high job satisfaction helps in keeping the turnover low. However, high job dissatisfaction would increase the turnover. It is important to note that job satisfaction is not only reason why employee quit the company, there are various other factors besides job satisfaction that affect their decision.

3. Job Satisfaction and Absenteeism

Researchers have found that there is a weak negative relation between satisfaction and absenteeism. It is not necessary that high job satisfaction will not lead to low absenteeism. Employee may be absent from work even when they are satisfied with job. There are others factors which may affect their decision to stay home. But, it can be said that the chances of absenteeism increase with low job satisfaction.

Guidelines/Ways to Enhance Job Satisfaction

The various guidelines/ways to enhance job satisfaction are as follows,

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1. **Match People with Job**

The organizations should make employee selection by analyzing whether the new hires are the right fit for the job. This can be done by matching the employees skills and interests with the job.

2. **Bring More Fun to the Job**

To make the jobs more interesting and satisfying, companies across the world are crating a fun culture for their employees. It is not necessary that fun will definitely make the job more satisfactory always. But it does help in reducing boredom and decreases the dissatisfaction level of employees.

3. **Design Exciting and Satisfying Jobs**

Instead of matching people with jobs, the organizations can design jobs to fit the people. People find it dissatisfactory to do the same job repeatedly. Thus, jobs should be changed and variety of existing options should be added to reduce/eliminate boredom.

4. **Provide Benefits, Fair Pay and Opportunities of Promotion**

Employees feel satisfied when the company offers them benefits, fair pay and promotion opportunities. Benefits can be made more effective by providing a flexible cafeteria approach, where the employees should be given the chance to avail the benefits of their choice. This will increase them in satisfaction.

Q20. Define organizational commitment. What are the factors influencing organizational commitment? State the outcomes/effects of organizational commitment and guidelines to enhance organizational commitment.

Answer :

Definition of Organizational Commitment

Organizational commitment means the affection and loyalty which the employees have towards their organization.

Factors Influencing Organizational Commitment

There are three factors that influence organizational commitment. They are,

1. **Personal Factors**

Factors like age, career adaptability, organizational tenure, internal and external control aspect, positive or negative affectivity are all considered as personal factors.

2. **Organizational Factors**

Factors like job design, support, values, supervisor's leadership style and procedural justice are considered as organizational factors.

3. **Non-Organizational Factors**

Factors like alternatives available to the employee after joining the organization come under non-organizational factors.

Outcomes/Effects of Organizational Commitment

The outcomes/effects of organizational commitment are discussed under the following points,

1. Organizational commitment may lead to outcome like low turnover, high performance and low absenteeism.
2. Research studies have shown that organizational commitment makes the employee view organizational culture as warm and supportive. It also makes the employee become a good and helping team member.
3. Some research studies have found that the outcome of organizational commitment is improved performance. However, other studies don't agree with this view point completely.

Guidelines to Enhance Organizational Commitment

Following are some of the guidelines to enhance organizational commitment,

1. **Give an Assurance of Organizational Justice**

The company should make sure that a grievance procedure is in place to handle employee problems and should ensure two-way communication.

2. **Hire Right People**

It is very important to hire the right managers for the organization and it is equally important to put your words into action.

3. **Let Everyone Know Your Mission**

Everyone in the organization should be made aware of company's mission and ideology. Besides this, it is essential to use value-based hiring practices and develop value-based-orientation and training.

4. **Support Employee Development**

Developing the employees in terms of promotion, empowerment, security, enrichment and challenging work, can help them commit more to the organization.

5. **Create a Community Type of Environment**

Employees tend to commit more to the organization when there is community type of environment in the work place.

Q21. Explain in detail Organizational Citizenship Behaviour (OCB).

Answer :

Organizational Citizenship Behaviour (OCB)

Organizational Citizenship Behaviour (OCB) means the behaviour of an employee who loves to be at his/her workplace with enough motivation and enthusiasm. These are the employees who perform more than their required job responsibilities. Citizenship behaviour makes an employee to perform beyond expectations. Such type of behaviour drastically boosts the efficiency of working operations resulting in maximizing productivity above the levels.

According to Organ, "organizational citizenship behaviour is an individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization".

Traits of Employees Possessing OCB

Employees/individuals possessing OCB reflect the following traits,

1. Employees with this type of behaviour tend to be helpful cooperative, dedicated and caring in nature.
2. These employees get involved in extra work, respect the organizational rules and regulations, avoid conflicts in the organization.
3. These employees don't get much serious about work-related impositions and nuisances. They rather tolerate it all gracefully.
4. These employees play an extra role as their personal choice and not because of the "call of the duty" or job description.
5. These employees perform well regardless of whether the organization recognize them with formal reward or not.

Determinants/Forms/Types of OCB

Following are the determinants/forms/types of OCB,

1. **Loyalty**

It refers to the faithfulness and belongingness of an employee to the organization.

2. **Sportsmanship**

It implies the behaviour of employee in tolerating the inconvenience occuring in the workplace and not complaining about occasional work-related problems.

3. **Courtesy**

This behaviour refers to avoiding the occurance of work-related problems by stopping others from getting involved into unpleasant activities. For example, helping out a colleague when he/she is ill, willing to help others even when busy etc.

4. **Altruism**

Altruism refers to a behaviour where an individual tries to benefit the other individuals without expecting anything in return. For example, releasing the stress of employees, effectively utilizing resources, following rules and regulations keeping the work-area clean.

5. **Conscientiousness**

This behaviour refers to performing exceptionally well at work beyond the minimum required level. For example, appreciating subordinates creative ideas, acting proactively etc.

6. **Civic Virtue**

It refers to an employee showing concern towards organization by attending meetings and functions. For example, showing commitment towards organization, encouraging team work etc.

7. **Extra-role Behaviour**

This behaviour include employee behaviour which is beyond the expected behaviour. For example, participating in extra-curricular activities etc.

Importance/Role of OCB

The following points show the importance/role of OCB,

1. OCBs can positively impact the behaviour of an employee which in turn improves organizational performance.
2. OCBs increases productivity and creates a positive environment in the organization.
3. OCBs contributes not only to organization but also to the employee.

Cultivating and Developing OCB

An organization can cultivate and develop OCB by treating the employees fairly. Several researches have indicated that there exist a strong relationship between justice and OCBs. When the employees feel that their supervisor treats everyone fairly and applies for fair distribution of rewards, they tend to become more committed and perform beyond expectation. If an organization is willing to cultivate OCB, it can easily do it. Once this step is taken OCBs should be managed, maintained and strengthened, so that the organization can avail it long-benefits.

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Q22. What is the difference between job satisfaction and organizational commitments? Which do you think would be more strongly related to turnover? Explain.

Answer : July-21(R16), Q4

Differences Between Job Satisfaction

Following are the differences between job satisfaction and organizational commitment,

S.No.	Basis	Job Satisfaction	Organizational Commitment
1.	Meaning	Job satisfaction is a positive feeling that individuals have towards their job.	Organizational commitment means the affection and loyalty which the employees have towards their organization.
2.	Employee Retention	The satisfied employees may think of learning the current job, when better opportunities are presented to them from external sources.	The committed employee may stay with the company, even when better opportunities with better income are presented to them.
3.	Factors	The various factors influencing job satisfaction include pay, supervision, working conditions, promotions, work groups etc.	The various factors influencing organizational commitment include age, job design, support, values, supervisor's leadership style etc.

Relation of Job Satisfaction and Organizational Commitment to Turnover

Both the concepts i.e., job satisfaction and organizational commitment are linked with each other. A satisfied employee may also be a committed employee. But when it comes to turnover, job satisfaction is found to be more strongly related to turnover. Job satisfaction definitely makes the employee happy, but it does not guarantee to keep the turnover low. However, to some extent, it helps in retaining the employees. If the economy is prospering and the employees find better opportunities elsewhere, the rate of turnover will increase even if the employees were satisfied with the correct job.

Another way in which job satisfaction is strongly related to turnover is that when employees are not satisfied with their jobs, they tend to show dissatisfaction towards the job itself rather than the organization. This dissatisfaction changes their attitude towards the job and thus they don't think much to opt for another job when better opportunities are presented. This is not the case with committed employees. They remain with organization despite many problems associated with the job. However, if the committed employee develops negative feeling towards the job, their commitment decrease over time which makes them to think about leaving the current organization. Organizational commitment ensure low turnover when compares to job satisfaction.

2.5 MOTIVATION NEEDS AND PROCESSES

Q23. Define Motivation. State the process of motivation. Write about primary motives and general motives.

Model Paper-I, Q5(a)

OR

What are primary motives?

(Refer Only Topic: Primary Motives)

Answer : Sept.-20(R16), Q3(b)

Definition of Motivation

According to Dubin, "Motivation is the complex force that keeps a person at work in an organization. Motivation is something that moves the person to action and continues him in the course of action already initiated".

According to Flippo, "Motivation is the process of attempting to influence others or oneself to get a desired course of action, to push the right button to get the desired action".

Process of Motivation

The process of motivation consists of interdependent and interacting elements as depicted in the figure below,

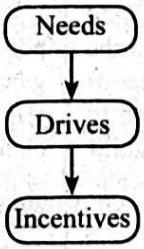

Figure: Motivation Process

1. Needs

The "need" for anything arises when a person or an individual feels a psychological and physiological imbalance. For example, when the body is deprived of water and food, the need is created.

Similarly, the need arise when an individual doesn't have anyone around who serve as his companions or friends. Psychological needs may not always due to a deficiency, for example, an individual who have strong need to progress in life may have experienced success in past.

2. Drives

Drives or motives are basically developed to relieve the needs. A physiological drive refers to a deficiency in direction. Both physiological and psychological motives induce an individual to take an action and create a thrust to achieve an incentive. The above, given examples of food and water needs can be translated to hunger and thirst drives.

3. Incentives

Incentive refers to anything that not only relieves a need but also reduces the motives or drives of an individual. When a person attains incentive, he/she becomes psychologically or physiologically balanced and his/her drive will reduce. For example, when a person eats food, drinks water and gets friends, he/she will restore the balance and the drives will reduce. Thus, the incentives in this example are food, water and friends.

Primary Motives

A motive is said to be primary if it is physiological and unlearned. The common primary motives are sleep, hunger, thirst, sex, maternal concern and pain avoidance. Primary motives not only affect the individual's personal life but also their performance in the organization. Physiological requirements of people has been treated as primary needs like personality trait. The role played by brain in motives of people has been recognized in the recent years. Strong emotional needs of people may come under the primary criteria of unlearned and physiologically based. The role played by brain in motivation process is now being researched by many of neuropsychologists. The organizations does not focus on the performance of employee and their influence on customer service. This specifies emotional needs and talents of each employee in their work. Although the people's brain strategies differ as per the different physiological motives but as their physiological motives are same they will have the same primary needs and not the secondary needs.

General Motives

A motive is said to be general when it is unlearned and not physiologically based. General motive lie in between the primary and secondary motives. While primary needs tends to reduce the tension, general needs encourages a person to increase stimulation and therefore it is termed as 'stimulus motives'. One must study the human behaviour in order to understand the concept of general motives. Human curiosity, manipulation and activity motives comes under the criteria of general motives. They are explained as follows,

1. Human Curiosity, Manipulation and Activity Motives

Psychologists have explained these motives through animal experimentation. Animals tend to have an unlearned drive to manipulate things, to be active and to explore around. But compare to animals, it is found that the human curiosity, manipulation and activity drives are more intense. Likewise if the employees in the organization are not permitted to express these motives they may feel discouraged.

2. Affection Motive

Love or affection motive may come under all three categories of motives as the love may sometimes look like a primary drive and sometimes a secondary drive. However, in this modern world as the quality of life, their family values, human rights have increased its importance, affection motives facilitates in studying human behaviour as well as the organizational behaviour.

Q24. Discuss in detail secondary motives/needs.

Answer :

Secondary motives are the motives that are learned. The following are the human motives that come under the criteria of secondary motives,

1. Power Motive

Power is the ability to induce or influence behaviour. Power is the need to manipulate others or the drive for superiority over others. Individual who is high in need for power enjoy being "incharge", strive for influence over others, prefer to be placed into competitive and status-oriented situations and tend to be more concerned with prestige and gaining influence over others with effective performance. People with high power need are forceful, outspoken, hard headed and demanding.

2. Affiliation Motive

Affiliation means the relationship or connection of an individual with an organization. Man being a social animal, likes to interact and be with others in situations where they feel they belong and are accepted. People with high need for affiliation usually derive pleasure from being loved and tend to avoid the pain of being rejected. They are concerned with maintaining pleasant social relationship, enjoying a sense of intimacy and understanding and enjoy consoling and helping others in trouble.

3. Achievement Motive

Need for achievement is a distinct human motive that can be distinguished from other needs, as some people have an intense desire to achieve. It is the drive to excel, to achieve, to strive to succeed.

High achievers seek situations where they can attain personal responsibility for finding solutions to problems, where they can receive rapid feed back on their performance. High achievers are not gamblers, they dislike succeeding by chance. They prefer the challenge of working at a problem and accepting the personal responsibility for success or failure rather than leaving the outcome to chance to the action of others. They avoid what they perceive to be very easy to very difficult tasks.

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Characteristics of High Achievers

McClelland has identified four basic characteristics of high achievers,

(a) Moderate Risks

Persons possessing high achievement need to take moderate risks. This is against common sense that a high achiever would take high risks.

(b) Immediate Feedback

Persons with high need for achievement desires activities which provide immediate and precise feedback information about how he is progressive towards his goal.

(c) Accomplishment

Person with high need for achievement finds accomplishing a task basically satisfying in and of itself, or he does not expect or necessarily want the accompanying material rewards. Though he likes to earn money a lot but not for the usual reason of wanting money for its own sake or for the material benefits that it can buy.

(d) Preoccupation with the Tasks

High achiever tends to be totally preoccupied with the tasks until he achieves the goal. He will not feel satisfied unless he has put his maximum effort in completing the task.

4. Security Motive

Security motive is an intense kind of motive and to a great extent, this motive relies upon fear and avoidance. Individual learn security motives in order to protect and avoid the events or incidents in life that restrict them to satisfy their primary, secondary and general motives.

5. Status Motive

Status refers to the rank that an individual possess in the society, group or organization. Status motives state the individuals ambition to achieve a good status in the society.

6. Intrinsic and Extrinsic Motives

Intrinsic motives are the ones that are created internally, i.e., a person correlates these motives to the job. Intrinsic motives include feelings of achievement, responsibility, accomplishment, learning from experience, competitiveness etc. Doing effective work is also linked to intrinsic motives.

Extrinsic motives are visible and tangible in nature. These motives are shared/given by other people. The extrinsic motives in an organization can be compensation, promotion and benefits. Extrinsic motives may also include an attempt to escape punishment like termination or transfer.

2.6 WORK – MOTIVATION APPROACHES – THEORIES OF MOTIVATION

Q25. Identify different managerial approaches for improving motivation among employees in the organization.

Answer : **July-21(R16), Q7(b)**

There are various approaches to work motivation presented by different scholars over a period of time. The three main streams that show the theoretical development of work motivation are given as follows,

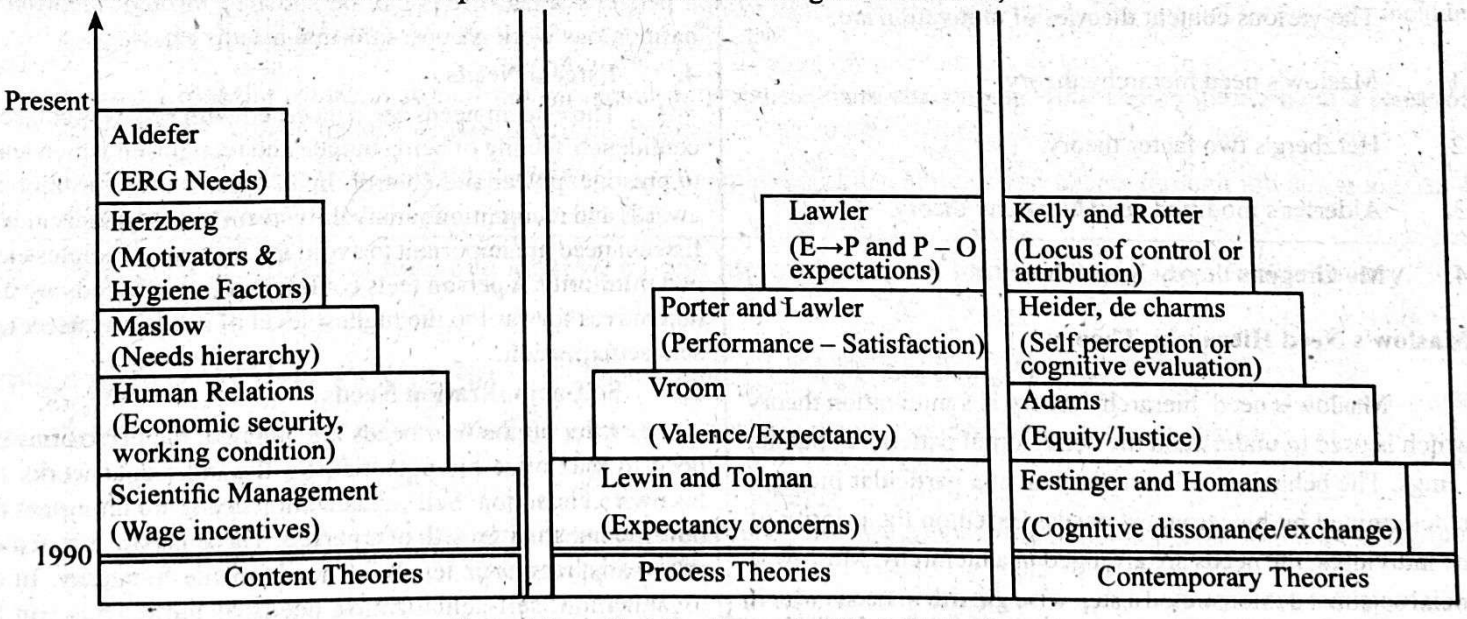

Figure: Theoretical Development of Work Motivation

The history of content theories goes back to the 20th century. It started with scientific management. Initially, scientific managers like F.W. Taylor, Frank Gilbreth and Henry L. Gantt suggested wage incentive models for the purpose of work motivation. Later on, the human relations period started which was followed by content theories of Maslow, Herzberg and Aldefer.

Process theories also emerged following the content movement. Cognitive concept of expectancy served as a basis for process theories. The social psychologists who contributed to process theories include Kurt Lewin and Edward Tolman. After that, the organizational behavior scholars such as victory Vroom, Lyman Porter and Ed Lawler also put across their views in the context of work motivation.

Finally, the contemporary theories such as equity theory and attribution theories have shown significant contribution to work motivation.

It is important to note that all above theories lack integration and there is also a need for contingency models and group process. Today, the organizations are using content and process theories to motivate the workers and a research is being conducted for equity and organizational justice theories, but there exist no agreed-upon overall theory.

2.6.1 Content Theories of Work Motivation

Q26. List out the various content theories of motivation. Discuss in detail Maslow's Need Hierarchy Theory.

Answer : **Model Paper-I, Q5(b)**

Content Theories of Motivating

The various content theories of motivation are,

1. Maslow's need hierarchy theory.
2. Herzberg's two factor theory.
3. Alderfer's modified need hierarchy theory.
4. Mc Gregor's theory X and theory Y.

Maslow's Need Hierarchy Theory

Maslow's need hierarchy theory is a motivation theory which is used to understand the behavioural patterns of human beings. The behaviour of an individual at a particular moment is determined by his strongest needs. Based on the priority of the individual, the needs are arranged in a hierarchy. Maslow, a social scientist demonstrated a step wise growth in needs which is known as the Hierarchy of needs.

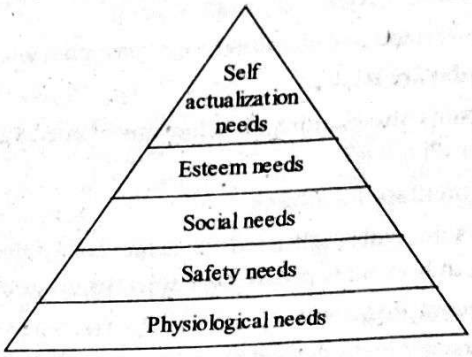

Figure: Maslow's Hierarchy of Needs

1. Physiological Needs

Physiological needs includes the basic necessities of life like food, water, shelter and clothing. If this level of need is reasonably satisfied, then the individual strives to satisfy another set of need which is his/her next priority. Physiological needs are important to maintain human body. They are also significant for basic survival of a human being.

2. Safety Needs

Once the basic physiological needs are satisfied, the individual tries to retain them and doesn't want to lose them. This creates in him the need for safety and security. This includes the job at present, pension plans and insurance plans for the future. Safety needs are important for a person to feel safe in terms of physical safety, financial safety and emotional safety. A person cannot move forward to next level of hierarchy if he/she does not feel safe.

3. Social Needs

After the first two needs are satisfied, social needs becomes important. Since, man is a social being he craves to belong and he wants to be affiliated to some social group. For attaining this, a person strives for meaningful relations with others in a society. Social needs such as love, affection and belongingness are important for sound mental health of a person. Satisfaction of social needs helps in overcoming loneliness and also helps in experiencing happiness. In an organization, a person's social needs can be satisfied through creation of harmonious work groups, informal groups etc.

4. Esteem Needs

The esteem needs are concerned with self-respect, self-confidence, feeling of being unique and recognised which leads to prestige, power and control. In an organization, promotion, awards and recognition satisfy the esteem needs of individuals. Esteem need are important to avoid the feelings of helplessness and inferiority. A person feels confident if esteem needs are met and moves forward to the highest level of needs hierarchy i.e., self-actualization.

5. Self-actualization Needs

After all the four needs are attained, the person has the need to maximize his potential. So the individual works for his own satisfaction. Self-actualization needs are important for development and growth of a person. These needs are satisfied after satisfying four levels of needs in the hierarchy. In an organization, self-actualization needs of individuals can be satisfied by creating challenging situations at work.

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Q27. Critically examine Herzberg's two factor theory.

Answer :

Herzberg's two-factor theory of motivation is characterised by the priority of needs on which an individual focuses. It could be either directed towards achievement of some desirable, positive goals or it could be directed towards avoiding other undesirable, negative consequences. Thus, it is important to assess what variables are perceived to be desirable to achieve goals and undesirable conditions to avoid. Herzberg's theory advocates that human beings have two categories of needs essentially independent of each other effecting behaviour in different ways. His findings states that some working conditions are a must and without which the employee gets dissatisfaction and another set of working conditions are those which primarily build strong motivation and job satisfaction, but their absence rarely proves dissatisfaction. The first set of conditions are referred to as hygiene factor and second set of conditions as motivational factors.

Hygiene Factors

According to Herzberg, the hygiene factors are the company policy and administration, interpersonal relationship with supervisors, peers and subordinates, technical supervision, salary, job security, personal life, working conditions and status.

Motivational Factors

The motivational factors are capable of bringing a positive effect on job satisfaction. The factors such as achievement, recognition, advancement, work itself, possibility of growth are motivational factors. An increase in these factors will satisfy the employees. Once the employees are satisfied they can be encouraged and motivated to achieve higher outputs.

Criticisms of Herzberg Two Factor Theory

The criticisms of Herzberg's two factor theory are as follows,

1. Herzberg used the procedure which is limited due to its methodology. People credit themselves if the situations favour them and they tend to blame the extrinsic environment in case of failure.
2. Herzberg's theory is not a reliable theory as the raters may interpret the similar findings in different ways.
3. The theory doesn't use the overall measure of satisfaction. It doesn't focus on the fact that a person may not like some part of his/her job, but still considers the job to be acceptable.
4. The motivators and hygiene factors are not different. They both will lead to satisfaction and dissatisfaction.
5. The theory ignores situational variables and also the blue-coloured workforce.

Relevance of Herzberg's Two Factor Theory for Managers

Herzberg's two factor theory help managers motivate employees in the following ways,

1. The theory help the managers in understanding the behavior of people.
2. It suggests managers to take some specific actions to improve motivation levels of employees.
3. It shifted the focus of managers from money factor to content factors for work motivation. The content factors may include recognition, achievement, opportunities for personal growth.
4. It encouraged the managers to motivate employee by assigning them challenging work and by giving them a sense of achievement, growth and recognition.
5. It enables the managers to make the effective use of employees skills, abilities and talents through job designing. As a result, employees will feel motivated.

Q28. Present a comparison between Maslow's need hierarchy theory and herzberg's two factor theory.

Answer :

Similarities Between Maslow's Need Hierarchy Theory and Herzberg's Two Factor Theory

Some of the similarities between Maslow's need hierarchy theory and Herzberg's two-factor theory are,

1. Both the theories gained popularity in academics.
2. Both theories strongly assume that specific needs energizes behaviours. The totality of human needs also matches in both theories.
3. Both are committed to humanistic values and aim at fostering psychological growth and development.

Maslow's Need Hierarchy Theory vs Herzberg's Two Factor Theory

Following are the differences between Maslow's need hierarchy and Herzberg's two-factor theory,

S.No.	Basis	Maslow's Need Hierarchy Theory	Herzberg's Two-Factor Theory
1.	Meaning	Maslow proposed a motivation theory based on needs which are arranged in hierarchial form.	Herzberg proposed a motivation theory which explains that human beings have two categories of needs, essentially independent of each other and effecting behaviour in different ways.
2.	Nature	Maslow's need hierarchy theory is descriptive in nature.	Herzberg's two-factor theory is prescriptive in nature.
3.	View	This theory offers a macro view. It deals with all aspects of existence.	This theory offers micro view. It is concerned only with work related motivation.
4.	Application	Maslow's theory is applicable to all workers.	Herzberg's theory is applicable only to white collared professional.
5.	Motivators	According to Maslow's theory, all needs are motivators at different times.	According to Herzberg's theory, only some needs are motivators.
6.	Another Name	Maslow's theory is also known as 'Need hierarchy theory of motivation'.	Herzberg's theory is also known as 'Hygiene theory of Motivation'.
7.	Financial Reward	It explains that financial reward influences behaviour.	It explains that financial reward does not influence behaviour.
8.	Basis	It is based upon needs and their satisfaction.	It is based upon rewards and recognition.

Q29. Write about Alderfer's Modified Need Hierarchy Model.

Answer :

Alderfer Modified Need Hierarchy Model

Alderfer developed a modified need hierarchy model or ERG theory. This model combines Maslow's five levels of need into only three levels on the basis of core needs of existence (E), relatedness (R) and growth (G). Thus implies the name ERG.

1. Existence needs cover physiological and safety needs of a material nature. These needs focus on sustaining human existence and survival.
2. Relatedness needs cover love or belonging, affiliation, and meaningful interpersonal relationships of a safety or esteem nature. These needs are about relationships of the social environment.
3. Growth needs cover self-esteem and self-actualization. These needs focus on the development of potential.

A Continuum of Needs

According to Alderfer, individuals move up in the hierarchy from existence needs, to relatedness needs, to growth needs. As the lower-level needs are satisfied, the individual tries to satisfy another set of needs. However, Alderfer has an opinion that these needs are more like a continuum than hierarchical levels. According to him, there are chances that more than one need may be activated at the same time. Individuals may also move down the hierarchy. This process may involve frustration and regression. For example, if an individual is continuously frustrated satisfying growth needs, relatedness needs may come out to be most important. The main focus of the individual's efforts will be lower level needs.

Some of these propositions proposed by Alderfer followed Maslow's theory and some of them didn't follow. Many studies were conducted to test these propositions across different samples of people in various kinds of organizations. All the outcomes from the studies were mixed. It was found that the proposition that satisfaction of existence needs activates desires for relatedness needs was not supported by any of the studies.

Satisfaction of Needs

According to Alderfer, it is not necessary that higher level needs emerge only after the satisfaction of lower level needs. However, the results of Alderfer's work shows that lower-level needs reduce in strength as they become satisfied. This theory states that an individual wants to satisfy one or more basic sets of needs. Therefore, if a person's needs at a specific level are blocked, then focus should be laid on the satisfaction of needs at the other levels. For example, if the growth needs of a subordinate are blocked because of the reasons like no opportunity for personal development, then the manager should try to offer greater opportunities to the subordinate so that his existence and relatedness needs are satisfied.

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Q30. Differentiate between Alderfer's and Herzberg's theory of motivation.

Answer :

The differences between Alderfer and Herzberg are as follows,

S.No.	Basis	Alderfer's Theory of Motivation	Herzberg's Theory of Motivation
1.	Proposer	Alderfer proposed ERG theory of motivation.	Herzberg proposed motivation hygiene theory. This theory is also called as two-factor theory.
2.	Human needs	Alderfer classified 3 types of human needs. (i) Existence The basic physiological needs (i.e., hunger and thirst) and protection from physical danger. (ii) Relatedness Social and affiliation needs and the need for respect and positive concern for others. (iii) Growth The need to develop and realize one's potential.	Herzberg classified into 2 categories of human needs. (i) Hygiene or maintenance Factors This is related to conditions under which a job is performed. The hygiene factors are, salary, job security, working condition level and quality of supervision, company policy and administration, interpersonal relations. (ii) Motivational Factors It is related to job content. These factors include sense of achievement, recognition, responsibility, nature of the work, personal growth and advancement.
3.	Maslow's self actualization and self-esteem	In his theory, Maslow's self-actualization and part of self-esteem will come under growth needs.	In this theory, Maslow's self actualization and self esteem will come under motivational factor.
4.	Maslow's physiological, safety, social and self-esteem needs	In ERG theory, relatedness need includes part of Maslow's self esteem and social needs and existence need include Maslow's physiological and safety needs.	Maslow's physiological, safety and social needs come under Herzberg's maintenance factors.
5.	Extension	It is extension of Maslow's theory.	It is not an extension of any theories of motivation.
6.	Aspect	It deals with all aspects of existence.	It mainly deals with work motivation aspect.
7.	Hierarchy of Need	It retained the idea of hierarchy of need.	There is no hierarchy of need.

Q31. Explain in detail Mc Gregor's theory X and theory Y. **Model Paper-III, Q4(a)**

OR

Distinguish between theory X and theory Y of motivation and describe their principles.

(Refer Only Topics: Differences Between Theory X and Theory Y, Assumptions/Principles of Theory X, Assumptions/ Principles of Theory Y)

Answer : **July-21(R16), Q3(a)**

Douglas Mc Gregor defined organizations as psychological entities which can be characterized by their assumptions about what motivates people. On the basis of this, Douglas Mc Gregor proposed two different opinions and assumptions about human behaviour. These two opinions are opposite to one another and are named as theory X and theory Y. Theory X talks about negative behaviour of people and theory Y talks about positive behaviour of people.

Theory X

This is the traditional theory of human behavior. The assumptions about the human behavior are stated as negative in this approach. Based on these assumptions organizations and managers who believe in Theory X kind of human nature attempt to structure, control and closely supervise their employees. These managers feel that internal control is a must as the employees are irresponsible.

Assumptions/Principles of Theory X

The assumptions of theory X are,

1. The personnel are inherently lazy.
2. They lack ambition.
3. They require constant guidance and support.
4. They are inherently self-centered.
5. Their inherent nature is to resist change.
6. They avoid responsibility, when an opportunity was given.

Theory Y

The assumptions in Theory Y are totally opposite to what we have seen in Theory X. This theory emphasizes the need for a cooperative effort from management and employees. This theory highlights the requirement of today i.e., to get maximum output with minimum amount of input.

Assumptions/Principles of Theory Y

The assumptions of theory Y are,

1. The physical and mental effort in work is natural.
2. The average human being does not inherently dislike work. They feel work as a source of satisfaction.
3. They exercise self-control and direction to meet the organizational goals.
4. They take up responsibility.
5. They exhibit a high degree of imagination, ingenuity and creativity in solving organizational problems.
6. They face all types of challenges and are highly committed to the organisation.

Differences Between Theory X and Theory Y

The differences between theory X and theory Y are listed down below,

S.No.	Basis	Theory X	Theory Y
1.	Meaning	Theory X is a traditional theory based upon negative human behavior.	Theory Y is a positive human behavioral approach which focuses on cooperation from both management and employees.
2.	Planning	Superior sets objectives for subordinates. Subordinate has a little participation in objective setting and plan formulation.	Superior and subordinates set objectives jointly. Great deal of participation in objective setting and plan formulation. Many alternatives are explored. High commitment to objectives and plans.
3.	Appraising and controlling	It involes low trust in appraisal, control is extreme and rigid.	It involes high trust in appraisal. It is based on self- control.
4.	Human beings interest towards work	Individuals don't like to work and always try to avoid it.	Individuals are self-director and self controller who are very much committed to their work.
5.	Level of ambition	Theory X states that people don't have goals and objectives. They are not ambitious.	People are assumed to be very ambitious in theory Y.
6.	Motivating factors	Theory X says that people get motivated with the satisfaction of lower needs.	Theory Y says that people get motivated with the satisfaction of higher level needs (lower level needs are important too).
7.	Type of authority	Theory X focuses on centralization of authority.	Theory Y focuses on decentralization of authority.
8.	Creativity	As per theory X, most of the people lack creativity and possess less skills.	As per theory Y, people possess creative skills and are much more creative.
9.	Focus	Negative behaviour of people is focussed in theory X.	Positive behaviour of people is focussed in theory Y.
10.	Type of leadership	Individuals follow autocratic leadership.	Individuals follow democratic and supportive leadership.

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2.6.2 Process Theories of Motivation

Q32. List out the process theories of motivation. Discuss in detail Vroom's expectancy theory.

Answer :

Process Theories of Motivation

Some of the process theories of motivation are,

1. Vroom's expectancy theory.
2. Porter and Lawler's theory.

Vroom's Expectancy Theory

Victor Vroom's expectancy theory is based on motivation process. According to psychologist vroom, people get motivated to achieve a goal if the goal is valuable in their eyes and if they realize that their efforts will help them in accomplishing the goal. This concept matches with the expression of Martin Luther i.e., "everything that is done in the world is done in hope".

In other words, Vroom's theory holds that the motivation of people towards achieving everything depends on how they value the result of their effort and their confidence in achieving goal. Vroom's model is build around the concepts of valence, instrumentality and expectancy and it is commonly known as VIE theory. Let us understand each concept clearly,

1. Outcome

The end result which people expect from their job is referred to as "outcome". There are two-levels of outcomes i.e.,

(a) First-Level Outcomes

These outcomes refer to the performance level or quantity of output such as high productivity.

(b) Second-Level Outcomes

The second level outcomes are those outcomes which are expected to follow the first level outcome. These outcomes may include high wages, promotion, praise from supervisor and friendship of co-workers.

2. Valence

It refers to the strength of an individual's preference for an outcome. The concept of valence is different from the term 'value' while valence is the expected satisfaction from an outcome, value is the actual satisfaction offered by an outcome.

3. Instrumentality

Instrumentality is defined as the perceived relationship that exist between two levels of outcome. In other words, it is the degree to which first level outcome will lead to second level outcomes.

4. Expectancy

Expectancy refers to the probability that a specific action will lead to desired or first level outcomes.

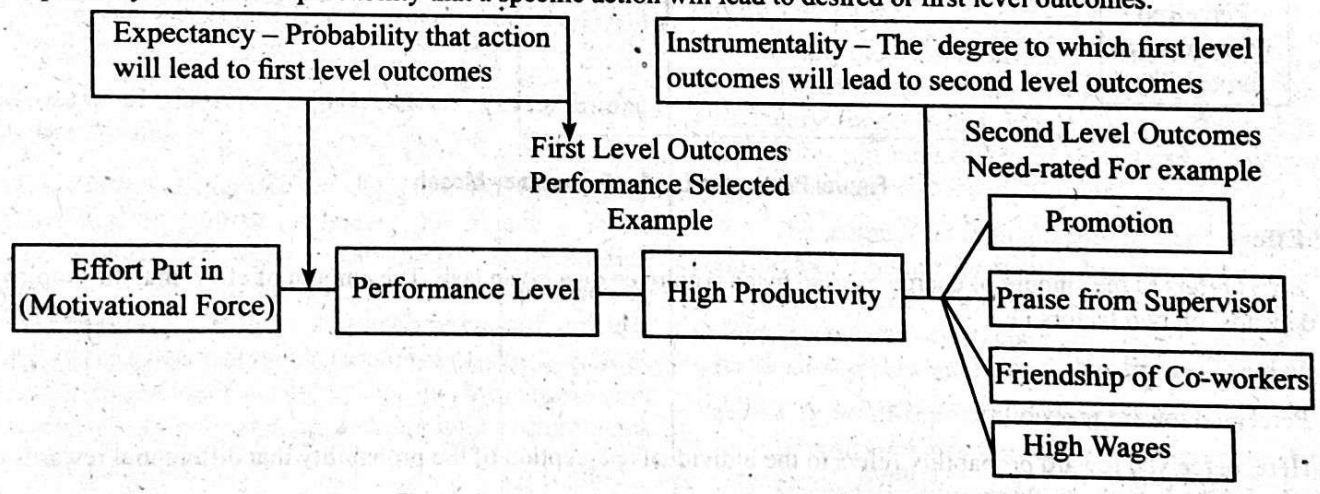

Figure: Basis Model of Vroom's Expectancy Theory

The motivational force of an individual is determined by the multiplicative combination of valence, instrumentality and expectancy as expressed below,

Motivational Force (F) = Expectancy $\times \Sigma$ [Instrumentality $\times$ Valence]

This shows that all three variables i.e., expectancy, instrumentality and valence are important in determining a person's motivation. For example, regardless of how much a specific outcome is desirable (say promotion) to a person, the final motivational force will be low if the person doesn't belief that work hard will lead to achievement of the desired outcome (instrumentality) or if he doesn't believe that he is capable of achieving the required level of performance (expectancy).

From the Vroom's expectancy model, it can be analyzed that work motivation involves several complexities and it is the responsibility of manager to focus on the different factors to improve employees motivation level. The manager is required to pay attention to the following areas,

1. Classify to people that their effort will definitely result in good performance. This will develop confidence in employees and they will try to put in their efforts.
2. Provide rewards based on individual performance so that they full happy to receive the things they value. Rewards should be given in options, so employees can choose the reward they value the most.
3. Establish a link between performance and rewards to let the employees know that their performance will result in achievement of a reward.

Q33. Explain Porter and Lawler expectancy model. What are the Lawler's criticism of expectancy theory?

Model Paper-III, Q4(b)

Answer :

Porter and Lawler Expectancy Model

Porter and Lawler proposed a multivariate model which is an extension of expectancy theory. It explains the complex relationship that exists between work satisfaction and job performance. In the traditional approaches, it was assumed that satisfaction lead to performance. In contrary to this assumption, Porter and Lawler argue that in some specific conditions, high levels of performance results in high level of satisfaction. Porter and Lawler model highlights the interesting aspects of the expectancy theory as shown in the figure below,

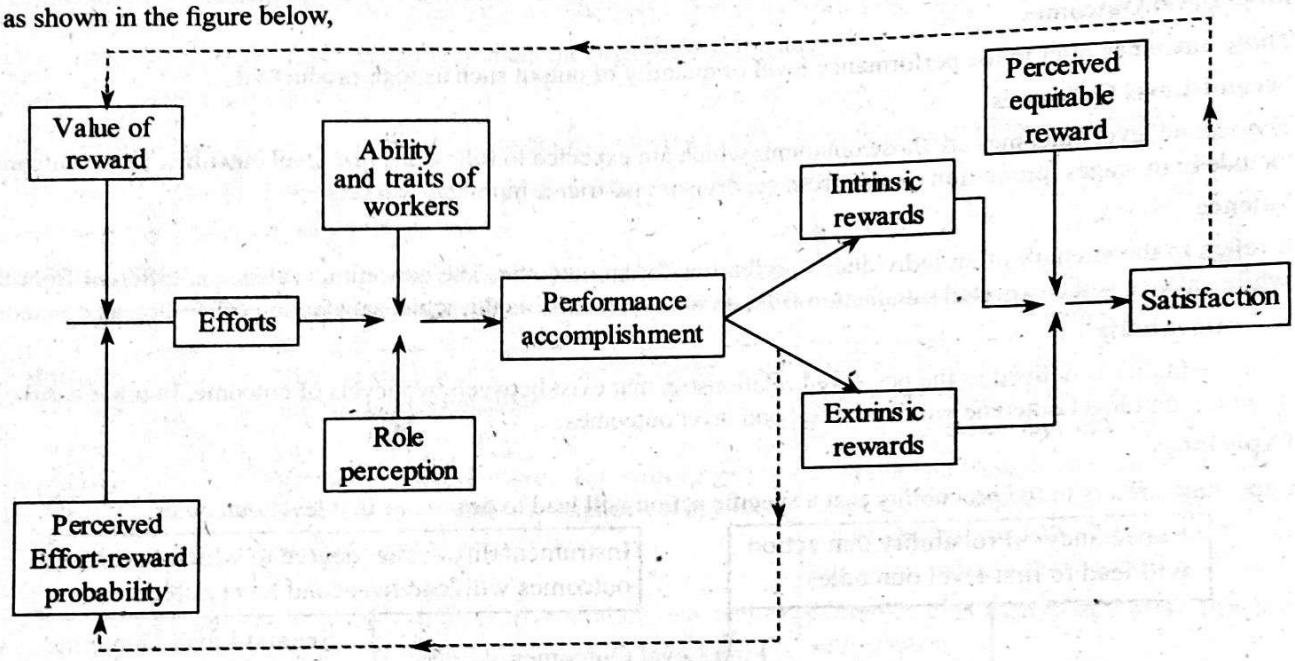

Figure: Porter and Lawler Expentancy Model

1. Effort

Effort refers to the amount of energy exerted by an employee on a given task. The amount of effort that the employee will put in depends on two factors i.e.,

(a) Value of reward and

(b) Perceived reward probability.

Here, perceived reward probability refers to the individuals perception of the probability that differential rewards depend upon differential amounts of efforts.

2. Performance Accomplishment

The model shows that there are two factors that come between efforts and performance accomplishment. They are,

(a) Abilities and traits of workers and

(b) Role perceptions or how well the worker understands the job.

If an individual has little ability and or he doesn't understand his role or job clearly, then his performance may be ineffective inspite of putting in great efforts.

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3. **Rewards**

High performance will leads to rewards. In the opinion of Porter and Lawler, there are two types of rewards i.e.,

(a) Intrinsic rewards (such as a feeling of achievement and a sense of accomplishment)

(b) Extrinsic rewards (such as pay and promotion).

Intrinsic rewards are much more likely to produce attitudes of satisfaction that are related to performance. The factor perceived equitable reward affects the performance - satisfaction relationship. It reflects the individual feeling that fair reward should be given for a given level of performance.

4. **Satisfaction**

If actual rewards meet or exceed perceived equitable rewards, the individual will feel satisfied. But, if the actual rewards do not meet the perceived reward, then the individual will be dissatisfied.

Significance of Porter's and Lawler's Performance Satisfaction Model

The significance of Porter's and Lawler's performance satisfaction model is as follows,

1. The model suggests the managers to place the right person on the right job i.e., there should be a match between individual abilities and the job requirement.
2. It suggests the managers to clearly explain the job roles to employees so that they have a better understanding of their job.
3. It suggests that performance levels expected from the individuals should be clearly specified.
4. It suggests that equitable and valuable rewards should be given to employees.

Implications of Porter's and Lawler's Performance Satisfaction Model

The Porter's and Lawler's model is found to be a complex model and it is difficult to implement this model in actual practice. The model completely explains all the variables which affect motivation. As motivation is not a simple phenomenon, the model suggest the managers to analyze reward structure carefully. The management should carefully integrate its "effort-performance-reward-satisfaction" system into the entire system by planning effectively and by defining role requirements clearly.

Lawler's Criticisms of Expectancy Theory

The expectancy theory was criticized by many critics based on its simple nature. Edward Lawler state that simple nature of this theory is misleading as it believes that if employer gives reward like bonus or promotion, then employee will increase their productivity to get the reward. However, it is effective only when reward is beneficial in satisfying immediate needs of employees.

Some important criticisms of Vroom's expectancy theory are as follows,

1. Porter and Edward Lawler criticizingly named this theory as a theory of cognitive hedonism which proposes that individual select the course of action which give more pleasure or less pain.
2. The theory appears to be idealistic because of the assumption that people are rational and calculating.
3. The expectancy theory does not give clear explanation regarding individual and situational differences.
4. This theory is very complicated to understand and to implement.
5. It fails to focus on ability of employee to perform the work. High valence when multiplied by high expectancy will not give high performance or high reward always.
6. It shows different ways of motivating people but does not give any suggestion to manager regarding improvement of employee's motivation.

2.6.3 Contemporary Theories of Work Motivation

Q34. List out the various contemporary theories of work motivation. Explain in detail equity theory of work motivation.

Answer :

Contemporary Theories of Work Motivation

The various contemporary theories of work motivation are,

1. Equity theory.
2. Attribution theory.

Equity Theory

Equity theory of motivation is based on soci l exchange process. Adams has crystalised it in a more formal way. This theory suggests that people are motivated to maintain fair relationship between their performance and reward in comparison to others.

The assumption of this theory is that individuals make contributions (inputs) for which they expect certain rewards (outcomes). Individuals decide whether or not, a particular exchange is satisfactory, by comparing their inputs and outcomes with those of others and try to rectify any inequality.

Various Types of Inputs and Outputs

Inputs	Outputs
Efforts	Pay
Time	Promotion
Education	Recognition
Experience	Security
Training	Personal development
Ideas	Benefits
Ability	Friendship opportunity

Exchange relationship between a person's input / outcomes in relation to those of other persons may be of three types. Over paid inequity, under paid inequity and equity.

1. Overpaid Inequity

In overpaid inequity, the person perceives that his outcomes are more as compared to his inputs in relations to others. Thus, the relationship is given below.

$$\frac{\text{Person's outcomes}}{\text{Person's inputs}} > \frac{\text{Other's outcomes}}{\text{Other's inputs}}$$

In this case, the person experiences guilt feeling.

2. Underpaid Inequity

The person perceives that his outcomes are lower as compared to his inputs in relationship to others.

$$\frac{\text{Person's outcomes}}{\text{Person's inputs}} < \frac{\text{Other's outcomes}}{\text{Other's inputs}}$$

Here, the person experiences dissonance.

3. Equity

The person perceives that his outcomes in relation to his inputs are equal to those of others.

$$\frac{\text{Person's outcomes}}{\text{Person's inputs}} = \frac{\text{Other's outcomes}}{\text{Other's inputs}}$$

In this case, the person experiences satisfaction.

Impact of Inequality

The impact of inequality on the person is as follows,

(i) Perceived inequity creates tension in the person.

(ii) The amount of tension is proportional to the magnitude of inequity.

(iii) The tension created in the person will motivate him to reduce inequity.

(iv) Thus, motivation is to reduce inequity in proportion to the perceived inequity.

The Ways/Methods for Re-establishing Equity

The various methods for re-establishing equity are,

1. Changing the Inputs

Inputs can be changed to lower or higher extent to match the outcomes (in case of under paid inequity or over paid inequity).

2. Changing Perceptions about Inputs and Outcomes

A person may re-establish equity between his inputs and outcomes by changing his perception.

3. Changing the Outcomes

The person may attempt to change his outcomes by persuading/pressurizing those who are responsible for the decision of outcomes.

4. Changing Inputs and Outcomes of Others

The person may try to re-establish equity by persuading other persons to change their inputs or by changing this perception about the inputs/outcomes relationship of others.

5. Changing the Persons Compared

If relationship produces inequity, while comparing with the particular people, then the persons may be replaced by someone else whose relationship produces equity.

6. Changing the Situations

The person can try to change the situation in which he perceives inequity, he may opt for transfer to another department or location in the same organization or may leave the organization itself.

Implications of Equity Theory

The implication of equity theory are as follows,

1. The theory makes managers realise that equity motive tends to be one of the most important motives of the people in the organization.
2. From this theory, the managers can realize that underpayment will actually affect the company as the employees will respond to inequality in different ways such as stealing material, not working effectively and stopping the production.
3. The managers also realize that over payment is also harmful for the organization. Because, the overpayment will motivate the employees for sometime only. Over a period of time, people start thinking that they deserve the higher pay. If an individual is overpaid, the others will feel underpaid and dissatisfied.

Difficulties/Limitations of Equity Theory

The difficulties in applying this theory include the following,

1. It is difficult to assess the perception/misperception of people about inputs/outcomes relationships.
2. Equity is a matter of comparison. The process by which the person decides whom to compare himself with is not clearly understood.
3. Equity theory does not specify the actions which a person will take to re-establish equity if he perceives inequity.

Q35. Write about attribution theory.

Answer :

Definition of Attribution

The term "attribution" refers to the way in which people explain their own behaviour or the behaviour of other individuals. Thus attribution may be defined as "the process by which any person arrives at a conclusion about the various influencing factors to justify/explain their own behavior or the behavior of others".

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Attribution Theory

Attribution theory was proposed by 'Hider' who suggested that any individuals behavior is determined by a combination of internal forces and external forces perceived by the individual. The attribution theory states that every individuals judgement of behavior is effected by their intentions of past knowledge and in comparison to other people. Thus, arriving at a judgement(conclusion).

Assumptions/Elements of the Attribution Theory

Following are the assumptions/elements of the attribution theory,

1. This theory mainly depends on inputs from internal forces and external forces.
2. Internal forces include the personal factors of an individual such as ability, skill, intelligence, amount of effort etc. These factors can be controlled by an individual.
3. External forces include the environmental factors in which an individual works such as the organizational culture, policies and procedures, attitude of the supervisor etc.
4. 'Kelley' has suggested that while attributing any outcome, we may choose the external forces or internal forces to be responsible for the outcome. He further explains that this choice between internal or external force is based on three criteria i.e., distinctiveness, consensus and consistency.
   (a) Distinctiveness: It refers to how different was the behavior of an individual, when compared to his/her behaviour in other situations/tasks.
   (b) Consensus: It refers to the comparison of the behavior of an individual with the behaviour of other people, under similar situation.
   (c) Consistency : It refers to the continuity of a behavior over a long period of time, (i.e.,) whether a person respond in the same way over a period of time.

The three basic criteria in making attribution may be shown in a diagrammatic form, as shown below,

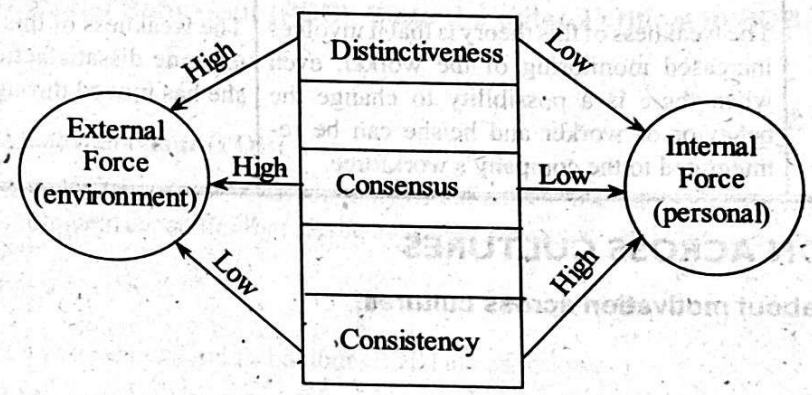

Figure: Attribution Theory

Implications of Attribution Theory

The important implications of the attribution theory are,

1. Employees with an internal locus of control are more likely to attribute the performance outcome to internal forces (i.e.,) their own ability, skill, effort etc. whereas employees with external locus of control are more likely to attribute the performance outcome to external forces, such as weather, organizational rules etc.
2. Research studies has found that employees with an internal locus of control, generally are more satisfied at work and are likely to be promoted to top management posts. Such people posses high achievement motivation and attribute performance to their own ability, self confidence, etc., rather than luck, co-incidence and so on.

Q36. Compare and contrast expectancy theory and equity theory of motivation.

Answer :

Similarities between Expectancy Theory and Equity Theory

There exists some similarities between these two theories. They are,

1. Both the theories state that the change in inputs (i.e., efforts or hardwork) to the social situation leads to considerable change in outputs (i.e., salary or rewards) of the social situation.
2. Both the theories explain about the perception of an individual regarding the interrelationship with other members of the group, rather than the actual reality of the situation.

Differences between Expectancy Theory and Equity Theory

The differences between expectancy theory and equity theory are as follows,

S.No.	Basis	Expectancy theory	Equity theory
1.	Year of Development	Victor H.Vroom developed expectancy theory in the year 1964.	J.Stacy Adams developed equity theory in the 1960s.
2.	Assumption	Expectancy theory is based on the assumption that the actions of employees depends on the expected rewards.	Equity theory is based on the assumption that the employees feel satisfaction with the job by comparing their actions and rewards with the other employees.
3.	Focus	Expectancy theory focuses on linking the rewards with the desires of employees (i.e., pay for performance).	Equity theory focuses on equity or inequity that exist among the employees.
4.	Employee Behaviour	According to expectancy theory, if an employee wants to achieve high/desirable rewards, then he/she tries to improve his/her performance.	According to equity theory, if an employee feels that he/she is under-rewarded, then he/she reduces their efforts performance to balance the equity.
5.	Strength	The strength of expectancy theory is that it enables the manager to change behaviour of employees effectively with attractive pay for performance plans.	The strength of equity theory is that it moves a worker through three stages (i.e., benevolent, sensitive and entitled) before anything goes wrong in the workplace.
6.	Weakness	The weakness of this theory is that it involves increased monitoring of the worker, even when there is a possibility to change the behavior of worker and he/she can be re-integrated to the company's workforce.	The weakness of this theory is that the worker shows extreme dissatisfaction towards workplace once he/she has moved through all three stages.

2.7 MOTIVATION ACROSS CULTURES

Q37. Write in detail about motivation across cultures.

Answer :

Motivating the employees across different cultures requires different theories, approaches and tactics because not all people across cultures are same. The management needs to adopt theories and approaches which are suitable to specific culture. The approaches that work well in US many not be effective in other countries. Thus, it is important for the manager operating across cultures to understand what motivates their diverse workforce.

The various factors that contribute to motivational differences across cultures are,

1. Religion.
2. Uncertainty avoidance.
3. Power distance.
4. Other cultural dimensions.

1. Religion

The religions and their associated values give rise to motivational differences across cultures. For example, some religions teach that things will happen in their own way. So we should let them happen. This is particularly true in India. In contrast to this, religions of North American focus that one should try to control the matters. While some religions teach that people will be born again and will return after death, religions in North American lay emphasis on the belief that people will pass this way only once. So one should strive hard here as much as one can. Thus, all this will impact the motivational patterns of different individuals. The management should use approaches which are in line with the religion values and attitudes across different cultures so that the company can achieve success in high growth market economies.

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2. **Uncertainty Avoidance**

People across different cultures have values associated with uncertainty avoidance. While the cultural values of some employees may encourage them to accept and face uncertainty, others may have low tolerance for uncertainty and ambiguity. The people in countries like Canada, US, Great Britain, Ireland, Denmark, Sweden etc., can perform well under uncertainty,but those from latin countries avoid uncertainty. These differences in uncertainty avoidance leads to motivational differences across cultures.

3. **Power Distance**

Power distance is another factor which contributes to motivational differences across cultures. The people of some countries (like India, Japan, South Korea, Mexico etc.) don't have problem in accepting the fact that others have more power than they do. This cannot be seen in countries like Canada, Britain and United States. This shows why an empowerment managerial style works well in countries with smaller power distance such as US and Scandinavia. MNCs find it difficult to use empowerment tactics for their Korean employees in the home country. In contrast to this, a Korean firm when operates in US can easily aand effectively motivate the North American employees.

4. **Other Cultural Dimensions**

The various other cultural dimensions that contribute to differences in motivation across different cultures are as follows,

(a) Perspective of management regarding Theory X and Theory Y components i.e., autocratic styles and democratic styles.

(b) Valuation of money.

(c) Locus of control.

(d) Needs for achievement, dominance, affiliation and autonomy.

(e) Achievement through conformity etc.

2.8 POSITIVE ORGANIZATIONAL BEHAVIOUR

Q38. Define Positive Organizational Behaviour (POB). State the criteria critical to POB. List out the various POBs.

Answer :

Definition of Positive Organizational Behaviour (POB)

According to Luthans, positive organizational behaviour may be defined as "the study and application of positive oriented human resource strengths and psychological capacities that can be measured, developed and effectively managed for performance improvement in today's workplace".

Criteria for POB

The criteria critical to Positive Organizational Behaviour (POB) are as follows,

1. **Theory and Research Findings**

Positive Organizational Behaviour (POB) should be based on theory and research findings.

2. **Unique Concepts**

POB should be based on unique positive concepts and exciting constructs which can be applied to the workplace.

3. **Performance Improvement**

POB mainly deals with workplace. It should improve performance of both managers and workers using positive psychological capacity.

4. **Open to Development**

POB should be statelike i.e., it should be based on situation, open to development, open to learning and open to change.

5. **Valid Measures**

POB should be based on valid and reliable measures.

Types of POBs

The various types/forms of POBs are,

1. Optimism.
2. Emotional intelligence.
3. Self-efficacy/confidence.

2.8.1 Optimism

Q39. What is Optimism? State the dimensions of optimism. What are some of the unresolved optimism issues?

Answer :

Definition of Optimism

Optimism is the tendency to think good about future. It is the belief that things will work out better and experiences will give positive results. It is seeing the good part in a situation instead of the unfavourable outcomes.

Dimensions of Optimism

The dimensions of optimism include the following,

1. Optimism as Human Nature

Optimism is a part of human nature. Some philosophers consider optimism to be negative because, in their opinion, optimism is nothing but illusion. According to psychologists, most of the people have positive bias of themselves than cold reality and they tend to be psychologically more healthy than others.

2. Optimism as an Individual Difference

The degree of optimism varies from individual to individual. Optimism in individuals depends mainly on cognitively determined expectations and causal attributions. The attributional approach of Seligman focuses how people attribute the reasons for bad events, misfortune and failures. Seligman in his earlier-work on "learned helplessness" has found that humans and dogs learn to be helpless when they face punishing, uncontrollable and disliking events. They become helpless to the point that even when things can be controlled, they still act in a helpless manner. However, it is important to note that not all individuals/subjects learn to be helpless, they rather preserve and avoid giving up.

Optimism Issues

Following are the three important optimism issues,

1. Optimism Vs Pessimism

Although it is usually assumed that optimism and pessimism are used differently, the reality is that some individuals expect both good outcomes and bad outcomes to be great. It is also identified that people take bad events in both positive (optimism) and negative (pessimism) manner. But this is not the case with good events.

2. Little Vs Big Optimism

Level and magnitude of optimism differs from person to person. People with little optimism expect specific positive outcomes (For example, I'll complete my work by 4'o clock, so I can go home early). On the other hand, individuals with big optimism expect generous positive outcomes (eg., our company will lead the industry). Some people are also found to be little optimist and a big pessimist or vice versa.

3. Learning and Sustaining Optimism

Although, it is said that optimism is a stable personality trait, Seligman has some up with the concept of learned optimism. According to him, pessimist can also become optimists by learning this skill (optimism). Optimism can also be learned by observing positive events and outcomes in the environment. One can sustain optimism by reducing the stress and coping up with bad events.

2.8.2 Emotional Intelligence

Q40. Define Emotional Intelligence (EI). Explain Goleman's dimensions of EI in the workplace. Write about EI in the work place.

Answer :

Definition of Emotional Intelligence

According to Daniel Goleman, "emotional intelligence is the capacity for recognizing our own feelings and those of others for motivating ourselves and for managing emotions well in ourselves and in our relationships".

In other words, emotional intelligence is the ability of the employees to accurately identify and accept the emotions of self and that of others in order to control the self emotions and respond accordingly to others.

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Dimensions of Emotional Intelligence in the Workplace

The following table shows the dimensions of emotional intelligence in the workplace,

S.No.	Dimensions of Emotional Intelligence	Characteristics/Features	Examples at Workplace
1.	Empathy	This dimension describes the understanding nature of an individual and his ability to sense others feelings and wants.	The team leader may sense that all his team members are mentally exhausted due to continuous work. So, he gets them some refreshments.
2.	Self-awareness	This dimensions explains the individual characteristics such as self-understanding and awareness of one's real feelings at the moment.	Mary knows that she is angry, so she will make a decision only after her mind cools down.
3.	Social Skills	The characteristics of people having social skills include the ability to make smooth interaction with others, ability to understand social situations and being able to guide the emotions and behaviour of other people.	In a meeting, John realized that the staff members were not interested in the new policy. So, he met each member separately after the meeting to explain the benefits of the policy.
4.	Self-motivation	Self-motivation involves characteristics such as staying focussed on the goal, dealing effectively with negative emotions and delaying satisfaction until the desired outcome is achieved.	Brad continued to work on his project despite lack of support from management and other frustrations and disturbances.
5.	Self-management	Self-management involves characteristics such as handling one's emotions that disturb the work, shaking off negative emotions and getting back to work for effective problem solving.	Jackson held back his emotions of looking upset and raising his voice when the customer made an unfair complaint. He rather managed his emotions by looking into what exactly went wrong.

Emotional Intelligence in the Workplace

When it comes to emotional intelligence at workplace, Goleman his put forward hs contribution on EI. The contribution of Goleman was appreciated by CEOs, secretaries, job holders, other firms and consultants. In his book "working with emotional intelligence", Goleman described EI in parts. In the first part, he emphasized that EI is more important than IQ for any job and for effective leadership. He then mention about "self-mastery job capabilities" such as trustworthiness, achievement drive, initiative and self-confidence which leads to exemplary performance. After that, people/relationship skills such as political awareness, empathy, team capabilities and leadership are identified. These skills helps in achieving organizational effectiveness. The final two parts are all about developing emotionally intelligent capabilities and organizations.

According to Goleman, the emotionally intelligent organization perform exceptionally well and can cope up with difficult times. Not only that, they can become the best organizations to work with.

2.8.3 Self-Efficacy

Q41. Define self-efficacy. How self efficacy differ from established organizational behaviour concepts. Explain the impact of self-efficacy.

Model Paper-III, Q5

OR

Explain the difference between self-efficacy and self-esteem.

(Refer Only Topic: Self-Efficacy Vs Self-Esteem)

Answer : Dec.-20(R16), Q4

Definition of Self-Efficacy

When an individual beliefs that he/she can achieve a particular task successfully, it is referred to as self-efficacy. People possessing self-efficacy trait, are more likely to set challenging goals and they achieve it successfully. They are more committed to self-set goals than the imposed goals (goals set by others).

Difference Between Self-Efficacy and Established Organizational Behaviour Concepts

The difference between self-efficacy and established organizational behaviour concepts can be understood under the following heads,

(a) Self-Efficacy Vs Self-Esteem

Below given table shows the differences between self-efficacy and self-esteem,

S.No.	Self-Efficacy	Self-Esteem
1.	Self-efficacy is statelike in nature, it keeps changing with the emergence of new information and experiences.	Self-esteem is stable and traitlike in nature.
2.	Self-efficacy is related to the present evaluation of a person's future success at work.	Self-esteem may be related to any aspect of a person's current state.
3.	Self-efficacy is one's belief in his/her ability to perform a specific task.	Self-esteem is one's belief of overall worthiness and assessment of oneself.

(b) Self-Efficacy Vs Locus of Control

The differences between self-efficacy and locus of control can be in the following table,

S.No.	Self-Efficacy	Attributions/Locus of Control
1.	Self-efficacy is one's belief in his/her ability to perform a specific task successfully.	Attributions are nothing but causal beliefs regarding action-outcome contingencies. Attributions may be classified into internal attribution and external attribution. Internal attribution deals with the belief of an individual regarding his/her behaviour and its consequences. Such people take responsibility for the consequences. External attribution deals with the belief that things happen by chance or luck. So, such people don't take personal responsibility.

(c) Self-Efficacy Vs Expectancy Concepts

Below given table shows the differences between self-efficacy and expectancy concepts,

S.No.	Self-Efficacy	Expectancy Concepts
1.	Self-efficacy is a wider concept.	Expectancy concepts are considered narrow when compared to self-efficacy.
2.	Self-efficacy deals with skills, knowledge, ability and experience and also the psychomotor reactions such as stress, emotions and physical fatigue.	Expectancy concepts describe the behaviour outcome probabilty.
3.	It is a judgement of one's ability to successfully accomplish a specific behaviour pattern. For example, "I am sure that I can successfully cope up with this situation".	It is judgement of the expected consequences that specific behaviour will lead to desired outcomes. For example, "I believe that what I will do or what I will not do, will result in a desired outcome".
4.	Self-efficacy talks about confidence and surety and it doesn't talk about possibility and uncertainty.	Expectancy concepts talk about behaviour-outcome expectancy relations.

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Impact of Self-Efficacy

The impact of "Self-efficacy" can be studied under the following points,

1. **Perseverance**

Self-efficacy helps a person to deal effectively with the problems or failure. It helps one to perseveres in difficult times and face failure bravely.

2. **Motivation Effort**

High self-efficacy encourages or motivates one to put more efforts on tasks when compared to those with low self-efficacy.

3. **Choice Behaviour**

Self-efficacy affects the way a person makes a choice or decision based on how confident he/she feels towards the work or career field.

4. **Vulnerability to Stress**

People with high self-efficacy tend to react less to stress and can confidently handle it. On the other hand, people with low-efficacy may experience more stress and may react quickly to stressful situations as they are not confident about themselves.

5. **Facilitative Thought Patterns**

Self-efficacy facilitates thought patterns. It affects the self-talks like the people with high self-efficacy might say to themselves "I can handle this problem and I know how to handle it". On the other hand, those with low self-efficacy might say to themselves "I cannot handle this problem and I know I don't have the ability to cope up with this".

Q42. What are the major sources of information for self-efficacy? Explain the implications of self-efficacy in the work place.

Answer :

Sources of Information for Self-Efficacy

The various sources of information for self-efficacy are as follows,

1. **Social Persuasion**

Self-efficacy of an individual may be strengthened when they are respected by others and when others give them positive feedback on their progress. In contrast to this, an individual's self-efficacy may get affected when someone passes a negative comment, gives a negative non-verbal gesture and provides negative feedback. To improve self-efficacy, social persuasion can be used where the individual should be given genuine and objective information followed by appropriate action to help him/her progress.

2. **Mastery Experiences or Performance Attainments**

The most powerful source of information for self-efficacy is "mastery experiences" or "performance attainments". However, it is important to note that self-efficacy doesn't build directly through performance attainments, it rather depends on the situation and the ability of the individual to perceive the performance. The success that come easily will not build high self-efficacy. Irrepressible self-efficacy comes with perseverant/continuous efforts and one's ability to learn.

3. **Vicarious Experiences or Modeling**

People can gain self-efficacy by observing and modeling those who are reinforced. According to Banduer "if people see others like themselves succeed by sustained effort, they come to belief that they too have the capacity to succeed. Conversely, observing the failure of others instills doubts about one's own ability to master similar activities". The self-efficacy processing of an individual will be affected more if the model being observed is more similar to him/her in terms of age, education, status, sex and experience.

4. **Physiological and Psychological Arousal**

To a large extent, the self-efficacy of a person depends on his/her physiological and psychological states. Self-efficacy will be lower if these sources are negative (i.e., if the person is not feeling well physically or if he/she is depressed). Thus, physical and mental health affects the self-efficacy of a person.

Implications of Self-Efficacy in the Workplace

The various implications of self-efficacy in the workplace is discussed as follows,

1. Training and Development

The performance of employees can be improved by providing them training on self-efficacy. According to Banduer, training and development can be provided in three areas i.e.,

(a) Guided Master

It involves instructive modeling to help the individual in acquiring a competency or skill and enabling the individual employee to use this skill on the job.

(b) Cognitive Mastery

It involves learning to think and apply the ideas by observing the reasoning strategies and decision rules to solve the problems and make effective decisions.

(c) Development of Self-Regulatory Competencies

It involves self-management and self-motivation. For effective performance, the training can also be given on four sources of efficacy i.e., mastery experience, vicarious experience and modeling, social pervasion and physical & psychological arousal.

2. Selection of Human Resources

Self-efficacy belief makes it easier to make selection decision. An individual may be hired for a job, promoted for a position, or given a responsibility depending on his/her magnitude and strength of self-efficacy. Organizations use different measures/scales to check the self-efficacy of individuals, particularly when a selection/promotion decision needs to be taken.

3. Other Application

Apart from the above two areas of applications, the various other implications for self-efficacy in the workplace include,

(a) Self-managed teams

(b) Job design and goal setting

(c) Leadership and

(d) Stress management.

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FREQUENTLY ASKED QUESTIONS AND IMPORTANT QUESTIONS

SHORT QUESTIONS

Q1. What are the Big Five personality traits?

Ans:

Important Question

For answer refer Unit-II, Q1.

Q2. Write about Johari Window.

Ans:

Important Question

For answer refer Unit-II, Q2.

Q3. What are the merits and demerits of Maslow's theory of motivation?

Ans:

Important Question

For answer refer Unit-II, Q3.

Q4. What are the merits and demerits of Alderfer's Modified Need Hierarchy Theory?

Ans:

Important Question

For answer refer Unit-II, Q4.

Q5. Differentiate between general self-efficacy and specific self-efficacy.

Ans:

Important Question

For answer refer Unit-II, Q6.

ESSAY QUESTIONS

Q6. Explain personality as a continuum.

Ans:

Important Question

For answer refer Unit-II, Q9.

Q7. Critically evaluate MBTI – model of personality.

Ans:

Important Question

For answer refer Unit-II, Q11.

Q8. What is the significance of 'blind area' of Johari window?

Ans:

(Important Question | Sept.-20(R16), Q4(b))

For answer refer Unit-II, Q13.

Q9. Explain the conceptual framework of transactional analysis and its significance.

Ans:

(Dec.-20(R16), Q3 | Sept.-20(R16), Q3(a)) REPEATED 2 TIMES

For answer refer Unit-II, Q14.

Q10. Define job satisfaction. What are the factors influencing job satisfaction?

Ans:

(Important Question | Sept.-20(R16), Q4(a))

For answer refer Unit-II, Q18.

Q11. What is the difference between job satisfaction and organizational commitments? Which do you think would be more strongly related to turnover? Explain.

Ans:

(Important Question | July-21(R16), Q4)

For answer refer Unit-II, Q22.

Q12. Define Motivation. State the process of motivation. Write about primary motives and general motives.

Ans:

(Important Question | Sept.-20(R16), Q3(b))

For answer refer Unit-II, Q23.

Q13. Identify different managerial approaches for improving motivation among employees in the organization.

Ans:

(Important Question | July-21(R16), Q7(b))

For answer refer Unit-II, Q25.

Q14. List out the various content theories of motivation. Discuss in detail Maslow's Need Hierarchy Theory.

Ans:

Important Question

For answer refer Unit-II, Q26.

Q15. Differentiate between Alderfer's and Herzberg's theory of motivation.

Ans:

Important Question

For answer refer Unit-II, Q30.

Q16. Explain in detail Mc Gregor's theory X and theory Y.

Ans:

(Important Question | July-21(R16), Q3(a))

For answer refer Unit-II, Q31.

Q17. Write in detail about motivation across cultures.

Ans:

Important Question

For answer refer Unit-II, Q37.

Q18. What is Optimism? State the dimensions of optimism. What are some of the unresolved optimism issues?

Ans:

Important Question

For answer refer Unit-II, Q39.

Q19. Define Emotional Intelligence (EI). Explain Goleman's dimensions of EI in the workplace. Write about EI in the work place.

Ans:

Important Question

For answer refer Unit-II, Q40.

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UNIT 3

Dynamics of OB – I & II

Syllabus

Dynamics of OB – I : Communication – Types – Interactive Communication in Organizations – Barriers to Communication and Strategies to Improve the Follow of Communication – Decision Making : Participative Decision-making Techniques – Creativity and Group Decision Making.

Dynamics of OB – II : Stress and Conflict: Meaning and Types of Stress – Meaning and Types of Conflict – Effect of Stress and Intra-Individual Conflict – Strategies to Cope with Stress and Conflict.

Learning Objectives

- ✓ Definition, Process and Types of Communication.
- ✓ Benefits of Effective Communication.
- ✓ Verbal Communication Vs Non-Verbal Communication.
- ✓ Interactive Communication in Organization.
- ✓ Barriers to Communication.
- ✓ Strategies to Improve Flow of Communication.
- ✓ Definition and Phases of Decision Making.
- ✓ Participative Decision Making.
- ✓ Creativity and Group Decision Making.
- ✓ Meaning and Types of Stress.
- ✓ Definition and Types of Conflicts.
- ✓ Effect of Stress and Intra-Individual Conflict.
- ✓ Strategies to Cope with Stress and Conflict.

Introduction

Communication is the process of transferring information between senders and receivers through oral, written, visual or electric media. The different types of communication based on expression are – verbal and non-verbal communication, based on organizational relation are formal and informal communication and based on flow are vertical communication, diagonal communication and horizontal or lateral communication. There are some barriers which hinder the effective communication process. Some of them are Jargons, Noise, Slangs, Distance, Poor Listening etc.

Decision making is the process of selecting one best alternative from the list of alternatives. In case of participative decision making, employees and managers who are connected to and affected by the decision participate in decision making. In todays competitive era, creative decision making is very essential. Journal keeping, self-hyponosis, guided imagery and lateral styles of thinking are the creative techniques used for management decision making.

Stress refers to a tension experienced by individuals facing extraordinary demands, constraints or opportunities.

Conflict is a process that begins when one party perceives that another party has negatively affected or is about to negatively affect, something that the first party cares about. In an organization, stress and conflicts must be overcomed to ensure smooth functioning of the organization.

PART-A SHORT QUESTIONS WITH SOLUTIONS

Q1. Define Communication.

Answer : Model Paper-I, Q1(e)

Communication is defined as "the process by which people seek to share meaning via the transmission of symbolic messages".

According to Keith Davis, "communication is the process of passing information and understanding from one person to another".

The process of transferring information between senders and receivers through oral, written, visual or electronic media is referred to as 'communication'.

Q2. List out the differences between intrapersonal and interpersonal conflicts.

Answer : Model Paper-II, Q1(c)

The differences between intrapersonal and interpersonal conflicts are as follows,

S.No.	Point of Difference	Intrapersonal Conflict	Interpersonal Conflict
1.	Definition	The conflict that takes place within an individual is known as intrapersonal conflict.	The conflict that arises between two individuals is known as interpersonal conflict.
2.	Reason	It takes place when an individual is involved in decision making.	It takes place due to differences in individuals and their opinions.
3.	Involvement	It involves emotions, beliefs and values.	It involves strategic thinking and speaking.

Q3. Define stress and conflict.

Answer : Model Paper-III, Q1(e)

Definition of Stress

According to Robbins, Stress is "a condition in which an individual is confronted with an opportunity, constraint or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important".

Definitions of Conflict

According to K.W. Thomas, conflict is "a process that begins when one party perceives that another party has negatively affected, or is about to negatively affect, something that the first party cares about".

Q4. What do you mean by oral communication and written communication?

Answer :

Oral Communication

When the communication takes place using sound, voice and spoken words, it is called as oral communication. Oral communication is used to exchange the ideas through oral words either in face-to-face communication or through any mechanical or electrical device such as telephone. The various forms or types of oral communication include face-to-face communication, lectures, meetings, interviews, seminars, discussions, presentation etc.

Written Communication

When the communication takes place through written words and where no auditory element is involved, it is referred to as written communication. In this type of verbal communication, one can only view the written content imprinted on a medium. The various forms of written communication are letters, notices, reports, telex, telegrams, memorandom/memos, magazines, bulletins boards, marketing literatures etc.

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Q5. What is Dyadic Communication?

Answer : **Model Paper-I, Q1(f)**

The interaction between two persons, is generally known as dyadic communication. It is one of the general type of speech communication which is quite popular and involves person-to-person transaction. Dyadic communication is classified into five different form as follows,

(a) Face-to-face communication

(b) Telephonic conversation

(c) Interview

(d) Instruction

(e) Dictation

The dyadic communication offers the ideal circumstances which helps in providing close range continuous feedback.

Q6. What are the various barriers to communication?

Answer : **Model Paper-III, Q1(f)**

The barriers to communication process are categorized as follows,

1. Semantic Barriers

The various semantic barriers are,

(a) Vocabulary

One needs to have a good vocabulary to be able to understand what is being said by the other person. Lack of vocabulary acts as a barrier in communication.

(b) Wrong Translation

Language translation is another communication barrier. If a person is not expert in understanding a particular language, he/she may misinterpret the words.

2. Socio-Psychological Barriers

Socio-psychological barriers occur due to the differences that exist in social status and mental faculties of people. Some of the socio-psychological barriers are,

(a) Perceptual Differences

When two people with different perceptions communicate with each other conflict may arise.

(b) Attitudinal Differences

Individuals find it difficult to communicate to someone with completely different attitude. This may result in dead end.

3. Personal Barriers

These barriers arise due to factors related to one's own personality. Some of the personal barriers are,

(a) Poor Listening

Communication will not be effective if a person doesn't listen actively to what is being said by the other person.

(b) Poor Retention

If a person is not able to retain the information even after listening actively to the other person, this will lead to distortion in communication.

Q7. Write about upward and downward communication.

Answer : **Model Paper-II, Q1(h)**

Upward communication

Upward communication is flow of information from a subordinate position to the higher level by passing through middle level executive.

Downward communication

A communication which starts from top level executive and ends at the lower levels through middle management is known as downward communication. It stands out as a great force for controlling, influencing and initiating activities of organizational members.

PART-B ESSAY QUESTIONS WITH SOLUTIONS

3.1 COMMUNICATION - DEFINITION, PROCESS AND TYPES

Q8. Define Communication. Discuss in detail communication process. **Model Paper-I, Q6(a)**

Answer :

Definition of Communication

Communication is defined as "the process by which people seek to share meaning via the transmission of symbolic messages".

According to Keith Davis, "communication is the process of passing information and understanding from one person to another".

The process of transferring information between senders and receivers through oral, written, visual or electronic media is referred to as 'communication'.

Communication Process

Communication, by definition is a process of transfer of information between individuals. The communication process involves the following steps/phases,

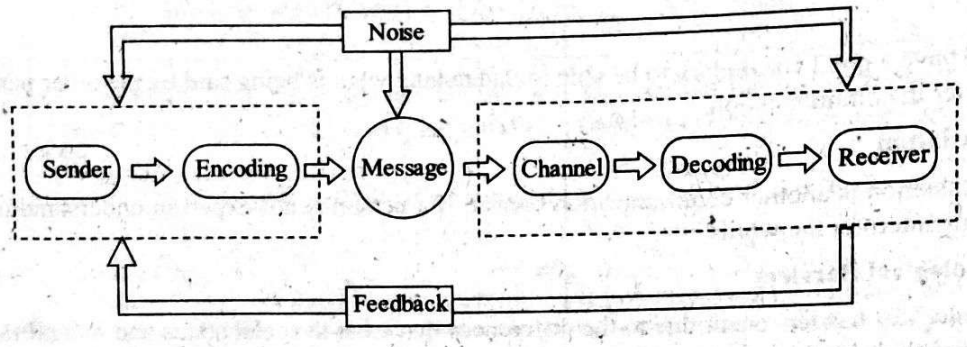

Figure: Communication Process

Step-1: The Sender has an Idea

The sender or source of information initiates the communication process. Sender is a person who conveys an idea/concept or seeks information or expresses a thought or emotion. In organizational context, sender may be a superior, a subordinate, a peer or any other person.

Step-2: Sender Encodes/Translates the Idea into Message

Encoding takes place when the sender translates the content/idea into a series of symbols. The sender encodes the message by the use of appropriate verbal and non-verbal symbols. Organization members rely on gestures, words and symbols to encode the information.

Step-3: The Sender Creates a Message

Message is the heart of communication. It is the subject-matter or content conveyed by the sender in order to create an understanding in the mind of receiver. A message can be in the form of an idea, opinion, feelings, views, suggestions etc.

Step-4: The Sender Uses a Channel to Send the Message

Channel is the medium through which the message reaches the receiver. A channel is also called as communication carrier as it carry the message, the sender aimed at conveying. It can be a mobile phone, telephone, a written report, computer, radio etc.

Step-5: The Receiver Receives the Message

Receiver is a person to whom the message is conveyed. A receiver can be a superior, subordinate, peer, etc. The intended message will reach the receiver only when the channels work appropriately.

Step-6: The Receiver Decodes the Message

Decoding is the process of conversion of the message received by a receiver into his understandable language. Decoding is the vital part of communication process, as the meaning of the message sent by the sender may change here resulting to ineffective communication.

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Step-7: The Receiver Provides Feedback to the Sender

Feedback is the response of the receiver to sender's message. It is essential to ensure that receiver has received the message and interpreted it correctly.

Note that 'Noise' as shown in the figure, is the unwanted content that travels with the original message. It arises with communication channel. Noise can be in the form of negative attitude misperception, a loud radio, a person's accent, illegible print or pictures, jargon, poor eye sight etc., sometimes excessive noise lead to ineffective communication. Thus, a communication process tends to be effective if all the elements or steps go correctly.

Q9. Explain in detail different types of communication.

Answer :

The various types of communication are classified as follows,

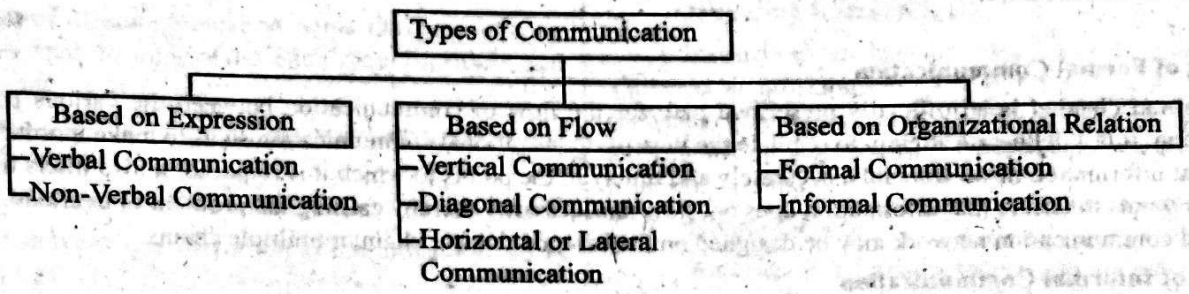

Figure: Types of Communication

I. Communication on the Basis of Expression

The communication on the basis of expression classified into two types. They are discussed as follows,

1. Verbal Communication

When a message is conveyed through spoken or written language, it is referred as verbal communication. It includes, listening, writing and speaking. Verbal communication is of two types i.e.,

(a) Oral communication

(b) Written communication.

2. Non-Verbal Communication

When a message is conveyed through symbols/signals, it is known as non-verbal communication. Non-verbal communication includes facial expression, gestures, signs, body movements etc.

II. Communication on the Basis of Flow

Communication on the basis of flow is categorized into three types. They are,

1. Vertical Communication

When the information flows upwards or down-wards in an organization i.e., from superiors to subordinates or vice versa then such type of communication is known as vertical communication. It may be carried out between merely two persons or may be carried out between various levels of an organization. Vertical communication is basically of two types,

1. Upward communication (Subordinates-to-superiors).
2. Downward communication (Superiors-to-subordinates).

2. Horizontal Communication

The communication in which the messages are transmitted among the individuals having equal status or same authority in an organization is called as horizontal or lateral communication. Horizontal communication is commonly seen at higher authority levels. The managers who are at higher levels should consult and communicate continuously with each other.

3. Diagonal Communication

When the communication occurs between two or more persons who are neither in the same section nor on the same level of organizational structure, it is referred to as diagonal communication. It comes into operation when other systems of communication fail to convey the information.

III. Communication on the Basis of Organizational Relation

Communication on the basis of organizational relation is classified into two types. They are,

1. Formal Communication

When the communication takes place through formal channel in organization, it is called as formal communication. Formal channel is an officially prescribed path for flow of communication between the various positions in the organization. It also filters the information to various points to ensure that information does not flow unnecessarily thereby causing the problem of overload.

2. Informal Communication

Any information which is not passed in accordance with any formalities, rules and regulations of an organization is called as informal communication. Most executives use the informal communication as supplement to formal communication.

Q10. What do you mean by formal and informal communication? Differentiate between formal and informal communications.

Answer : **Model Paper-II, Q7**

Meaning of Formal Communication

Formal channel is an officially prescribed path for the flow of communication between the various positions in the organization. It is a deliberate attempt to regulate the flow of organizational communication so as to make it orderly and thereby ensure that information flows smoothly, accurately and timely to the points to which it is required. It also filters the information at various points to ensure that information does not flow unnecessarily thereby causing the problem of overload. The officially prescribed communication network may be designed on the basis of a single chain or multiple chains.

Meaning of Informal Communication

Any information which is not passed in accordance with any formalities, rules or regulations of an organization is informal communication. Most executives use informal communication as a supplement to formal communication. Most of it is oral and emerges out of social interactions and relationships among people. Under informal communication, messages travels fast and is quite flexible.

Formal communication Vs Informal communication

Following are the differences between formal and informal communication,

S.No.	Criteria of Difference	Formal Communication	Informal Communication
1.	Definition	Any information which is transferred with the help of established organizational channels is called as formal communication.	Any information which is not transferred in accordance with the rules, formalities or regulation of an organization is called informal communication.
2.	Nature of communication	Formal communication is done on the basis of indirect written documents.	Informal communication is done on the basis of gestures and verbal talk.
3.	Communication medium	Formal communication is done in the written form.	Informal communication is done verbally.
4.	Chain of communication	Formal communication is done as per the well defined chain.	Informal communication does not have any well defined chain.
5.	Evidence	As formal communication maintains a written document of communication it can be used as an evidence in future.	Informal communication does not maintain any written document of communication so, it cannot be used as an evidence in future.
6.	Chances of misunderstanding or grapevine	In formal communication, all the information is written clearly so there are no chances of misunderstandings or grapevine.	The informal communication is done verbally so there are more chances of misunderstandings or grapevine.
7.	Relation	Formal communication is the result of the rights and duties assigned by the employers	Informal communication is the result of the employees internal relations.
8.	Types	Formal communications is divided into two types i.e., upward communication and downward communication.	Informal communication cannot be classified into different types.
9.	Focus	Formal communication focuses mainly on the objectives and tasks of the organization.	Informal communication focuses mainly on goals and satisfying the needs of the individuals.
10.	Level of stability	Formal communication is highly stable and rigid.	Informal communication is flexible and instable.

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Q11. State the advantages and disadvantages of formal and informal communication.

Answer :

Advantages of Formal Communication

The advantages of formal communication are as follows,

1. Organization can fix the responsibilities easily.
2. The information is available to the right person.
3. The authority and respect of senior organizational members/staff members are protected. No one is allowed to bypass anybody while communicating the information.
4. This form of communication helps the boss and the subordinates to understand each others attitude and behaviour.
5. Discipline and good morale are maintained among the employees.

Disadvantages of Formal Communication

The disadvantages of formal communication are as follows,

1. This increases the workload of the line officers. As the line officer has to take action on all the downward and upward communication passed through him. He has very little time to perform his executive functions effectively.
2. This entails delays in communication as it has to be passed through number of persons to arrive at the right person.
3. Possibility of filtering of information exists.
4. Intention and attitude of the top executive are not known to the lower level workers and vice-versa, as there is no close contact between them. Hence, there is an absence of a cordial relationship between them.

Advantages of Informal Communication

The advantages of Informal communication are as follows,

1. The information is passed very quickly.
2. There is no channel of command. It promotes sound cooperation among the employees.
3. It performs a positive service to the organization.
4. It also satisfies the communication needs of the various persons in the organization.
5. It helps greatly when the existing formal communication is inadequate or insufficient.

Disadvantages of Informal Communication

The disadvantages of Informal communication are as follows,

1. It is not in order.
2. Sometimes messages are inaccurate and erratic.
3. Origin and direction of the flow of information is hard to find.
4. Persons carrying message may add, subtract or misinterpret the original message.

Q12. What is downward communication in the organizational context? What is its purpose?

Answer : **(Model Paper-III, Q6 | Dec.-20(R16), Q5)**

Meaning of Downward Communication

A communication which starts from top level executive and ends with the lower functionaries through middle management is known as downward communication. It stands out as a great force for controlling, influencing and initiating the activities of organizational members.

Following are the purposes/objectives of downward communication,

1. Providing Instructions

Instruction provides direction about the way in which a process or procedure must be performed. The supervisors or managers give instructions to the employees either orally, individually or in groups on the tasks that are to be carried out from time to time.

2. Giving Orders

An order is a formal arrangement of tasks. The basic orders for performing specific tasks can be given orally to the employees. The employees who do not obey the orders will be liable for misconduct.

3. Providing Education and Training

Education helps in developing the capabilities of the minds of the individuals. Training is an exercise in which an expert guides, supervises and provides practical education to the individuals. Education and training result in discipline and development through learning and practice.

4. Motivating Employees

In an organization, managers continuously try to enhance their work performance by motivating their employees. The managers make use of communication skillfully for enhancing the sense of worth of the employees by recognizing and applauding their good work.

5. Increasing Morale

Morale is the level of confidence and spirits of a person or group. It is not possible to increase morale with a single communication, as morale is influenced by all types of communications and the style and manner of communication. To increase the morale of the employees, the managers should increase the communication with employees.

6. Counselling

Counselling is a specialized or expert advice given by specialists. The organizations that looks after the welfare of their employees provide counselling services to their employees. The health counselling centre of the organization handles the stress, tension and emotional problems of the employees.

7. Providing Advice

A manager who have close relationship with his employees can advice his junior employees on work related matters or on personal matters. The manager makes use of oral, face to face, informal and confidential communication to give advice to the employees.

8. Persuasion

Persuasion helps in changing the attitudes and behaviours of others. The managers makes use of persuasion for motivating the employees to put significant efforts or to accept a change in the company's policies.

9. Warning

A warning is an advice or notice given to an individual in advance for being careful. The main aim of warning is not to spoil the relationship. Warning can be given either orally or in written form and is confidential.

10. Appreciation

Appreciation means recognizing and applauding the work of others. The managers and supervisors should appreciate the employees for their good work as it helps in developing good attitude among the employees.

Q13. Discuss the importance and benefits of effective communication.

Answer :

Importance/Significance/Role of Effective Communication

The importance/significance or role of effective communication is as follows,

1. Effective communication is helpful in expressing one's ideas and in connecting with people.
2. One can reach the top level of management through effective communication skills as the management spends most of the time in communication.
3. Through effective communication, businesses can maintain close link with communities in the market place.
4. Effective communication helps in making strong decisions based on timely and reliable information.
5. The company can make its marketing messages more persuasive through effective communication.
6. Through effective communication, employees are in a better position to engage in work and cooperate with each other. This will not only increases employee satisfaction but also reduces employee turnover.
7. Effective communication helps in solving problems quickly and increasing productivity.
8. With effective communication in the right time, a manager can get the work done.
9. Communication is the most important component of management skills as it helps in influencing other individuals, bringing change in the attitudes and opinions of the people who are working in the organization.

Benefits/Advantages of Effective Communication

Some of the benefits/advantages of effective communication are as follows,

1. Team Building

One of the important benefit of an effective communication is team building. There is a free flow of information from top to bottom and side to side when the teams communicate with each other effectively.

2. Employee Morale

Effective communication helps to increase team morale. If the communication between team members is effective then, they feel comfortable to express their ideas if any situation arises and they will be ready to help the team.

3. Customer Satisfaction

If there is a proper communication between teams, then they will communicate effectively with the customers. The teams with effective communication represent trust and professionalism. Thus, there will be an increase in customer satisfaction. The customers do not appreciate teams which give different answers to them when they call.

4. Increases Productivity

Another important benefit of effective communication is that it improves productivity. It gives greater return on investment to the firm. Through effective communication, various issues are solved quickly and also there is a decrease in customer's rework.

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Q14. Differentiate between verbal communication and non-verbal communication.

Answer : Model Paper-I, Q6(b)

Some of the differences between verbal and non-verbal communication are listed in the following table,

S.No.	Point of Difference	Verbal Communication	Non-Verbal Communication
1.	Meaning	When a message is conveyed through spoken words or written language, it is referred to as verbal communication.	When a message is conveyed through symbols/signals, it is known as non-verbal communication.
2.	Intentional/ unintentional	Verbal communication is intentional.	Non-verbal communication may be intentional or unintentional
3.	Honesty	Verbal communication is less honest when compared to non-verbal communication.	Non-verbal communication might be more honest when compared to verbal communication.
4.	Inter-relation	Non-verbal communication might not exist in verbal communication.	In every verbal communication, non-verbal communication exist.
5.	Rules	Communication rules do exist for understanding verbal communication.	There is no formal structure for non-verbal communication and it is less bound to rules.
6.	Comprise	Verbal communication includes oral communication like voice mail, teleconference etc., and written communication like telegraph, fax and internet.	Non-verbal communication includes visual signs such as body movements, time and space and audio signs such as voice pitch and intensity.
7.	Information	A verbal message consists of more specific product or service information when compared to non-verbal message.	A non-verbal message contains less specific product or service information when compared to verbal message.
8.	Represent	Verbal message represents a less portion of the total communication.	Non-verbal behaviour represents the major portion of total communication.
9.	Clarity	Verbal communication is clear.	Non-verbal communication is broad and imprecise.

3.2 INTERACTIVE COMMUNICATION IN ORGANIZATION

Q15. What do you mean by Interactive Communication? What are the reasons behind using interactive communication?

Model Paper-II, Q6(a)

OR

Identify some important reasons why organizations use interactive communication? Describe.

(Refer Only Topic: Reasons Behind Using Interactive Communication)

Answer : July-21(R16), Q5(a)

Definition of Interactive Communication

According to Chapanis, 1988, Interactive communication is defined as "a process involving at least two participants, where the content of a particular message is determined in part by the content of the prior messages from all participants, that is by the communication context.

Interpersonal communication while closely related is focused on micro or individual level, whereas interactive communication is focussed on macro or organizational level. Traditional hierarchical organizational structure gives importance to vertical communication only but most of the classical theorist suggest horizontal communication system along with vertical. Horizontal communication is essential in making coordination and cross-functional effort in achieving organizational goals. The horizontal communication structure is required when the organization becomes larger, more complicated and subject to flatten and networking of structures. Companies like general Electricals, Dupont, Motorala etc., have adopted horizontal model of organization. The horizontal flows formally incorporated into these structures of modern network and team designs. However, as the case with vertical (downward and upward) flows in the organization structure, the horizontal communication is found in people and behaviour. Moreover, the interactive form appears to be more suited than the horizontal flow because of the dynamic and inter personal feature of communication. The horizontal information flows are merely a component of the communication process that occurs within the organization.

Reasons Behind Using Interactive Communication

There are four most important reasons are for using interactive communication. They are as follows,

1. **Task Coordination**

Periodic meetings is being held between head of the departments to discuss how each department is progressing in achieving goals/objectives.

2. **Problem Solving**

The members of a department may meet to discuss how they will deal with potential budget cut or using brain storming techniques.

3. **Information Sharing**

Sharing of new data or information by the members of one department to another department.

4. **Conflict Resolution**

The members of one department may sit together to resolve a conflict or disagreements existed within the department or between departments.

3.3 BARRIERS TO COMMUNICATION AND STRATEGIES TO IMPROVE THE FLOW OF COMMUNICATION

Q16. What are the different barriers to communication?

Answer : **Model Paper-I, Q7**

The barriers of communication process are categorized as follows,

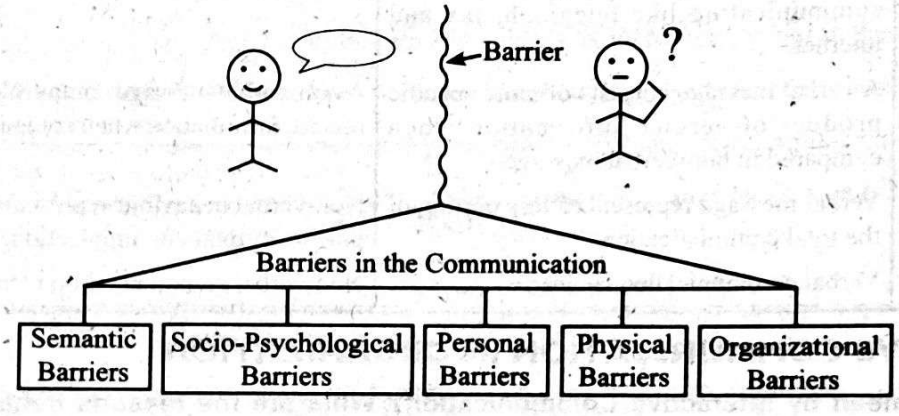

Figure: Communication Barriers

1. **Semantic Barriers**

The various semantic barriers are,

(a) **Vocabulary**

One needs to have a good vocabulary to be able to understand what is being said by the other person. Lack of vocabulary acts as a barrier in communication.

(b) **Jargons**

Jargons are the technical terms which are used in a specific area and the common people don't have much idea about it. For example, 'BRB' on internet is understandable. But in a formal talk, this will be misinterpreted.

(c) **Slangs**

Slangs are the terms or phrases which are used by the groups and cultures jokingly or casually. For example, the word "tosser" is used by British people to imply "stupid fellow". These type of words might confuse the other people.

(d) **Wrong Translation**

Language translation is another communication barrier. If a person is not expert in understanding a particular language, he/she may misinterpret the words.

(e) **Euphemisms**

At times, people replace their offensive and unpleasant expressions with the inoffensive expressions to sound humane and well-mannered. These inoffensive expressions are called euphemisms. For example, you feel like to say to someone "I am not satisfied with your work", but then you control yourself and say "please try to improve the work".

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2. **Socio-Psychological Barriers**

Socio-psychological barriers occur due to the differences that exist in social status and mental faculties of people. Some of the socio-psychological barriers are,

(a) **Conflicting Signals**

A person tends to use both verbal and non-verbal elements while communicating something. But if the verbal elements don't match with non-verbal elements, it will lead to conflicting signals. For example, you tell your manager "I like the organization very much", but at the same time your face is dull and your voice is nervous, then what your manager should think?

(b) **Perceptual Differences**

Perception means how a person views things depending on his/her learning, age-group, experience, culture and economic status. When two people with different perceptions communicate with each other conflict may arise.

(c) **Attitudinal Differences**

Individuals find it difficult to communicate to someone with completely different attitude. This may result in dead end.

3. **Personal Barriers**

These barriers arise due to factors related to one's own personality. Some of the personal barriers are,

(a) **Poor Listening**

Communication will not be effective if a person doesn't listen actively to what is being said by the other person.

(b) **Emotional Conflict**

The emotional state of a person will also affect communication. An angry and overly joyous person cannot think and speak properly. If two people with two different emotional states talk to each other, they will not be able to communicate effectively.

(c) **Poor Retention**

If a person is not able to retain the information even after listening actively to the other person, this will lead to distortion in communication. The reasons for poor retention could be noise, stress, distractions etc.

4. **Physical Barriers**

The various physical barriers include,

(a) **Defective Equipment**

Miscommunication between two people also occur when they communicate using a defective equipment such as faulty mobile phone or a problem in the phone line.

(b) **Distance**

When the sender and receiver are not in close range, the problem may arise in communication. One may have to shout to draw the attention of another person due to distance.

(c) **Noise**

Any kind of noise including traffic, people shouting, hooter sound etc., will affect the process of communication. Noise distracts the attention of a person while communicating.

5. **Organizational Barriers**

The various organizational barriers are,

(a) **Role and Status**

The role and status of an individual affects the way he communicate with others. For example, an HR manager may feel anxious when he wants to talk to CEO regarding some matter because he expects that the CEO might not treat him well or show arrogance.

(b) **Organization Structure**

Miscommunication often occurs more in tall structure when compared to flat structure as the tall structure involves more levels of authority.

(c) **Rules and Regulations**

The communication process gets affected when a person work in an environment where the focus is mainly on rules and regulations. This not only frustrates a person but also affects his/her sense of judgement and creativity.

Q17. Explain the strategies/measures to improve the flow of communication.

OR

What are the measures to overcome barriers to communication?

Answer :

The various measures to overcome/destroy barriers of communication are as follows,

1. **Train the Employees**

Employees in the organization should be given training on important aspects of communication such as writing, listening, concentration, oration and feedback.

2. **Encourage Two-Way Communication**

Employees should be encouraged to listen to others instead of speaking all the time but not allowing others to speak. There should be a two-way communication where both receiving and responding takes place. Everyone should be given a freedom of speech. This will make the employees more creative.

3. **Convey Clear and Concise Message**

The organization should make sure that whatever the information it is communicating is clear and concise. Apart from this, size of the content/message should also be kept small without adding any extra details or unclear information. The information being passed should also be according to the receipts capacity to assimilate. Employees may get confused if the information is overloaded.

4. Ensure Correctness of Information

The correctness of the message/information being passed is very important. The results will cause damage if the message contains incorrect facts, illustrations, figures etc. The decisions taken based on incorrect information can damage the situation.

5. Focus on Dynamism

A specific communication strategy is not suitable in all circumstances. Thus, one should always be willing to change and adapt to changing situations. Depending on the situation, a communication strategy should be adopted which will be helpful in responding to the dynamic environment.

6. Improve Relationships

The organization should encourage all the employees at all levels to improve relationships by respecting others and treating everyone equally. This is very important for both the management and the employees.

7. Adopt Flat Organization Structure

To remove communication barriers, it is always a good idea for an organization to have flat structure with fewer levels. This will result in free flow of information. Different functional units should be encouraged to cooperate with each other.

8. Provide Timely Information

The management should see to it that all the receipts receive information on time. For this purpose, Management Information System (MIS) should be used for time-bound delivery, processing and dissemination. If the information is not delivered on time. it will be considered useless.

3.4 DECISION MAKING: PARTICIPATIVE DECISION-MAKING TECHNIQUES - CREATIVITY AND GROUP DECISION MAKING

Q18. Define Decision Making. What are the phases of decision making?

OR

What are the phases of decision making?

(Refer Only Topic: Phases of Decision Making Process)

Answer : **Sept.-20(R16), Q5(b)**

Definition of Decision Making

Decision making is a process of identifying and selecting an action from a number of alternative courses of action for resolving a problem in the organization.

Decision making acts as the basis for planning an activity in the organization. It is one of the important managerial functions. Decision making must be rational for achieving the set goals successfully. It is very important to take the decisions at every stage of the organization.

Phases of Decision Making Process

Herbert A. Simon conceptualized the three phases of decision-making process. They are as follows,

Phase-1: Intelligence Activity

Taking military definition of intelligence, Simon defined intelligence activity as searching the surrounding for situations that necessitate making a decision.

Phase-2: Design Activity

Second phase involves activities such as inventing, developing and analyzing possible courses of action that take place.

Phase-3: choice Activity

Final phase involves selecting an actual choice. It includes selecting a specified course of action from the available choices.

Mintzberg and his colleagues described the phases of decision making process similar to Herbert A. Simon's decision-making process but with more empirical basis i.e., tracing actual decisions in organizations.

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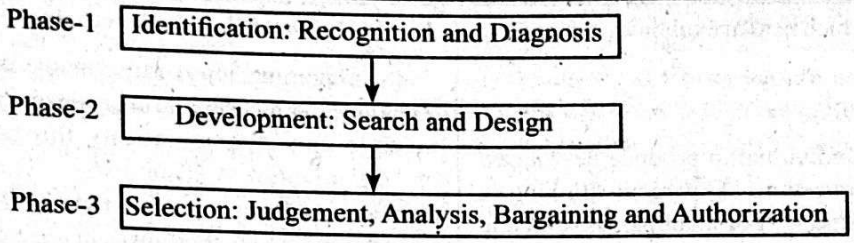

Mintzberg's Decision-Making Process

Phase-1: Identification

During identification phase, problems and opportunities are recognized and diagnosis. During diagnosis different types of problems can be seen like mild or severe problems or immediate that did not receive very systematic and extensive diagnosis.

Phase-2: Development

During this phase, solution of a problem is searched from the existing standard procedure or solution which are already existed. If the solution is not found, the new procedure will be designed and custom made solution for the problem.

Phase-3: Selection

In the final phase, solution of identified problem is selected from available choices. Selection of the decision is made on the basis of the three criteria,

(a) On the basis of experiences and judgemental abilities of the decision makers.

(b) By logical and systematic analysis of the alternative solutions.

(c) By bargaining when the selection involves a group of decision makers and involvement of all the political manoeuvring. After selection of decision is done, authorization of the selected decision is made.

Q19. Write about participative decision making.

Answer :

Traditionally, most of the behaviourally based techniques revolved around participation. In participative decision-making technique, either individual or group is involved in making decision. Participative decision-making technique can be formal or informal and it requires intellectual, emotional and physical involvement. The amount of employees participate in decision-making is different from scenario to scenario. In one scenario, manager makes all the decisions without taking any help from others whereas in another scenario, employees and managers which are connected and affected by the decision are required to participate in decision-making. Generally, there are some factors involved in determining the level of participation, they are nature of task and experience of person and group.

In contemporary organizations, the participative decision making technique became very popular. Organization teams and individual managers has been using it effectively due to competitive pressures, the elimination of old hierarchical superior subordinate relationships and the emergence of teams, horizontal structures and boundary spanning information technologies. For example, a Dallas based engineer and Raytheon uses information technology to discuss technical decision that they are facing after finaling a related issues in their online project library, they both participate with the exchange of e-mails to solve the problem.

Participative techniques can be used informally on an individual or a team basis or formally on a program basis. Individual participation technique is a technique where the managers makes the decisions with less involvement of employees. Group/team decision are divided into consultative technique and democratic technique. In consultative technique, manager makes all the decisions with the consultion of other employees. In democratic technique, managers and employees as a group take participation in decision-making process. The final decision is made based on the voting majority among group participants.

Participative decision-making has a lot of positive and negative attributes. Due to the moderating factors such as leadership style or personality of parties involved, the balancing of these attributes in evaluating the effectiveness of participative decision-making is difficult.

Q20. Give a psychological definition of creativity. Explain creative process.

Answer :

Psychological Definition of Creativity

Creativity is a process of combining the ideas of individuals and groups in innovative ways. Creativity is thinking beyond what is known. Creativity brings into play observation, knowledge, experience and the abilities of people to form a new pattern by arranging the common elements.

The two dimensions which help in explaining the process of creativity are,

1. Divergent Thinking

It is the ability of an individual to produce new ideas/ responses to problems and questions. Divergent thinking is different from convergent thinking. For example, if someone asks you the uses of a newspaper, what would be your answer? If you answer is "you read it", you tend to have convergent thinking and if your answer is to "make a paper bowl out of it", then this indicates your divergent thinking. Divergent thinking is considered more creative than convergent thinking.

2. Cognitive Complexity

It is the ability of an individual to use and show preference for complex and detailed stimuli and patterns of thinking. Creative individual are likely to have interest in variety of things, they are independent and interested in logical problems.

Creativity Process

According to creativity researcher Teresa Amabile, the three components of a creativity process are,

1. Expertise

Expertise involves technical, intellectual and procedural knowledge.

2. Creative Thinking Skills

It refers to the skills of an individual to deal with problems and making decisions in a flexible manner using imagination.

3. Motivation

Motivation is nothing but an individual's passion to find a solution to a problem. Motivated individuals often make more creative decisions than what is expected from them.

According to Einser, creativity is a disciplined process. It is a result of careful and deliberate analysis of an idea. Creative individuals have a different view towards things. When compared to average people, creative individuals are known to have characteristics such as abstracting, empathizing, synthesizing, imaging, and abstracting. They tend to make decisions that may not be rational always. They make optimum use of good ideas and are generally involved in breaking old ways of thinking.

Q21. Discuss in detail creativity techniques for management decision making.

Answer :

Managers can use multiple techniques of creativity for decision-making. According to a survey conducted at national level, the various techniques used by the top managers include self-hypothesis, journal keeping, guided imagery and lateral styles of thinking. Following are some of the creative techniques used by different companies for management decision making.

1. Organizational Structuring

Organizational structuring is one of the effective techniques for managerial decision making. Japanese companies manage employee creativity through "structural means" or "organizational structuring". They don't aim to affect organizational outcomes directly, they rather want to enable their employees to apply their ideas in a creative manner. They focus on employee motivation, teamwork and job satisfaction. Toyota is one such company which is known to have used organization structuring for creativity.

2. Empathic Design Approach

Empathic approach is one of the creative techniques that enables the organization to observe how customers respond to companies offerings. Based on the responses, creative conclusions are drawn. This technique helps the companies to design creative and customer-friendly products. In this approach, the company doesn't need to ask questions to customers to obtain their feedback, it rather needs to observe the behaviour of customers either directly or by taking their pictures when they use companies products.

3. Groups

Groups are also found to be effective for creative decision-making. In a group, some individuals sit together and discuss on a problem. As a result of discussion, new ideas may emerge which leads to creative decision-making. Now-a-days, organizations are increasingly focussing on group dynamics and teams, as understanding of the "groups" is critical for decision-making.

Q22. What is Group Decision Making? What are the schemes or rules to predict outcome of group decision making? Write about status que tendency and measures to reduce it.

Answer :

Definition of Group-Decision Making

When a group of individuals are involved in discussing a problem and selecting an action from a number of alternative courses of action to find out a solution, it is referred to as group decision making.

Schemes or Rules to Predict Outcome of Group Decision-Making

Based on the initial positions of the individual members, the final outcome of group decision-making can be predicted using the following schemes or rules.

1. The First-Shift Rule

In this rule, the final decision of the group will be based on the first shift in opinion shown by a group member. In other words, the one who makes a shift first will make final decision for the group. For example, if a car manufacturing is involved in making a decision regarding whether or not to produce a new sport car model, it may decide to produce after a group member who initially disliked the idea changes his mind.

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2. **The Majority Wins Scheme**

The decision which is supported by the majority in the group will be considered as final decision. This scheme is useful especially when the group is unable to reach a correct solution/decision.

3. **The Two-Thirds Majority Scheme**

Like majority wins scheme, the two-third majority scheme also focuses on taking the opinions of group members but the difference is that it requires a higher majority i.e., (two thirds) before finalizing the decision.

4. **The Truth-Wins Scheme**

In this scheme, the group members discuss one information and give opinions and finally one approach which is objectively correct, will be taken as a final decision.

Status Quo Tendency and the Measures to Reduce It

Group decision-making may be affected by status quo tendency. Status quo tendency refers to the inclination of a group (which is involved in decision-making) to show resistance to change and hold on to existing plans.

To reduce status quo tendency, the following measures can be taken,

(a) The decision maker should carefully evaluate the alternatives even when things seem to be going well.

(b) Separate group should be formed to evaluate the environment, create new ideas and design new technologies.

(c) While creating any plan, checkpoints and limits should also be built.

(d) The people should not be judged based on the outcomes of their decisions, but rather on the way they make decisions. This is particularly important, when it is not possible for them to control the outcomes.

(e) The goals, support systems and incentive should be designed in such a manner that it enables the people to take risks and make experiments.

(f) The managers should consider work-case scenarios and also the forecasts that show long-term costs.

3.5 STRESS – MEANING AND TYPES OF STRESS

Q23. Define stress. What are the different types of stress? **Model Paper-III, Q7**

OR

Explain in detail different types/categories of stressors along with the cause of each type of stress.

(Refer Only Topic: Types of Stress Along with Causes)

Answer :

Definition of Stress

According to Robbins, Stress is "a condition in which an individual is confronted with an opportunity, constraint or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important".

Stress may be referred to as a tension experienced by individuals facing extraordinary demands, constraints or opportunities. It forces people to emphasise mainly on the problem and come out with a solution.

Types of Stress Along with Causes

There are numerous factors that cause stress. They all are grouped into four categories/types as depicted in the figure below,

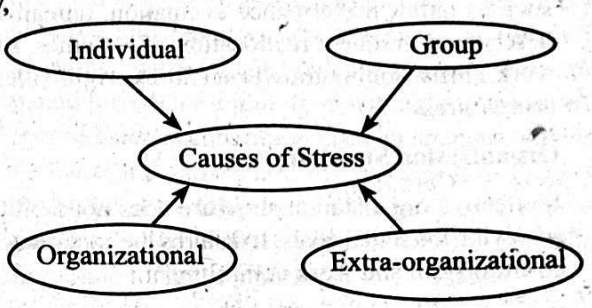

Figure: Types of Stress

1. **Individual**

There are many factors at the individual level that causes stress. They are as follows,

(a) **Changes in Life and Career**

Any changes in life of an individual, disturbs his equilibrium and he experiences stress. Changes in the career such as promotion, demotion, transfer, separation etc. impose greater stress on the individual.

(b) **Personality Type**

The personality characteristics specific to an individual form one of the factor for individual stress. The personality characteristic include authoritarianism, rigidity, masculinity, femininity, extroversion, supportiveness, spontaneity, emotionality, tolerance for ambiguity, locus of control, anxiety and need for achievement etc.

(c) **Role Characteristics**

An individual faces role related stress because of role conflict or role ambiguity. Role conflict arises due to incompatibility of two or more roles, job tasks, resources, rules, policies etc; role ambiguity arises when people are not clear about the actual expectations from a role, non-availability of adequate information about role etc.

2. **Group**

Group interaction also causes stress on an individual. The group factors that cause stress are,

(a) **Lack of Group Cohesiveness**

Group cohesiveness is the major binding force of a group. It is the essential factor for interaction among group members. In its absence, people feel stressed due to lack of coordination among group members.

(b) **Lack of Social Support**

To participate actively in a group, group members need social support from other group members. In its absence, they become stressed.

(c) **Conflict**

Any conflict among group members causes stress on the individual.

3. Organizational

At organizational level the various factors that causes stress are as follows,

(a) Organizational Policies

Unfavourable and ambiguous policies affect the individual performance and may cause stress. Factors such as unfair performance evaluation, unrealistic job description, frequent reallocation of activities, rotating work shifts, ambiguous procedures, rigid rules etc., causes stress.

(b) Organization Structure

Ineffective organization structure does not facilitate in achieving the stated goals. It disturbs the communication, co-ordination and work commitment.

(c) Organizational Processes

Faulty organizational processes such as poor communication, inadequate feedback, ambiguous and conflicting roles, unfair control system etc., put stress on individuals.

(d) Physical Conditions

Ineffective work environment and unsound physical conditions affect the performance standards of employees by causing them stress.

4. Extra-organizational

In addition to intraorganizational factors, many factors outside the organisation causes stress to an employee. Factors such as social and technical changes, economic and financial conditions, community conditions etc. cause stress.

Q24. Can stress be beneficial for an employee? Support your answer with appropriate examples.

Answer : July-21(R16), Q6(a)

Yes sometime, stress can be beneficial for an employee. Following points discussed the benefits of stress,

1. Stress helps provide us with energy and motivation to meet our responsibilities and to achieve our goals.
2. Stress can help in handling a tough situation in a better way.
3. It enables to give peak performance when required.
4. It is much needed for an individual's development and growth.
5. It can result in positive feelings of contentment and inspiration.
6. It is viewed as something within our ability to deal with.
7. It helps in building self-efficiency, autonomy and resilience.
8. Stress helps the employees to be a competitive as it increases their ambition and passion for their job.

Examples of Benefits of Stress

1. In an organization, when the employees faced with unexpected or tight deadlines, stress motivates them to complete the work on time.
2. Employees who are not stressed prefer to take easy way out and delay their work until the last minute. An amount of stress keep them alert and encourages them to perform the task efficiently.

3.6 CONFLICT – DEFINITION AND TYPES OF CONFLICTS

Q25. Define Conflict. What are the different types of conflicts?

Answer :

Definitions of Conflict

According to K.W. Thomas, conflict is "a process that begins when one party perceives that another party has negatively affected, or is about to negatively affect, something that the first party cares about".

According to Robbin "conflict is a process in which an effort is purposefully made by one person or unit to block another that results in frustrating the attainment of the other's goals or the furthering of his or her interests".

Types of Conflicts

In any organization, there exist four types of conflicts. They are,

1. Inter-group conflict
2. Intra-group conflict
3. Inter-individual or inter-personal conflict
4. Intra-individual or intra-personal conflict.

1. Inter-group Conflict

Conflicts between groups, departments or section may result in inter-group conflicts, that can also be called as organizational conflicts. Some of the reasons for inter-group conflicts are, task interdependence among various departments for assistance, ambiguity of the task among the groups, goal incompatibility for different organizational units etc.

2. Intra-group Conflict

The disputes among some or all the group members that affect the group's performance result in intra-group conflicts. Severe intra-group conflicts can be noticed in family run business.

3. Inter-personal Conflicts

The conflict that arises between two individuals in an organization is known as inter-personal or inter-individual conflicts. These type of conflicts are caused due to differences in perceptions, temperaments, personalities, value systems, sociocultural factors and role ambiguities.

4. Intra-personal Conflict

The conflicts that take place within a person result in an intra-personal conflict. Intra-personal conflicts can be due to frustration, large number of roles that require equal attention which can not be possible all the time, goals that possess both positive and negative aspects, cognitive dissonances and neurotic tendencies.

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Q26. What are the forms of intra individual conflicts?

Sept.-20(R16), Q5(a)

OR

Explain the following with illustrative example.

(a) Approach – Approach conflict.

(b) Approach – Avoidance conflict.

(c) Avoidance – Avoidance conflict.

(Refer Only Topics: Approach – Approach Conflict, Approach – Avoidance Conflict, Avoidance – Avoidance Conflict)

Answer :

Dec.-20(R16), Q6

The conflicts that take place within an individual result in an intra-individual conflict. Intra individual conflict are of five types. They are as follows,

1. Conflicts as a Result of Frustration

Conflicts from frustration are observed in a person, when a driving force behind motivation is blocked before he attains his aspired goal.

An individual gets frustrated when he or she is unable to reach the specified goal. Mainly, there are four defence mechanisms that are followed by a frustrated individual. They can be,

(a) Aggression

It refers to physical or symbolical attack of barriers of motivation.

(b) Withdrawal

It refers to backing away from the barrier.

(c) Fixation

It refers to efforts taken by an individual to overcome the barrier.

(d) Compromise

It refers to the selection of an alternative goal instead of the one for which he was striving for.

2. Goal Conflict

Goal conflicts arises when attainment of one goal prevents the other goal from getting accomplished. Goal conflicts can be distinguished into four major forms like,

(a) Approach-Approach Conflict

A situation in which an individual has to select between the two or more positive and mutually exclusive goals then it is said to be "approach-approach conflict". This type of conflict can be resolved by satisfying one goal first and then the next one. This can also be resolved by giving up one of the goals.

(b) Approach-Avoidance Conflict

This type of conflict arises when an individual is attracted to a goal and avoids it at the same time. There are both positive and negative characteristic of individuals associated with a single goal. For example, a consumer would love to have junk food but at the same time may also be calories conscious. Such a person usually wants the taste and satisfaction of consuming the junk food but at the same time does not want to intake the extra calories. Desire to have junk food is an approach and hesitation to intake calories is an avoidance.

(c) Avoidance-Avoidance Conflict

This type of a conflict arises when an individual is forced to make a choice among two mutually exclusive goals, each one of which possesses unattractive qualities.

The two main features of this type of conflict are,

(i) Vacillation

The closer a person is to his goal, the higher is the growth of a goal.

(ii) Attempt to Leave the Conflict Situation

In avoidance-avoidance conflict situation, the person may resort to other means to get relief from anxiety aroused by the conflict.

(d) Multiple Approach-Avoidance Conflict

This type of a conflict in which there are two alternatives both involving positive and negative features is referred to a double approach-avoidance conflict. For example, a person must choose between salary cut or unemployment. Both of the choices are undesirable where a person wants to avoid.

3. Role Conflict

It becomes difficult for an individual to play numerous roles simultaneously as time and resources would be limited.

4. Cognitive Dissonance

When individuals recognize inconsistencies in their own thoughts or behaviours that can be stressful and uncomfortable, it may lead to intra-personal conflict. Until cognitive dissonance is removed, it remains as a source of conflict.

5. Neurotic Tendencies

Inner conflicts arise due to the irrational personality mechanisms that are used by an individual. These inner conflicts lead to conflicts with other people.

Q27. Explain in detail interactive conflict along with the causes.

Answer :

Interactive conflict consists of inter-personal conflict and inter-group conflict.

I. Inter-personal Conflict

The inter-personal conflict occurs between two or more individual due to the difference of opinions.

The most common reasons for conflict include,

1. Personal Differences

Individuals with different back groups, education, experience etc., develop various perceptions about the same realities. This may result in the emergence of increased level of interpersonal conflict.

2. Information Deficiency

This source of conflict arises when there is a communication failure within the organization. It occurs when two persons use different information or either one or both of them are misinformed. This source of conflict is not emotionally associated and there will be no grudges once it get resolved.

3. Role Incompatibility

Disagreements over differences can become very emotional and take on moral aspects. A disagreement about who is factually correct can easily converted into a heated debate over who is morally correct.

This sources of conflict is from both intra-individual role conflict and inter-group conflict. In today's organization, most of the managers have functions and tasks that are inter-dependent. However, the individual roles of these managers may be conflicting. For example, the conflicts which form between manufacturing and engineering personnel clearly indicate the differences in value leading to conflict. The department of manufacturing opts for the low costs of manufacturing whereas, the members of the engineering departments opts for keeping the premium on durability, quality etc.

4. Environmental Stress

This source of conflict arises due to the stressful environment in organization. The stressful environment can be limited resources, downsizing competitive pressure or high level of uncertainty.

II. Inter Group Conflict

The inter group conflict related to jurisdiction authority and resources are mostly seen in an organization. Each group considers other group as opponent and develops conflict with it. Various departments of the firm may be competing for the scarce resources and power. They differ in terms of work, goals, power and prestige. The various sources of inter-group conflicts are,

1. Resource Allocation

More often the resource allocation is regarded as the main basis of conflict between the groups and members of the organization. The resources are required for attaining the set goals. However, the intensity of the conflict increases when the resources are fixed and there are more parties competing for them.

2. Task Independence

This refers to the dependency of one department of an organization on other for information, resources and so on. Even though, the task dependency is not directly linked to the generation of conflicts, but it has been observed that as the level of dependency increases, there are more chances for the outbreak of inter-group conflicts.

3. Jurisdictional Ambiguity

This may involve overlapping responsibilities or turf problems. For instance, conflict may arise when one group tries to gain more control or claim for desirable tasks or refuses to take part in and any responsibility for undesirable tasks.

4. Status Struggles

This source of conflict arise when one group tries to improve its status and another group sees this as a threat to its position in the status hierarchy. Also one group may believe that they are being treated unfairly in compared to another group in terms of rewards, privileges, job assignments, work condition or status symbols.

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Q28. Distinguish between intrapersonal and interpersonal conflicts with example.

Answer :

The differences between intrapersonal and interpersonal conflicts are as follows,

S.No.	Point of Difference	Intrapersonal Conflict	Interpersonal Conflict
1.	Definition	The conflict that takes place within an individual is known as intrapersonal conflict.	The conflict that arises between two individuals is known as interpersonal conflict.
2.	Reason	It takes place when an individual is involved in decision making.	It takes place due to differences in individuals and their opinions.
3.	Involvement	It involves emotions, beliefs and values.	It involves strategic thinking and speaking.
4.	Types	The different types of intrapersonal conflicts are, (i) Approach - Approach Conflict (ii) Approach - Avoidance Conflict (iii) Avoidance - Avoidance Conflict.	The different types of interpersonal conflicts are, (i) Mass Conflict (ii) Mediated Conflict and (iii) Direct Conflict.
5.	Third Party Interference	It requires interference of close people in life, i.e, family and friends.	It requires interference of close people in organization.
6.	Resolution	This conflict can be resolved by third party involvement i.e., family and friends.	This conflict can be resolved by adjustment and compromise.
7.	Example	When an employee is confused about manager's expectations from him or when he/she is feeling incapable of performing his her job, intrapersonal conflict occurs.	A manager may supervise a sub-ordinate's work, thinking that it is his duty to do so but the employee may interpret it as lack of trust.

3.7 EFFECT OF STRESS AND INTRA – INDIVIDUAL CONFLICT

Q29. Discuss the effects/consequences of stress and intra-individual conflict.

Answer :

Effects/Consequences of Stress

There are various effects or consequences of stress. They are as follows,

1. Physiological Effects

Stress is found to primarily disturb the physiological system of individual. Person suffering from stress initially faces health disorders such as high blood pressure, increase in heart beat, inconsistent breathing rates, headaches, respiratory illness and so on. Researchers also studied that coronary heart diseases and heart-attacks can also takes place due to high levels of stress.

2. Psychological Effects

Psychologically, stress results in effects such as tension, boredom, negative feeling, emotional hurt, anxiety etc. As a result, these symptoms finally result in job dissatisfaction. Individuals work better under certain stress levels but stress above that can lead to irritability and mental disturbance. In an organizational context, the more the stress, the more will be job dissatisfaction.

3. Behavioural Effects

Researchers studied that stress has significant impact on behaviour of employees. Stress has close relationship with performance. Higher stress levels lead to low performance levels, increased absenteeism, smoking, consumption of alcohol, uneasy sleeping and so on.

Effects/Consequences of Intra-Individual Conflict

The various consequences of conflict can be categorized into two,

1. Positive consequences and
2. Negative consequences.

1. **Positive Consequences**

Following are the positive consequences of a conflict,

(a) A conflicting environment in an organization gives an opportunity to the individuals for analyzing the situation in an unbiased and objective manner.

(b) The organizational conflicts which arise in the organisation are being resolved, then it would result in satisfaction of managers and also act as a source of great motivation.

(c) The resolution process of organizational conflicts also result in development of the individuals.

(d) Conflicting situations in an organization usually lead to great number of challenges for the managers. In order to face such challenges, the managers follow creative techniques and dynamic leadership styles.

(e) In order to resolve conflicts, managers constantly identify new objectives, procedures, policies and values which are greatly accepted by the members.

2. **Negative Consequences (or) Destructive Consequences**

Following are the negative consequences of conflicts,

(a) The hostile nature of groups, lack of trust among employees, negative feelings are some of the negative consequences of conflict.

(b) Conflicts which take place in the organization at frequent intervals usually lead to confusion, inconsistency and imbalance in the employees.

(c) Lack of harmony in organizational objectives and lack of integration among the different subsystems of the organization are the main negative outcomes of conflicts.

(d) Interpersonal and inter group conflicts would usually result in unpleasant and unwanted behaviour from the group members.

(e) Conflicts in an organization may result in the failure of achieving the planned goals i.e., goal displacement.

3.8 STRATEGIES TO COPE WITH STRESS AND CONFLICT

Q30. How can an organization ensure a stress free environment for its employees? Discuss in detail. **(Model Paper-II, Q6(b) | July-21(R16), Q5(b))**

OR

What are the strategies/modes to cope with stress?

Answer :

Stress has a direct effect on the individual's personal life and also the organization in which they work. Efforts are to be made to overcome the negative impact of stress using the following strategies both at individual and organizational level,

1. **Strategies to Cope/Manage Stress at Individual Level**

The following strategies can be used to cope/manage stress at individual level,

(a) **Physical Exercises**

Physical exercises such as walking, yoga, swimming etc., help to reduce the anxiety, depression and fear. Physical exercises help the individuals to focus more on the body/ physical health thereby reducing the stress to maximum extent.

(b) **Time Management**

Lack of proper time management leads to unfinished work, confusion, remarks from management etc., which leads to stress at work. One can overcome this by using time management tips such as carrying "to do list", reviewing the list at the end of the day etc.

(c) **Relaxation Techniques**

Relaxation techniques such as bio feedback and meditation help to overcome the stress. Meditation relaxes the mind by negating the negative thoughts. Bio feedback helps to focus on the internal body pressures and to control them by adjusting one's own mental condition in order to reduce the stress, anxiety etc.

(d) **Cognitive Therapy**

It is a contemporary technique used to overcome stress. In this, lectures and interactive sessions are arranged to help the employees in,

(i) Recognizing the cognitions of the events at work.

(ii) Identifying the effects of such cognitions on their physiological and emotional responses.

(iii) Evaluating the objective consequences of events at work.

(iv) Replacing the self-defeating cognitions that unnecessarily cause stress.

(e) **Other Strategies**

The other strategies that are often used to overcome stress include spending time with kids, pets or friends, listening to music, taking good sleep (Napping and Dozing) enjoying the favourite shows on T.V. etc.

2. **Strategies to Cope/Manage Stress at Organizational Level**

The following are the strategies that are often used to cope with stress at organizational level,

(a) **Sound Organizational Climate**

An effective organization climate such as freedom to take decisions, friendly communication along the hierarchy, participative decision making etc., facilitate the employees to overcome stress.

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(b) **Role Clarity**

Stress is also caused due to the unclarified roles and expectations of the organization. The organizations need to clearly define and communicate the role of the employees and the expectations from the employees.

(c) **Job Enrichment**

It is a technique used to reduce the monotonous and disinteresting jobs, thereby facilitating the employees to overcome stress.

(d) **Career Planning and Counselling**

Career planning and employee counselling are the techniques that guide the employees to overcome personal as well as professional stress.

(e) **Other Strategies/Programmes**

Organizations also use number of strategies to manage stress which include training and development, establishing autonomous work groups, different work schedules, setting up health clubs, offering benefits such as birthday bonus, transportation subsidy, long service bonus, etc.

Q31. Discuss in detail the various strategies/measures to cope with conflict.

Answer :

Conflicts can be resolved by adapting separate strategies or modes for inter-personal conflicts, intra-personal conflicts and inter-group conflicts, intra-group conflicts.

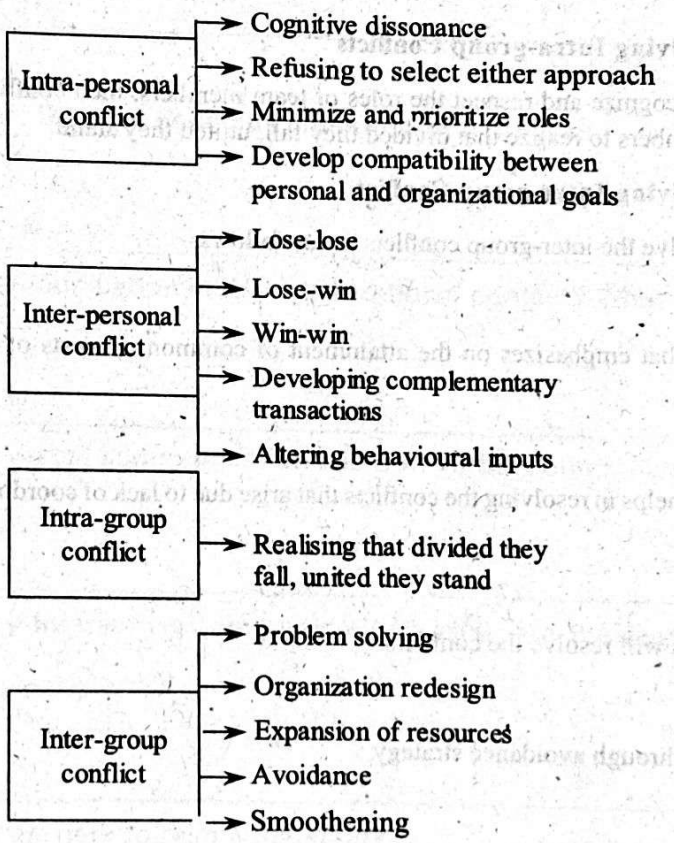

Figure: Conflict Resolution Strategies/Modes

1. **Strategies/Modes for Resolving Intra-personal Conflicts**

Different intra-personal conflicts can be resolved differently as describe in the following points,

(a) **Cognitive Dissonance**

The approach-approach conflict can be best resolved by cognitive dissonance. A person experiencing dissonance will be highly motivated to reduce or eliminate it and will actively avoid situations and information which would increase it.

(b) Refusing to Select Either Approach

Refusing to select either approach (positive aspect) or avoidance (negative aspect) choice can be used to avoid approach-avoidance conflict. It is the responsibility of the manager to help the individual define his or her choice.

(c) Minimize and Prioritize Roles

Minimizing the number of roles and prioritizing them helps in resolving the role conflicts.

(d) Develop Compatibility Between Personal and Organizational Goals

An individual can resolve the intra-personal conflicts in an organization by developing compatibility between his or her personal and organizational goals.

2. Strategies/Modes for Resolving Inter-personal Conflict

Inter-personal conflicts can be resolved by following the intra-personal strategies. The various other strategies used to resolve inter-personal conflicts are,

(a) Using the lose-lose strategy

(b) Using the lose-win strategy

(c) Using the win-win strategy

(d) Developing complementary transactions

(e) Altering behavioural inputs.

3. Strategies/Modes for Resolving Intra-group Conflicts

If the members of the team recognize and respect the roles of team members, then conflicts can be easily resolved in a team. It is necessary for the team members to realize that divided they fall, united they stand.

4. Strategies/Modes for Resolving Inter-group Conflict

The unique approaches to resolve the inter-group conflicts are as follows,

(a) Problem Solving

The most effective approach that emphasizes on the attainment of common interests of both conflicting parties is the problem solving approach.

(b) Organization Redesign

Restructuring the organization helps in resolving the conflicts that arise due to lack of coordination of work among different departments or divisions.

(c) Expansion of Resources

Expanding the scarce resources will resolve the conflicts.

(d) Avoidance

A trivial issue can be resolved through avoidance strategy.

(e) Smoothening

The process of highlighting the common interests and differences between the individuals or groups is referred to as smoothening. This helps in resolving the conflicts.

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FREQUENTLY ASKED QUESTIONS AND IMPORTANT QUESTIONS

SHORT QUESTIONS

Q1. Define Communication.

Ans:

Important Question

For answer refer Unit-III, Q1.

Q2. List out the differences between intrapersonal and interpersonal conflicts.

Ans:

Important Question

For answer refer Unit-III, Q2.

Q3. What is Dyadic Communication?

Ans:

Important Question

For answer refer Unit-III, Q5.

Q4. Write about upward and downward communication.

Ans:

Important Question

For answer refer Unit-III, Q7.

ESSAY QUESTIONS

Q5. Define Communication. Discuss in detail communication process.

Ans:

Important Question

For answer refer Unit-III, Q8.

Q6. What is downward communication in the organizational context? What is its purpose?

Ans:

(Important Question | Dec.-20(R16), Q5)

For answer refer Unit-III, Q12.

Q7. Differentiate between verbal communication and non-verbal communication.

Ans:

Important Question

For answer refer Unit-III, Q14.

Q8. What do you mean by Interactive Communication? What are the reasons behind using interactive communication?

Ans:

(Important Question | July-21(R16), Q5(a))

For answer refer Unit-III, Q15.

Q9. What are the different barriers to communication?

Ans:

Important Question

For answer refer Unit-III, Q16.

Q10. Explain the strategies/measures to improve the flow of communication.

Ans:

Important Question

For answer refer Unit-III, Q17.

Q11. Discuss in detail creativity techniques for management decision making. **Important Question**

Ans:

For answer refer Unit-III, Q21.

Q12. Define stress. What are the different types of stress? **Important Question**

Ans:

For answer refer Unit-III, Q23.

Q13. Can stress be beneficial for an employee? Support your answer with appropriate examples.

(Important Question | July-21(R16), Q6(a))

Ans:

For answer refer Unit-III, Q24.

Q14. Define Conflict. What are the different types of conflicts? **Important Question**

Ans:

For answer refer Unit-III, Q25.

Q15. What are the forms of intra individual conflicts?

(Sept.-20(R16), Q5(a) | Dec.-20(R16), Q6) REPEATED 2 TIMES

Ans:

For answer refer Unit-III, Q26.

Q16. Discuss the effects/consequences of stress and intra-individual conflict. **Important Question**

Ans:

For answer refer Unit-III, Q29.

Q17. How can an organization ensure a stress free environment for its employees? Discuss in detail.

(Important Question | July-21(R16), Q5(b))

Ans:

For answer refer Unit-III, Q30.

Q18. Discuss in detail the various strategies/measures to cope with conflict. **Important Question**

Ans:

For answer refer Unit-III, Q31.

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UNIT 4

Dynamics of OB – III

Syllabus

Dynamics of OB – III Power and Politics : Meaning and Types of Power – Empowerment – Groups Vs. Teams – Nature of Groups – Dynamics of Informal Groups – Dysfunctions of Groups and Teams – Teams in Modern Work Place.

Learning Objectives

- ✓ Meaning and Types of Power.
- ✓ Power Vs Authority Vs Influence.
- ✓ Political Perspective of Power in Organizations.
- ✓ Political Strategies for Power Acquisition.
- ✓ Definition, Characteristics, Process and barriers to Empowerment.
- ✓ Groups Vs Teams.
- ✓ Nature of Groups, Group Formation and Group Cohesiveness.
- ✓ Dynamics of Informal Groups.
- ✓ Dysfunctions of Groups and Teams.
- ✓ Teams in the Modern Work Place.

Introduction

Power is defined as the potential ability to influence behaviour, to change the course of events, to overcome resistance and to get people to do things that they would otherwise not do. Politics is the study that deals with the state and the government. Empowerment refers to giving official power to employees so that they can effectively produce outputs for the success of an organization.

Group is an aggregate of a small number of persons who work for common goals, develop a shared attitude and are aware that they are part of a group and perceive themselves as such. The various reasons behind group formation are power, status, affiliation, security and self-esteem.

Team refers to two or more people who work together and who are in psychological contract to reach a common organizational goal. The main difference between teams and groups is that team members are mutually as well as individually responsible for their performance where as group members take up the responsibility separately not collectively.

PART-A SHORT QUESTIONS WITH SOLUTIONS

Q1. Define Power and Authority.

Answer :

Model Paper-I, Q1(g)

Definitions of Power

According to Pfeffer, "Power is defined as the potential ability to influence behaviour, to change the course of events to overcome resistance and to get people to do things that they would otherwise not do".

According to Robbins, Power refers to a capacity that A has to influence the behaviour of B, so that B acts in accordance with A's wishes.

Definitions of Authority

According to Henry Fayol, " Authority is the right to give orders and the power to exact obedience".

According to Mooney and Reily, " Authority is the principle at the root of organisation and so important that it is impossible to conceive of an organisation at all, unless some person or persons are in a position to require action of others".

Q2. Differentiate between Power and Authority.

Answer :

Model Paper-II, Q1(d)

Following points highlight the differences between power and authority,

S.No	Basis	Power	Authority
1.	Meaning	Power refers to the ability of the individual to influence others.	Authority refers to the right to command and get the work done from others.
2.	Scope	The scope of power is broad and it implies authority, as the person who possesses power also has authority. Authority constitutes power.	The scope of authority is narrow. For instance, in the case of a manager who is given enough authority may not be given equal power.
3.	Aspect	Power is a legitimate aspect.	Authority is the formal aspect of power.

Q3. List out the differences between Referent power and Expert power.

Answer :

Model Paper-III, Q1(g)

S.No	Basis	Referent power	Expert power
1.	Meaning	Referent power refers to the power that emerges from individuals personality or quality.	Expert power refers to the power of a leader's high level of knowledge, expertise or skill.
2.	Example	Celebrities or influencers is one of the example of referent power.	Doctor is an example of expert power.
3.	Advantage	It improves the relationship with people and helps in internalization.	It builds respect and trust of people in a specific field.
4.	Disadvantage	It may lead to misleadership	The expertise is only limited to one area.

Q4. How Groups differ from Teams?

Answer :

Model Paper-I, Q1(h)

The differences between group and teams are as follows,

S.No	Point of Difference	Groups	Teams
1.	Meaning	Group is a collection of two or more individuals who work together.	Team is a group of two or more individuals who share the mission and information to serve a common purpose.
2.	Performance	Performance of group usually relies upon the individual members and work of the group. They do not perform combinedly.	All the members of the team perform together, the performance basically depends upon the contribution and integrated efforts of the entire team.
3.	Skills	The skills of group members are different from one another.	The skills of team members are similar.

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Q5. Why people join group?

Answer :

Model Paper-II, Q1(i)

People join or form group for the following reasons,

1. **Power**

Anything which cannot be achieved individually is achieved through a group action.

2. **Status**

People feel a sense of prestige by associating themselves with a specific group.

3. **Security**

Some people cannot stand alone. So, they join group to reduce their insecurity and to gain strength.

4. **Affiliation**

Individuals satisfy their social needs by interacting with a social group.

5. **Self-Esteem**

Associating oneself with a highly valued group gives a feeling of self-worth to individuals.

Q6. What are the characteristics of empowered organizations?

Answer :

Model Paper-III, Q1(h)

Some of the major characteristics of empowered organizations are as follows,

1. **Achievement of Goal**

Empowered organization gives more importance to the achievement of goal when compared to the traditional organization. Planned work and flexibility in the work are focussed more in these organizations.

2. **Structure of the organization**

Empowered organization are often found to possess a good organization structure. Organizations in today's world have less hierarchy levels which help them to adapt the changes in the environments, which is not possible with the traditional bureaucratic structure.

3. **Organizational Culture**

Organization culture is most important in today's era. Employee empowerment is practised and employees are encouraged towards their work.

4. **Recruitment**

As employee empowerment is practised, the new individuals are recruited such that their mindset matches with the current employees and they accept the culture and process in the organizations.

PART-B ESSAY QUESTIONS WITH SOLUTIONS

4.1 POWER-MEANING AND TYPES OF POWER

Q7. Define Power in organization context and explain types of power.

Answer :

(Model Paper-I, Q8 | July-2021(R16) Q6(b)

Definitions of Power

According to Pfeffer, "Power is defined as the potential ability to influence behaviour, to change the course of events to overcome resistance and to get people to do things that they would otherwise not do".

According to Robbins, Power refers to a capacity that A has to influence the behaviour of B, so that B acts in accordance with A's wishes.

Types of Power

According to French and Raven, there are five types of power. They are,

1. Reward Power

Reward power is the opposite of coercive power. It is based on one's control and allocation of material resources and rewards. Power is based on the control of salaries, wages, fringe benefits, amenities, etc. Reward power may be in the form of normative power also. Normative power is based on the distribution and manipulation of symbolic rewards that are important to the people.

2. Coercive Power

Coercive Power is power that rests upon the application of physical sanctions. It can be in the form of infliction of pain, deformity or death, generation of frustration through restriction of basic needs such as those for food, sex, comfort, or the like in organizational situations. It may be in the form of action or threat of dismissal, suspension, demotion or other methods of embarrassment for the people.

3. Legitimate Power

Legitimate Power is based on agreement and commonly held values, allowing one person to have power over another which is delegated to the position of organizational members.

4. Referent Power

Referent power is based on identification. Identification is the process of learning wherein a person copies the behavior of another person whom he takes as an ideal. Thus, referent power is based on identification with the person, who may have some form of power.

5. Expert Power

Expert power is that influence which one yields as a result of one's experience, special skill or knowledge. This power occurs when the expert threatens to withhold his knowledge or skill. The implication of expert power is important in the sense that is related to the individuals personal characteristics. Since, more organizations are gradually falling under the category of high technology, they will have to utilize the services of these individuals. Consequently, the organizational choice of replacing these people will be limited since any person who is not easily replaceable has more power as compared to those who are easily replaceable. Therefore, these people will have greater power over others.

Q8. How does coersive power differ from legitimate power?

Answer :

(Model Paper-III, Q8 | Sept-2020 (R16) Q6

Following are differences between coercive power and legitimate power,

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S.No.	Basis	Coersive Power	Legitimate Power
1.	Definition	Coersive power is defined as "harsh" power, that rests upon the application of physical sanctions. It can be in the form of infliction of pain, deformity or death, generation of frustration through restriction of basic needs such as those for food, sex, comfort, or the like in organizational situations.	Legitimate power is defined as "soft" power and refers to the power of position, expertise, dissemination of relevant information and identification.
2.	Based	It is based on the fear.	It is based on the agreement and commonly held values allowing one person to have power over another.
3.	Dependence	It depends on the relationship with others.	It depends on the role or position that person holds.
4.	Compliance	Under coercive power, a person has the authority to punish for non-compliance.	Under legitimate power, a person official authority to make demand and expect other to comply.
5.	Advantage	It is simple to use. Those who use it will have more self-esteem	Under legitimate power, a person does not have to explain why he demands something from others.
6.	Disadvantage	Overuse of this power in long-term will encourage the followers to quit the relationship.	Legitimate power does not last forever, it will last as long as the person holds legitimate position.
7.	Examples	Examples of coersive power are threats and punishments.	Prime Minister, CEO, Teacher, Policemen, etc., are examples of persons who posses legitimate power.

Q9. Define and distinguish between power, authority and influence. **Model Paper-II, Q8(a)**

OR

Distinguish between authority and power.

(Refer Only Topic: Differences Between Power, Authority and Influence)

Answer : **Sept.-20(R16), Q6(a)**

Definitions of Power

According to Pfeffer, "Power is defined as the potential ability to influence behaviour, to change the course of events to overcome resistance and to get people to do things that they would otherwise not do".

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Definitions of Authority

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According to Mooney and Reily, "Authority is the principle at the root of organisation and so important that it is impossible to conceive of an organisation at all, unless some person or persons are in a position to require action of others".

Definitions of Influence

Influence refers to the ability to influence other's behaviour in a specified direction. The term "influence" comes into action when a leader exercises power and leaders become influential only when they exercise power. In turn, power can be exercised when a leader possesses the ability to influence others i.e., a leader should learn tactics to influence others.

The two concepts power and influence are interrelated as one cannot be exercised in the absence of other.

Differences between Power, Authority and Influence

Following points highlights the differences between power, authority and influence,

S.No.	Basis	Power	Authority	Influence
1.	Meaning	Power refers to the ability of an individual to influence others.	Authority refers to the right to command and get the work done from others.	Influence refers to the ability to influence other's behaviour in a specified direction.
2.	Scope	The scope of power is broad and it implies authority, as the person who possesses power also has authority. Authority constitutes power.	The scope of authority is narrow. For instance, in case of a manager who is given enough authority may not be given equal power.	The scope of influence is broader. It includes both authority and power. It has a broader scope than power.
3.	Nature	Power is a person's attribute or quality.	Authority is not in the hands of any person. It is actually given to the managerial or top position.	Influence is the characteristic of an individual in terms of technical knowledge, competencies and skills etc.
4.	Dynamic or Static	Power is dynamic in nature as it changes with the situation or when any change in the situation takes place.	Authority is the static in nature.	Influence is the tactical and dynamic aspect.
5.	Aspect	Power is a legitimate aspect.	Authority is the formal aspect of power.	Influence is an informal aspect.

Q10. What are the characteristics important for influenceability of the targets of power?

Answer :

Following are the characteristics important to the influeneability of the targets,

1. Dependency

The targets are influenced depending on their relationship with agents. For instance, when a target cannot escape a relationship, sees no other options or considers the agent's rewards as unique, then he/she tends to be influenced more.

2. Uncertainty

Some experiments revealed that greater the people's uncertainty regarding the appropriateness or correctness of a behaviour, the more they are likely to be influenced to change that behaviour.

3. Personality

A number of research studies found a relationship between personality traits and influenceability. Some of the findings are obvious (For instance, people who cannot accept uncertainty or who are highly nervous are more likely to be influenced, and those who have high requirement of association are more likely to be group influenced) and some of the findings are not obvious (For instance self-esteem and influenceability have both positive and negative relationships).

4. Intelligence

Intelligence and influenceability have no simple relationship. For instance, highly intellectual people may be more eager to listen, but they may also be more difficult to get influenced since they are regarded as high esteem.

5. Gender

Traditionally, it was assumed that women are more likely to be responsive to "influence attempts" than men due to their upbringing. Now the evidence shows that this is changing. Since women's and society's perceptions towards the role of the women are changing, there are less differences of influenceability by gender.

6. Age

Social psychologist found that responsiveness to influence grows in young children until the age of eight or nine, then decreases until they become teenagers.

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7. **Culture**

Clearly, a society's cultural values have a significant impact on the influenciability of its people. For instance, western cultures, emphasize individuality, disagreement and diversity which tends to reduce influenceability while others such as many in Asia, emphasize cohesiveness, agreement and uniformity which tends to increase influenceability.

4.2 POLITICS-POLITICAL PERSPECTIVE OF POWER AND POLITICAL STRATEGIES FOR POWER ACQUISITION

Q11. Define Politics. Explain the political perspective of power in organizations.

Answer :

Definitions of Politics

Politics refers to a variety of activities undertaken to acquire, develop and use power and other resources to improve personal or organizational interests.

According to 'Buchanan and Huczynski', "Political behaviour is the observable, but often convert, actions by which executives (and others) enhance their power to influence decisions".

Political Perspective of Power in Organizations

Organizations were depicted by classical organization theorists as highly rational institutions in which authority follow the chain of command carefully and managers had legitimate power. The relevance of the political aspects of power and strategic advantage comes to the fore front in this more realistic image of organizations. According to Pfeffer notes, "organizations particularly large ones are like governments in that they are fundamentally political entities. To understand them, one needs to understand organizational politics, just as to understand governments, one needs to understand governmental politics".

The political perspective of organisation moved from the rational and idealistic model as the harsh realities of political power. Walter Nord have come into light suggests four postulates of power in organizations, which help in focussing on the political realities.

1. Organizations are collection of alliance, that compete with each other for resources, energy and influence
2. Various alliance look for protection of their interest and positions of influence.
3. Dehumanizing effects arise when there is unequal distribution of power with the organizations.

In simple words, the game of political power in organization is changing but it still exists in today's organization. Even though organization politics flourish and will continue to do so, its nature and expression alter throughout the time.

Politics is not a simple process as compared to other aspects of organizational behaviour dynamics. Apart from participant's age, politics can be different from organization to organization or even from sub-unit of organization. A broad definition taken from the literature is that "organisation politics consists of intentional acts of influence undertaken by individuals or groups to enhance or protect their self-interest when conflicting courses of action are possible". A more recent perspective holds that different types of power in organisation are linked to particular learning processes that help explain why some political ideas gets institutionalized while others do not. Organizational politics has a reputation for being opportunistic with the purpose of boosting self-esteem, but there is a counter argument that it is the foundation of organizational democracy. Therefore, the nature of politics like any other dynamics of today's organizational is highly complicated and continually being studied for better understanding.

Research on organizational politics has found several areas that show why organizations are political instead of rational. These areas are discussed below,

1. **Resources**

There is direct relationship between the amount of politics and the criticality and scarcity of resources. Politics will also get encouraged by new and unclaimed resources.

2. **Decisions**

Ambiguous decisions, decisions on which there is disagreement and uncertain and long term strategic decisions all result in more politics than routine decisions.

3. **Goals**

There will be more politics when the goals become more complex and ambiguous.

4. **Technology and External Environment**

The more complicated an organizations internal technology is, the more politics it will have. The same applies for organizations that function in an unstable external environment.

5. **Change**

Political maneuvering will get encouraged by a reorganization, planned organization development effort or even an unplanned change brought on by external forces.

As a result of the above, some organizations and sub units within the organization will be more political than other. On the other hand, it is obvious that the majority of today's organizations meet these criteria for becoming highly political.

Q12. Discuss in detail political strategies for power acquisition. List some political tactics used in today's organizations.

Answer :

Following are political strategies for power acquisition,

1. **Information Strategy**

Information strategy helps political decision makers through lobbying or supplying position papers or technical reports.

2. **Financial Incentive Strategy**

Financial incentive strategy helps political decision makers through financial incentives like paying fee for speaking or paying travel expenses.

3. **Constituency Building Strategy**

Consitituency building strategy indirectly helps the political decision maker through constituent support like grass roots mobilization of customers, employees, suppliers or press conferences.

4. **Other Strategies**

The various political strategies for acquiring power in organization have been proposed over the years. Below are the representative summary of some of these strategies,

(a) Taking counsel

(b) Maintaining maneuverability

(c) Promoting limited communication

(d) Exhibiting confidence

(e) Controlling access to information and persons

(f) Seek out and befriend the most influential individuals in a situation

(g) Neutralizing potential opposition.

(h) Developing expertise

(i) Restricting communication about real intentions.

(j) Withdrawing from petty disputes.

Political Tactics

Research has been done on political tactics. For instance, Yuke and Falbe developed eight political tactics that are popularly found in today's organizations. These eight political tactics are discussed in the following table,

S.No.	Tactics	Description
1.	Pressure Tactics	The agent may demand, threaten or intimidate the target to persuade him to comply with a request or accept a proposal.
2.	Exchange Tactics	The agent may give implicit or explicit assurance to the target saying that he will earn incentives or tangible benefits if he complies with a request or accept a proposal or may remind the target of a previous favour that must be returned.
3.	Coalition Tactics	The agent may take help of others in convincing the target to do something or use support of others as an argument.
4.	Ingratiating Tactics	Before asking something the agent may try to put the target in a pleasant mood or make the target think favourably of the influence agent.
5.	Rational Persuation	The agent may use logical arguments and factual evidence to convince the target that a proposal is feasible and likely to succeed in achievement of task's goals.
6.	Inspirational Appeals	The agent may make an emotional request or proposal that arouse passion by appealing to target values and goals or enhances the targets confidence in accomplishing it.
7.	Consultation Tactics	The agent may request the target to participate in making decision or planning to implement a proposed policy, strategy or change.

According to Yukl and his colleagues, the consultation and rational tactics are more widely used and along with inspirational appeal were most effective.

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4.3 EMPOWERMENT

Q13. Define Empowerment. What are the characteristics of empowered organizations? Discuss the ways to implement empowerment.

Answer :

Definition of Empowerment

Empowerment refers to giving official power to employees so that they can effectively produce the outputs for the success of an organization. It is one of the key aspects to encourage the potential skills of the employees by giving importance to their participation in organizational affairs.

Characteristics of Empowered Organizations

The characteristics/features of Empowered Organisations are as follows,

1. Empowered organisation are characterized by flat hierarchy. They focus on diffusion of power decentralization and delegation.
2. They always strive for high quality performance, because of self motivation and sense of responsibility.
3. These organizations are known to have straight forward and strong communication policies.
4. In these organisations, selection and recruiting requires a lot of time and efforts.
5. They provide freedom to work (very less restrictions/ conditions at the work center).
6. Management tends to be flexible and ready to direct employees.

Ways/Strategies to Implement Empowerment

The various ways/strategies to empower employees are as follows,

1. **Encourage Open Communication**

   Open communication is when the top management allows the employees to express their ideas, thoughts and feelings freely. The feedback received from employees should be used effectively and their ideas should be appreciated and rewarded.

2. **Give Sufficient Authority**

   Employees should be given sufficient authority, so that they can feel confident in doing their work.

3. **Allow Employees to Work Beyond Their Specific Role**

   The employees should be given freedom to perform beyond their specific job role by providing them with necessary resources and skills. This will help the employees in developing their knowledge and skills and also in bringing more dynamism to their roles.

4. **Let the Employees Experiment**

   Employees should be allowed to experiment new things and they should be encouraged to keep moving ahead even if they fail. The environment of the organization should be such that employees enjoy and feel comfortable in experimenting new ideas.

5. **Reward Self-Improvement**

   Employees should be motivated to develop themselves by setting a plan. They should be rewarded based on the progress they make. This is one of the best ways to create opportunities of leadership.

6. **Set Accountability of Outcomes**

   Employees should be communicated about their accountability in case of failure, so that they put extra effort in the work they do. At the same time, they should be rewarded for the consistency and performance.

Q14. Discuss in detail Empowerment process.

Answer :

The various steps involved in empowerment process are as follows,

Step 1: Recall Experiences that show Depowerment and Empowerment

An organization cannot empower the employees within a day or two, by giving a rigid prescription. Empowering requires time and efforts. Thus, the organizations needs to recall the events/experiences which reveal depowering and empowering. The events which show empowerment are reinforced or encouraged and the events which show depowerment are changed through empowerment.

Step 2: Consider the Reasons for Depowerment

The next step to empowerment is to find out the reasons for depowerment. Depowerment may generally happen due to two main reasons,

(a) **Organizational processes**

The organizational processes such as communication system, delegation of authority and control system may lead to depowerment.

(b) **Employee Himself**

Employee's locus of control and self-esteem may also lead to depowerment. While the employees with internal locus of control may view organizational processes as empowering, the employees with external locus of control may see organizational processes as depowering. Similarly, employees see organizational processes as empowering or depowering depending on their high self-esttem and low self-esteem.

Step 3: Select an Issue or Problem to Deal with Depowerment

Once the reasons for depowerment are identified, the next step is to select an issue or problem or area where depowerment needs to be tackled. It is not possible to tackle all the areas at once. Thus, one issue or problem or area is undertaken at a time.

Step 4: Find out the Power Bases

As power is the ability to influence others in the organization, it is very important to find out the power bases of individuals. While some individuals use position as their power basis, others may feel empowered because of the personal capabilities such as expertise, charismatic nature etc.

Step 5: Develop and Implement Action Plans for Empowerment

Once the power bases are identified, the next and final step is to develop and implement action plans for empowerment. The power can be used in the following ways regardless of the bases from which it is derived.

(a) Grow or expand one's power base and other's power base.

(b) Pass on the power so that others can make things happen.

(c) Challenge the power basis of others.

As there are power bases for both individual and organization, one may need to make changes at both the levels. At organizational level, the factors that cause depowerment should be changed and at individual level, training should be given to employees so that they can take up more power.

Q15. What are the barriers to empowerment? How to make empowerment effective?

Answer : Model Paper-I, Q9

Barriers to Empowerment

Following are the barriers to employee empowerment in the organizations,

1. Organizational Culture

In an authoritarian culture, the authority is centralized at the top level and there is an absence of sharing the authority. Almost all the decisions are made at the top levels and for the execution of these decisions, they are communicated at lower levels. The individuals who are at the lower levels do not show their involvement in such type of decision making. So, for making the empowerment effective, it is very important to change such type of organizational culture.

2. Love for Authority

An autocrat manager does not want to transfer or share his authority with anyone. These type of managers want to lead other individuals of the organization, so that the organization can feel their importance. They want their subordinates to consult them constantly for getting the approval on their decisions.

3. Fear of Subordinates

The fear of subordinates is one of the factors because of which a manager does not empower the employees. There are two types of fears which a manager has,

(a) The manager may think that the subordinate has the capacity to carry out his work more efficiently and may take up his position, status, title etc.

(b) The manager also has the fear of losing the best subordinate, because of the exceptional ability of the subordinate.

So, in such type of situations, the managers take up defensive behaviours and do not delegate the authority to the employees.

4. Fear of Exposure

A weak manager does not want to transfer or share his authority with his subordinates, as delegation of authority may reveal the managerial deficiencies exercised by him. This mostly takes place when the manager does not have proper procedures, methods and practices for carrying out their operations.

5. Attitudes Towards Subordinates

A manager delegates/shares his authority with his subordinates, only when there is a trust in their relationship. So, the attitude which the manager has for his subordinates and the subordinates' attitude for their managers plays a very important role in empowerment.

6. Manager's Personality

The various factors of manager's personality also influence the process of delegation. A manager who is an autocrat will delegate very less authority to their subordinates when compared to a democrat manager. In the same way, if the manager makes use of modern management methods, he will delegate sufficient authority to his subordinates.

Measures to Make Empowerment effective

Empowerment can be made effective by adopting the following measures,

1. Authority should be delegated to subordinates.
2. Employees should be encouraged to participate in decision-making.
3. Self managed teams should be formed and self-management should be encouraged.
4. Employees should be encouraged to set goals.
5. A supportive culture should be created.
6. Employees should be given training and education.
7. Job should be enriched and formalization should be reduced.
8. Tasks that provide intrinsic feedback should be created.

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4.4 GROUPS AND TEAMS - GROUPS VS TEAMS

Q16. Define Groups and Teams. Differentiate between groups and teams.

Answer :

Definitions of Groups Model Paper-III, Q9(a)

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

G.C. Homans defined group as, "any number of people who share goals, often communicate with each other over a period of time and are few enough so that each individual may communicate with all the others, person-to-person".

Definitions of Teams

Team is defined as two or more people who work together and who are in psychological contract to reach a common organizational goal wherein all the individuals share certain degree of responsibility and accountability for the results.

Differences between Groups and Teams

The differences between Groups and Teams are as follows,

S.No.	Point of Difference	Groups	Teams
1.	Meaning	Group is a collection of two or more individuals who work together.	Team is a group of two or more individuals who share the mission and information to serve a common purpose.
2.	Performance	Performance usually relies upon the individual members, and work of the group, They do not perform combinedly.	All the members of the team perform together, the performance basically depends upon the contribution and integrated efforts of the entire team.
3.	Accountability	Members take up their responsibilities separately and not collectively.	Team members are mutually responsible and also individually, for their performance. The performance results indicates the collaborative contributions of team members.
4.	Commitment to goal	Group members share a common goal for which they collect the resources.	Team members share common commitment of achieving the goal. They adopt the methods to achieve the goal with a collective commitment.
5.	Management intervention	Groups are responsible to fulfill the demands of the management. They are required to keep the management updated with their performance by providing feedback on a regular basis.	Teams are not intervened by the management. The management sets the mission and determines goals for a team in the beginning, and provides adequate independence and flexibility to accomplish the task. Teams are independent and self managing in nature.
6.	Skills	The skills of group members are different from one another.	The skills of team members are similar.
7.	Rewards	Rewards are given based on the individual performance of group members.	Rewards are based on the performance of the whole team

4.4.1 Nature of Groups

Q17. Define Groups and Group Dynamics. State the nature of Groups. Why people join groups?

Answer :

Definition of Group

According to Marvin E.Shaw, "Group is, two or more persons who are interacting with one another in such a manner that each person influences and is influenced by each other".

According to Clovis R.Shepherd, "Group is an aggregate of a small number of persons who work for common goals, develop a shared attitude and are aware that they are part of a group and perceive themselves as such".

Group Dynamics

Group dynamics refer to the interaction of forces between group members in a social situation. It describes how a group should be organized and operated. It is a social process by which people interact face to face in small groups. Group dynamics encompasses the dynamics of interaction patterns within the group, the subtle and the non-subtle pressure exerted by group members, the manner in which decisions are made in the group, how work gets done and how members needs are satisfied.

Nature/Characteristics of Groups

The characteristics of groups are as follows,

1. **Two or More People**

It contains at least two persons. The size of the group will be determined by rules and regulations of the organisation.

2. **Collective Identity**

Each member of the group is aware about their membership and believes that he is a member and is a participant of the group.

3. **Interaction**

Interaction means that each member shares his ideas with others through communication and this communication can take place, face to face, in writing, over the telephone, across a computer network or in any other manner which allows communication among group members. Each member interacts at least occasionally with one or more members of the group.

4. **Shared Goal Interest**

Members of the group subscribe to the attainment of some common objectives. If a group has a variety of objectives or interests, each member of the group shares at least one of the groups concerns. The shared goal interest binds the group members together.

Reasons Why People Join Groups

People join or form group for the following reasons,

1. **Power**

Anything which cannot be achieved individually is achieved through a group action.

2. **Status**

People feel a sense of prestige by associating themselves with a specific group.

3. **Security**

Some people cannot stand alone. So, they join group to reduce their insecurity and to gain strength.

4. **Affiliation**

Individuals satisfy their social needs by interacting with a social group.

5. **Self-Esteem**

Associating oneself with a highly valued group gives a feeling of self-worth to individuals.

Q18. Explain the different theories of Group Formation. What are the stages in group development.

Answer :

Theories of Group Formation

The various theories of group formation are,

1. Homan's I - A - S theory
2. Exchange theory
3. Balance theory.

1. **Homan's I - A - S Theory**

This theory was introduced by George Homans. Homans I-A-S theory is a detailed theory of group formation. It is based on I-A-S i.e., (Interactions-Activities-Sentiments). Each element is associated with another directly.

Employees are attracted towards each other due to their same type of attitudes in accomplishing goals. They try to maintain a symmetrical balance among the general attitudes and attraction. In case, if imbalance takes place, then they try to make a balance. The relationship would usually end up if there are no chances of balancing it. The main attribute of this theory is "interaction" which involves both physical sense and accomplishment of group goals.

2. **Exchange Theory**

Exchange theory was introduced by Thailbaunt and Kelly. This theory is being given greater importance presently. It is based on reward-cost outcomes of interaction. In this theory, the aspects like expertise, status, money, information and love are exchanged. If the imbalance occurs in exchange, it leads to issues of interpersonal relations. Both proximity interaction and common attitudes play an important role in exchange theory. In order to get attracted towards a group, a person expects what he will get in return. Interaction should not bring frustration, anxiety, embarrassment, but it should satisfy needs.

3. **Balance Theory**

This theory was introduced by Newcomb. Individuals get attracted to one another on the basis of similar attitudes, objects, goals etc. After formation of relationship, the persons try to maintain symmetrical balance between the attraction and attitudes. If any imbalance is occured, then attempts are made to restore the balance. If the balance is not restored after making efforts, then the relationship dissolves.

Stages in Group Development

The five stages of group development are presented in the figure below,

Stage-1: Forming

Forming is the first stage in which group members don't have proper idea of group's purpose, structure and leadership. Members try to understand what type of behavior is acceptable in the group.

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Stage-2: Storming

As the name indicates, this stage of group development involves conflicts and confrontation. At this stage, the members are emotionally charged and they tend to show disagreements about roles and responsibilities. A conflict among members may arise over the issue of "who will control the team".

Once this stage is completed, everyone will become clear about leadership in the team.

Stage-3: Norming

In norming stage, members start to settle in the team and build cooperation and collaboration. They now develop close relationship with each other and work in unity.

This stage is complete, when the structure of the team becomes solidified and members accept the behaviour expectations that the company has from the group.

Stage-4: Performing

In performing stage, members become fully functioning and denote themselves completely to achievement of tasks. In this stage, the focus is laid on diverting the members attention from knowing each other to performing the required tasks.

Performing is the last stage of group development for the teams that are permanent in nature. However, the next stage i.e., "adjourning" is followed for the development of temporary teams.

Stage-5: Adjourning

In this stage, the team gets ready to depart. Here, the performance is no longer considered important. Rather, the focus is given to "wrapping up of tasks or activities".

If the set objective of the group is achieved, the group will disperse or else a new composition is formed and the same stages will continue.

Q19. Discuss in detail different types of groups.

Answer :

The various types of groups are,

1. Primary and Secondary Groups

A primary group is an intimate face-to-face association and cooperation. The membership of primary group is small. Such groups may be family, friendship or neighborhood groups. Secondary groups are more formal, general and remote. The members of secondary group may not have any interest in the problems and pleasures of others. They may not have continuous interaction and intimacy, face-to-face interaction, cooperation, association as that of primary groups.

2. Membership and Reference Group

A membership group is one to which an individual really belongs. A reference group is one with which the individual is identified or the group to which he would like to belong. An individual may be a member of several groups at a time but he may not participate actively in all such groups but he would like to participate in the group whose norms are more attractive and gratifying. The attractiveness of the reference group makes the norms of that group more attractive to the individual and its norms will become more influential in determining behavior. The reference groups have more relevance to organizational behaviors.

3. Command and Task Groups

A command group is composed of the subordinates who report directly to a common superior. It is determined by organization chart. A task group is usually formed to solve a problem or perform an activity that involves a number of organizational units. Thus, membership of the task group may extend beyond the hierarchical command of a superior.

4. In-groups and Out-groups

The in-group represents a clustering of individuals holding prevailing values in a society, or at least, having a dominant place in social functioning. It can be a majority numerically, or it may represent the power structure with its pattern of behavior considered desirable. The out-group is the conglomerate looked up as subordinate or marginal in the society. It is usually referred to as minority group even though in certain instances, it may represent numerical majority.

5. Formal and Informal Group

Formal groups are created and maintained to fulfill specific needs or tasks which are related to the organizational mission. These are consciously and deliberately created. These may be in the form of temporary group as committee, task-force etc., or permanent groups. Informal groups are created in the organization because of operation of social and psychological forces operating at the workplace. Members create such groups for their own satisfaction and their working is not regulated by the general frameworks of organizational rules and regulations.

6. Coalitions

Coalition is a group of people who join together for a common cause. In an organization, coalitions are the powerful, unique and effective entities that work together to get some job done. For example, in some large organizations it was found that employees formed coalitions to make the management more effective and to resolve petty conflicts.

Q20. What do you understand by group cohesiveness? What factor increase or decrease group cohesiveness.

Answer : **(Model Paper-III, Q9(b) | Dec.-2020(R16), Q7)**

Group Cohesiveness

Group cohesiveness is the degree of attachment of the members to their group. If group cohesion is high, the interaction between members of the group is high and the degree of agreement in group opinion is high.

Factors that increase Group cohesiveness

Following are the factors that increase group cohesiveness,

1. Agreement on group objectives

Group cohesiveness increases when each member of the team agrees on the group objectives or goals.

2. Personal Attraction

Personal Attraction plays a vital role in formation of a group. Attraction among group members increase the group cohesiveness.

3. **Inter group competition**

Inter group competition is one of the important factors that increases the level of cohesiveness. Inter group competition is the direct competition that arises between different groups which brings cohesiveness in the group.

4. **Group Interaction**

When the members of the group interact with one another, they develop a common understanding about the goals and values of the group, there by increasing the cohesiveness among members.

5. **Favorable Evaluation**

A positive evaluation about the entire group by outsiders enhances cohesiveness. Example: A Group winning a sales conference title.

Factors that Decrease Group Cohesiveness

Following are the factors that decrease group cohesiveness,

1. **Disagreement on Group objectives**

If the members of the team do not agree on the common objectives of the group, it results in decline in the group cohesiveness.

2. **Size of the groups**

Group cohesiveness declines due to the large size of group as there will be less interaction among the members in large groups.

3. **Intra-group competition**

In Intra group competition, the competition arises among the group members. The members while competing focus on their actions and behaviour rather than on group. Thus, it reduces the group cohesiveness.

4. **Unfavourable Experiences**

Group members may have gone through some of the unfavourable (bad) experiences in the past. These experiences may result in the decrease in group cohesiveness.

5. **Dominating member**

Domination of a member in the group may cause decline in cohesiveness as the members may feel no proper rights towards their contribution in the group.

Q21. How to use groups to enhance satisfaction and performance? What are the factors determining group effectiveness?

Answer :

Ways to use groups to enhance satisfaction and performance

Following are the ways to use groups to enhance satisfaction and performance,

1. The work should be organized around perfect and solid groups.
2. The group should be entrusted with the responsibility of selecting, training and rewarding the members.
3. The group should be allowed to execute/apply strong rules of behavior. This can be done by involoving groups in on-the-job behavior and off-the-job behavior.
4. The resources should be allocated on a group basis, not on the individual basis.
5. The group harmony should be built by allowing and encouraging inter-group rivalry.

Factors Determining Group Effectiveness

Group effectiveness can be determined based on the following factors,

1. **Task Interdependence**

It indicates how closely the members of a group work collectively.

2. **Outcome Interdependence**

It involves checking whether the group performance is rewarded, if yes, how it is rewarded.

3. **Potency**

It implies the belief of members in the effectiveness of group.

4. **Group Formation**

Effectiveness of a group also depends on how it is formed. After the formation of group, the members try to make social comparisons and compete with each other. This inturn will affect the OCB (Organization Citizenship Behaviour) which will further impact the group performance.

5. **Task and Group Composition**

Self leadership teams may have different levels of success depending on the task of the group i.e., whether it is conceptual or behavioural in nature.

A group's composition is found to be best when different types of members are mixed up. Only one type of people in a group like 'task shapers' are found to be less successful than the group with different types of people like shapers, team-players,coordinators and complete finishers.

6. **Conflict Resolution Abilities**

Researchers have found that the groups that performed exceptionally well had shared dreams and they handled conflicts by leaving their ego.

7. **Adaptation to Non-Routine Events**

Effectiveness of team performance is also influenced by how team members are adaptive to unusual or non-routine events. Members of such teams collect the information at the right time, prioritize it properly and divide the task in a frame which helps in adjusting oneself to the non-routine events.

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4.4.2 Dynamics of Informal Groups

Q22. Discuss in detail dynamics of informal groups.

Model Paper-II, Q8(b)

OR

What are the norms and roles in informal groups? State the benefits and dysfunctions of informal organization.

Answer :

Definitions of Informal Groups

Informal group is a group that doesn't have goals and relationship prescribed officially by the organization. These groups have an important role to play in the dynamics of organizational behavior. Both formal and informal groups exist in the organization and they cannot be separated.

Norms in informal groups

Norms dictate the type of behavior expected from employees in the group. Work groups strongly inforce the norms if they,

(a) Help in survival of the group and provide benefits.

(b) Make it easier to understand the behavior expected of the members of group.

(c) Facilitate the group in preventing awkward interpersonal problems.

(d) Describe group goals and values and clarifies the identity of the groups

Roles in Informal groups

Some of the roles in informal groups are as follows,

1. **The Buffers**

The one who makes sure that the group is protected form negative and upsetting information.

2. **The Spokesperson**

The one who represents the group.

3. **The Negotiator**

The Negotiator is the one who obtains resources and deals on behalf of the group

4. **The Boundary Spanner**

The one who connects different group or units.

5. **The Lobbyist**

The lobbyist is the one whose role is to encourage the members and explains them how successful and valuable the group is, from the outsider's perspective.

Benefits of Informal Organization

Informal organization offers the following benefits,

1. It reduces management burden.
2. It improves communication.
3. It fills the gaps in the abilities of manager.
4. It helps the employees deal with emotions.
5. It contributes to an effective total system.

Dysfunctions of Informal Organization

Some of the dysfunctions of informal organization are,

1. It obstructs the ambition.
2. It restricts the output.
3. It creates conflicting objectives.
4. It may resist the change.

4.4.3 Dysfunctions of Groups and Teams

Q23. What are the various dysfunctions of groups and teams?

Answer :

The practise has always been to discuss the positive side of groups but, there are many dysfunctions that are identified besides the positive implications and functional facets of groups and teams. The major issues or dysfunctions are discussed as follows,

1. **Norm Violation and Role Ambiguity (or Conflict)**

Violation of the group rules or norms would result in the undisciplined behaviors. Basically, the unacceptable behaviors include sexual harassment and burglary. The other conducts include lying, disseminating rumors, wasting time and absenteeism. According to a study, the group members who have the record of anti-social behaviors tend to greatly indulge in such activities, and raise conflicts/ disputes with the co-workers.

Role ambiguity takes place when an employee is unclear about the rules of a given condition and the one who is ignorant of his role. Unclear job descriptions, deficient orders given by a manager, and absence of experience are the reasons of role ambiguity. These confusions can result in the ineffective performance of a group or a team.

2. **Groupthink**

The term groupthink was basically proposed by the renowed social psychologist named Irving Janis. He stated that groupthink is "a deterioration of mental efficiency, reality testing, and moral judgement that results from in group pressures". According to Janis (1982), Groupthink may be defined as the group decision making which has gone wrong in a specific way. Generally, a group may take a wrong course of action in trying to maintain harmony in the group

Groupthink is an outcome of the pressures on the members to reach an agreement. The members in groupthink try hard to reach an agreement to such an extent that they don't evaluate alternative courses of action in a decision.

3. Risky Shift Phenomenon

Risk shift refers to the change in the attitude of group members which increases the chances of negative consequences. Research have shown that a group tends to take more risky decisions than the individual member would take on his own. This conclusion should be strengthen by the values associated with the outcomes. However, the research has increasingly focussed that group discussion improves the initial tendency of individual members in a specific direction. This is referred to as group-induced attitude polarization. For example, if an employee shows anti-social attitude before the group discussion, the group discussion will further strengthens this attitude in the same direction.

4. Social Loafing

It refers to the issue when group or team members reduce the degree of their effort and performance. The basic reasons of social loafing are lack of performance feedback within the group, tasks which are not motivating in nature, situations where the performance of some individuals will cover the reduced efforts put in by other members, and the "Sucker effect" i.e., not willing to perform more than the low performers.

Social loafing greatly takes place in large teams, wherein the contributions of members are more complicated to be identified. In order to overcome this issues, it is recommended to create small teams, select motivated individuals at the time of creating the team, specialize tasks in order to identify each member's contribution, and evaluate each member's performance.

Dysfunctions in perspective

The dysfunction in the group such as risky shift polarization and other issues associated with groupthink should be taken into consideration. The effects/impact of these should be reduced by allowing the minority to express their views and unpopular viewpoints openly.

Q24. What is Groupthink? What are its symptoms?

Answer : **(Model Paper-II, Q9 | Sept.-2020(R16), Q7(b))**

Definition of Groupthink

The term groupthink was basically proposed by the renowed social psychologist named Irving Janis. He stated that groupthink is "a deterioration of mental efficiency, reality testing, and moral judgement that results from in group pressures". According to Janis (1982), Groupthink may be defined as the group decision making which has gone wrong in a specific way. Generally, a group may take a wrong course of action in trying to maintain harmony in the group

Groupthink is an outcome of the pressures on the members to reach an agreement. The members in groupthink try hard to reach an agreement to such an extent that they don't evaluate alternative courses of action in a decision.

Symptoms of Groupthink

The various symptoms of groupthink are as follows,

1. **Illusion of invulnerability**

   Members of the group are highly optimistic which leads to excessive risk taking.

2. **Belief in inherent morality**

   Group members belief that all of the decisions they make are morally correct. Thus, they don't take into consideration the ethical or moral consequences of their decisions.

3. **Self-ownership**

   The members of the group doesn't express doubts and derivations that may go against group beliefs.

4. **Collective rationalization**

   Members of the group ignore the warnings and avoid reconsidering their assumptions. They have a "we" and "think together" attitude.

5. **Illusion of Unanimity**

   The group thinks that members agree with the issues being discussed in the group. Though, this may or may not be the case.

6. **Stereotyping**

   The individuals who don't agree with the group are stereotyped as weak, evil and stupid.

7. **Direct pressure**

   The members who try to voice their opinions are pressurized to agree with the group and avoid expessing arguments which may go against the group views.

8. **Self-appointed mind guards**

   The group members try to protect the leader and the group from opposing view points.

4.4.4 Teams in Modern Work Place

Q25. (i) Define Team. State the nature of a team in the modern work place.

(ii) What are cross-functional Teams? What are the steps to improve coordination with cross-functional teams?

OR

What is Cross-Functional Team?

(Refer only Topic: Definition of Cross-Functional Teams)

Answer : **Sept.-20(R16), Q7(a)**

(a) Definitions of Team

Team is defined as two or more people who work together and who are in psychological contract to reach a common organizational goal wherein all the individuals share certain degree of responsibility and accountability for the results.

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Nature of a Team in the Modern Workplace

Katzenbach and Smith has identified seven characteristic features of a team as follows,

(i) It involves combined work

(ii) It has shared leadership roles

(iii) It involves Individual as well as mutual responsibility

(iv) The team members form a group to discuss, make decision and complete the assigned task.

(v) The purpose of a team is specified by the team itself.

(vi) It involves open-ended discussions and problem-solving meetings.

(vii) It has specific purpose.

(b) Definition of Cross-Functional Teams

The teams with employees from different levels of a hierarchy are termed as cross-functional teams. These teams are highly-focussed and possess effective operational skills required to achieve the organizational goals

Managing cross-functional teams is a challenging task due to the issues such as-ego clashes, roles assigned, authority vested etc. When the teams have managers who opt to work individually rather than in teams, organizations have to face serious problems. Particular type of training processes that suit the requirements has to developed and implemented.

Steps to improve coordination with cross-functional teams

The following steps can be taken to improve coordination with cross-functional teams,

(i) Firstly, the selection of members should be done carefully.

(ii) The purpose of the team should be set clearly.

(iii) It should be ensured that everyone has a clear idea of how team operates.

(iv) Everyone should be taught how to make effective interaction.

(v) Focus should be laid on achieving clear results so that members can see how their efforts have impacted the results and that their morale becomes high.

Q26. Write a note on virtual teams and self-managed teams.

Answer :

Definition of Virtual Teams

A virtual team consists of a group of people who are working together for the achievement of a specific purpose, but located/stationed in different areas who interact electronically instead of face-to-face communication. Managing the teams formed within the boundaries of an organization, is different from managing and leading virtual teams. However, certain management principles can be applied. In virtual teams, there is non verbal and paraverbal suggestions. It helps in reducing restriction related to space and time. Some of the examples are e-mails, video conferrencing etc.

Advantages of Virtual Teams

Following are the advantages of virtual teams,

1. Time and travelling expenses can be saved and it also abolishes the lack of access to experts.

2. Teams can be formed even though members may or may not be located near to each other.

3. Firms can utilize outside consultants without incurring travel, lodging and down time expenses.

4. Virtual teams help the firm to expand their labour markets, by hiring and retaining the best people of the world regardless of their locations.

5. Dynamic team membership facilitates the people to shift their focus from one project to another.

6. Employees can become the part of multiple, concurrent teams.

Disadvantages of Virtual Teams

Following are the disadvantages of virtual teams,

1. In virtual teams, due to lack of physical interaction facial expressions and body language cannot be noticed, which may sometimes form communication barrier.

2. If work/tasks can not be achieved effectively then its meaningless to blame any one.

3. A virtual organization is more prone to leak out confidential information.

Definition of Self-Managed Teams

Self-managed teams refers to those teams which find solution for the problem, execute it and are also accountable for the results. Self-managed teams in the organization manage the production process of product or service. Such team may consist of 10 – 15 members who perform related or interdependent jobs. Generally, the tasks undertaken by these teams may include,

(i) Formulating and scheduling task

(ii) Allocating work to team members

(iii) Taking operations decisions

(iv) Taking corrective measures on problems

(v) Operating with suppliers and customers.

Advantages of Self-Managed Teams

Some of the advantages of self-managed teams are as follows,

1. It increases productivity.

2. It helps in innovation.

3. It also reduces boredom of employees.

4. It increases confidence of employees.

Disadvantages of Self-Managed Teams

Some of the disadvantages of self-managed teams,

1. The role of leadership may not be clear.
2. There are chances of conflict arising in the team.
3. It may involve extra amount of training cost.

Q27. Define self-managed team. How to make teams more effective?

Answer :

Definition of Self-Managed Team

Self-managed teams refers to those teams which find solution for the problem, execute it and are also accountable for the results. Self-managed teams in the organization manage the production process of product or service. Such team may consist of 10 – 15 members who perform related or interdependent jobs.

Ways to make self-managed teams more effective

The self managed teams can be made more effective in the following ways,

1. **Solving Problems**

Self-managed teams can become more effective by overcoming and tackling the problems and dysfunctions.

2. **Creating a positive atmosphere**

The team can be made more productive and effective by creating an atmosphere where commitment, reward system, support, communication system, goals and physical space etc work in collaboration.

3. **Assigning interdependent tasks and selecting competent team members**

The teams should be assigned with interdependent tasks, the members in the team should be limited in number and the selection of members should be based on competency and motivation level.

4. **Team building**

For a team to become more effective, the members should be given a sense of ownership and partnership and a sense of empowerment. Team building works well when the members share experience and collective intelligence. Members should be given freedom to generate new ideas. this will help in rapid learning, which thereby results in effective team building.

5. **Collaboration**

Collaborative efforts put in by members of the team can definitely enhance effectiveness. A leader doesn't underestimate the effort of people, He selects the highly talented people and analyzes how to make the most of employees creative efforts.

6. **Group leadership**

The team can be made more effective by enabling the leader to treat everyone fairly. This will lead to better performance and lower absenteeism as employees feel satisfied with fair treatment. Besides this, the number of special offices designed for group heads should be reduced and the use of designated leader titles should also be reduced. It is also important for leaders to not only teach the team how to work, but also to share the glory (or) recognition by giving credit to all the members for group success.

7. **Global/Cultural Issues**

The effectiveness of teams operating at global level or working in multi-cultural environment, can be enhanced by creating a "hybrid team culture". The research has found that highly heterogeneitcs teams perform more effectively than the moderately heterogenous groups. Group effectiveness can also be improved by selecting right members for the team.

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Q28. What is Team Building? What are the training guidelines for developing/building effective self-managed teams?

Answer :

Definition of Team Building

Team building is a simple process which involves formation of team in an organization. Team building plays a very important role in every organization. Because effective team building strategies will help to achieve organizational goals successfully.

Training Guidelines for Developing/Building Effective Self-Managed Teams

The training guidelines to be followed for developing/building effective self managed teams are,

1. **Set Credibility**

The first and foremost thing that a trainer must do for developing effective self-managed teams is to set the credibility through knowledge and expertise

2. **Allow Employees/Trainees to Express their Problems**

The trainer should make sure that the problems, anxieties and issues of the employees are cleared out before starting the training program.

3. **Give an Orientation**

The trainer should clearly explain to the trainees regarding what is expected from them and what behaviour is acceptable

4. **Make efforts on the Process**

Before the actual training takes peace, the trainer should identify the problems and concerns of the team.

5. **Set Goals for the Groups**

The trainer should allow the group to create a mission statement,set their goals and specific activities and behaviour to achieve those set goals.

6. **Facilitate the Group Process**

The trainers are supposed to help the trainees in understanding how groups function and should provide them techniques such as paired comparison and nominal grouping techniques so as to facilitate the group process.

7. **Set Intra-group Procedures**

Here, the trainer should set up a meeting format which may include discussion of problems and issues, preparing new assignments, reporting minutes, suggesting solutions, taking actions etc.

8. **Set Inter-group Procedures**

Eventhough the teams self-managing, it is very important to have some leaders (including managers, supervisors and other teams) assigned for such teams.

9. **Change Leader's Role**

The trainers become inactive as the trainees gain experience and expertise. Thus, the role of trainers should be changed to keep them lively and active.

10. **Stop the Trainer from Involving into Team**

Finally the trainer should be stopped from getting involved into team as the team has now become self-managing.

IMPORTANT QUESTIONS

SHORT QUESTIONS

Q1. Differentiate between power and authority. Important Question

Ans:

For answer refer Unit-IV, Q2.

Q2. List out the differences between referent power and expert power. Important Question

Ans:

For answer refer Unit-IV, Q3.

Q3. How Groups differ from Teams? Important Question

Ans:

For answer refer Unit-IV, Q4.

Q4. What are the characteristics of empowered organizations? Important Question

Ans:

For answer refer Unit-IV, Q6.

ESSAY QUESTIONS

Q5. Define power in organization context and explain types of power. (Important Question | July-2021(R16), Q6(b))

Ans:

For answer refer Unit-IV, Q7.

Q6. How does coersive power differ from legitimate power? (Important Question | Sept.-2020(R16), Q6(b))

Ans:

For answer refer Unit-IV, Q8.

Q7. Define and distinguish power, authority and influence. Important Question

Ans:

For answer refer Unit-IV, Q9.

Q8. Discuss in detail Empowerment process. Important Question

Ans:

For answer refer Unit-IV, Q14.

Q9. Discuss in detail dynamics of informal groups. Important Question

Ans:

For answer refer Unit-IV, Q22.

Q10. What is Groupthink? What are its symptoms? Important Question

Ans:

For answer refer Unit-IV, Q24.

Q11. Define Team. State the nature of a Team in the modern work place. Important Question

Ans:

For answer refer Unit-IV, Q25.

Q12. What is Team Building? What are the training guidelines for developing/building effective self-managed teams? Important Question

Ans:

For answer refer Unit-IV, Q28.

Q13. Define Groups and Group Dynamics. State the nature of Groups. Why people join groups? Important Question

Ans:

For answer refer Unit-IV, Q17.

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UNIT 5

Leading High Performance, Behavioural Performance Management and Leadership

Syllabus

Leading High Performance : Job Design and goal Setting for High Performance – Quality of Work Life – Socio Technical Design and High-Performance Work Practices – Behavioural Performance Management: Reinforcement and Punishment as Principles of Learning – Process of Behavioural Modification – Leadership Theories – Styles, Activities and Skills of Great Leaders.

Learning Objectives

- ✓ The Concept and Approaches to Job Design.
- ✓ Goal Setting Theory and its Application for High Performance.
- ✓ The Concept of Quality of Work Life and its Importance in Job Design.
- ✓ Reinforcement and Punishment as Principles of Learning.
- ✓ The Concept and Process of Behavioural Modification.
- ✓ The Concept, Important Theories of Leadership and Styles of Leadership.
- ✓ The Activities of Leaders and Skills of Great Leaders.

Introduction

Job design refers to the process of setting roles and responsibilities of employees and also deciding procedure and systems which the employee should use or follow. The various approaches to job design include job rotation, job enrichment, job enlargement, socio-technical systems, quality of work life (QWL) etc.

Goal-setting means setting of goals and developing direction to achieve it. Locke has proposed a goal setting theory of work motivation. According to this theory, the behaviour of people is influenced by their goals or intentions.

Reinforcement and punishment are the two principles of learning. These two concepts have an important role to play in managing the employee behaviour.

Leadership is defined as influence, the art or process of influencing people so that they will strive willingly towards the achievement of group goals. The various leadership theories include trait theory, group and exchange theory, contingency theory qnd path-goal theory. To work successfully in the global economy, a leader needs to have skills such as communication skills, HRD skills, creativity, culture flexibility and other skills.

PART-A SHORT QUESTIONS WITH SOLUTIONS

Q1. Write a note on Job Rotation and Job Enlargement.

Model Paper-I, Q1(i)

Answer :

Job Rotation

Job rotation is the movement of an employee from one job to the other of same nature. This method provides an opportunity to enhance the knowledge and skills of an employee and make him competent in several jobs rather than one.

The advantages of job rotation approach is that, it improves employees skills and knowledge. Job rotation makes the employees more competent. However, frequent change in jobs causes interruption and the employee may feel irritated with job rotation. As job rotation involves training, cost increases.

Job Enlargement

Job enlargement involves adding more tasks to a job. Job enlargement reduces monotony by providing the employee more tasks in the job. It helps to increase the interest of employees in work. However, it is not necessary the job enlargement will ensure employee commitment and satisfaction. It may also minimize efficiency and slow down the work.

Q2. What is Job Design?

Answer :

Model Paper-II, Q1(j)

According to Michael Armstrong, "Job design is defined as the process of deciding on the contents of a job in terms of its duties and responsiblities, on the methods to be used in carrying out the job, in terms of techniques, systems and procedures and on the relationships that should exist between the job holders and his superiors, subordinates and colleagues".

Job design refers to the process of setting roles and responsibilities of employees and also deciding procedures and systems which the employee should use or follow.

Q3. What is Quality of Work Life (QWL)?

Answer :

Model Paper-I, Q1(j)

'Quality of work life' refers to the quality of relationship which exists among the employees and the overall working environment. Harrison defined Quality of Work Life (QWL) as, the "degree to which work in an organization contributes to material and psychological well being of its members".

American Society of Training and Development defined quality of work life as "a process of work organization which enables its members at all levels to actively participate in shaping organization's environment, methods and outcomes. This value-based process is aimed towards meeting the twin goals of enhanced effectiveness of organization and improved quality of life at work for employees".

Q4. What do you mean by positive reinforcement and negative reinforcement?

Answer :

Positive Reinforcement

Positive reinforcement arises when an individual's behaviour gives him/her favorable consequences. Positive reinforcement encourages an individual to carry out the same behaviour repeatedly. For example, if an employee is regular and punctual to the office and employer rewards him/her with money for being punctual and regular, then such reward becomes a positive reinforcement for that employee. Positive reinforcement may be tangible or intangible or both.

Negative Reinforcement

Negative reinforcement arises when an individual's behaviour results in prevention of some sort of discomfort, dissatisfaction or irritation. For example, if a supervisor walks through the work area, the worker tends to busy himself with the work, so that he can avoid the criticism from supervisor. Thus, such avoidance or prevention becomes a negative reinforcement for the employee.

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Q5. Discuss the critiques of Reinforcement Theory.

Answer :

Model Paper-II, Q1(e)

Reinforcement theory provide important points which help in understanding human being. However, it is also criticized on the following grounds,

1. The theory failed to give explanation regarding the processes which are involved in storing and using the experience of past reinforcement.
2. Many people feel that the idea of behavioral modification is not appropriate which indicates that a person's behavior can be controlled based on his/her present environment and past experience. This idea appears to challenge the belief that every human being has a free right to decide how to act.

Q6. List out the difference between ethical charismatic leader and unethical charismatic leader.

Answer :

Model Paper-III, Q1(i)

The difference between ethical charismatic leader and unethical charismatic leader are discussed below,

S.No.	Basis	Ethical Charismatic Leaders	Unethical Charismatic Leaders
1.	Use of power	Ethical charismatic leaders use their powers to serve others.	Unethical charismatic leaders use their powers for their personal purpose.
2.	Role	These leaders develop and encourage followers.	These leaders shows carelessness towards the requirements of followers.
3.	Communication	These leaders have two way communication.	These leaders have only one way communication.
4.	Views or opinions	These leaders consider the opinions of others.	These leaders consider their own critical views.
5.	Vision	These leaders coordinate with the visions of others.	Focus on personal vision.

Q7. What are the guidelines given by Avolio and Luthans for leaders to be effective?

Answer :

Model Paper-III, Q1(j)

The guidelines given by Avolio and luthans for leaders to be authentic and effective are as follows,

1. The leader must be consistent with his values, beliefs and principles.
2. He must ensure that his followers completely understands the important message that gives direction about the future which he choose to learn.
3. He should give the proper appreciation and recognition for the contributions of his followers.
4. While following mission, the leader should build ownership.
5. The leader should develop a sense of confidence, positivity, faith, hope in himself and to his followers.
6. The leader by exploring future with others can help each other in achieving it in the present.

PART-B ESSAY QUESTIONS WITH SOLUTIONS

5.1 JOB DESIGN FOR HIGH PERFORMANCE

Q8. Define Job Design? How does job design contribute to high performance? Model Paper-I, Q10(a)

OR

How does job design contribute to high performance?

(Refer Only Topic: Approaches to Job Design Contributing to High Performance) July-21(R16), Q7(a)

Answer :

Definition of Job Design

According to Michael Armstrong job design is defined as, "The process of deciding on the contents of a job in terms of its duties and responsibilities, on the methods to be used in carrying out the job, in terms of techniques, systems and procedures and on the relationships that should exist between the job holders and his superiors, subordinates and colleagues".

Job design refers to the process of setting roles and responsibilities of employees and also deciding procedures and systems which the employee should use or follow.

Approaches to Job Design Contributing to High Performance

The various approaches to job design which contribute to high performance are as follows,

1. Job Rotation

Job rotation is the movement of an employee from one job to the other of same nature. This method provides an opportunity to enhance the knowledge and skills of an employee and make him competent in several jobs rather than one.

The advantages of job rotation approach is that, it improves employees skills and knowledge. Job rotation makes the employees more competent. However, frequent change in jobs causes interruption and the employee may feel irritated with job rotation. As job rotation involves training, cost increases.

2. Job Enrichment

Job enrichment has become a popular concept. It means designing and motivating jobs to make it more rewarding. Now-a-days, workers are better educated and are getting paid highly on their better performance.

By adding motivating factor to a job, the job adds more responsibility and freedom to do it. Job enrichment is a type of improvement in the job which gives workers more responsibility, more opportunity for growth and more chances to contribute their ideas. This approach provides advantages such as reduced employee overload, less employee errors, increased customer service and employee satisfaction. However, this approach may obstruct the social life of a person at work.

3. Job Enlargement

Job enlargement involves adding more tasks to a job. Job enlargement reduces monotony by providing the employee more tasks in the job. It helps to increase the interest of employees in work. However, it is not necessary the job enlargement will ensure employee commitment and satisfaction. It may also minimize efficiency and slow down the work.

4. Socio-Technical Systems

Socio-technical system approach states that system comprises of two main factors i.e., social and technical which has an impact on performance of business. A system is structured around interdepencies of its components. By considering properties and interaction of technical and social factors, a system can become successful. Socio-technical system facilitates in redesigning the existing work systems and new site designs.

Any design or redesign of system must deal with both technical and social systems in an integrated format. The technical system is related with tasks, technology and design to transform input into output. Whereas social system is related to people, skills, values, relationships and rewards systems.

Under socio-technical system approach, jobs are designed by considering 'holistic' or 'systems' view of the job situation, consisting of physical and social environment. It is a situational approach as few jobs demand similar technical requirements and social surroundings. In socio-technical approach, job designer must carefully concentrate on role of employee in system, nature of performed task and autonomy of work group.

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5. **Quality of Work Life (QWL)**

American Society of Training and Development defined quality of work life as "a process of work organization which enables its members at all levels to actively participate in shaping organization's environment, methods and outcomes. This value-based process is aimed towards meeting the twin goals of enhanced effectiveness of organization and improved quality of life at work for employees". QWL doesn't suggest a particular job design technique. It rather focusses on work culture or climate. It shows the concern about how the work impacts the effectiveness of organization and people. Apart from this, it also lays emphasis on problems solving and decision-making. It affects the productivity and turnover of employees significantly. According to a research conducted on QWL, it was found that effective QWL results in physically and psychologically strong employees who have positive feelings towards the organization. It has gained importance recently due to various factors like increased education levels, worker's association, importance of human resource management, increase in the knowledge of human behavior and so on.

6. **High Performance Work Practices (HPWPs)**

High Performance Work Practices (HPWPs) are defined as, "an organization system that continually aligns is strategy, goals, objectives and internal operations with the demands of its external environment to maximize organizational performance".

A high-performane work system can be defined as "A set of human resource management policies and practices which plays a vital role in discharging the superior employee performance".

The main aim of HPWPs is to achieve an alignment between technology, information, work people. These are mainly developed to enhance financial and operational performance of an organization.

Q9. Explain the practical guidelines for redesigning jobs.

Answer :

The practical guidelines for redesigning jobs are as follows,

1. **Skill Variety**

It is the extent to which the variety of skills, talents and activities are needed by the employees for easy and effective performance of jobs. Skill variety can be improved by providing cross training and expanding the duties that require more skills.

2. **Task Identity**

It is the extent to which the employees are allowed to complete a specific task from starting till the end instead of disjointed portions of the job. Here, the employees should be given a deadline to complete a task and create self-contained work modules.

3. **Task Significance**

It is the extent to which the lives of human beings get affected significantly by the job within and as well as outside the organization. Here, it is essential to communicate the significance of job and improve organization's image.

4. **Autonomy**

It is the extent to which the employees have freedom to plan, schedule and use the methods for various activities related to their respective jobs. Autonomy can be improved by encouraging the employees to make decisions and by giving them accountability and responsibility.

5. **Feedback**

It is the extent to which the employees receive clear, direct and transparent knowledge regarding their performance. The supervisor should provide immediate and objective feedback to employee regarding his/her performance. For effective feedback, information systems should be implemented.

Q10. Write a note on engagement, disengagement and social information processing.

Answer :

Engagement

An employee is said to be engaged when he/she place themselves in a job, physically, lognitively and emotionally. The employee may get fully involved / engaged in the job based on three conditions,

1. **Psychological Meaningfulness**

Psycological meaningfulness refers to the feeling that if one puts emotional, physical and cognitive energy into the work, he/she will receive a sure return. Meaningful here also refers to the task which is valuable, useful and worthwhile.

2. **Psychological Availability**

It refers to the employee having a feeling and satisfaction that all required resources (i.e., physical, emotional and cognitive) are available to perform a task with full engagement.

3. **Psychological Safety**

It refers to the employee having a sense that he/she can express oneself without any fear of negative consequences to career, self-image or status.

Disengagement

An employee is said to be disengaged when he/she detach themselves form the job physically, emotionally and cognitively. The actions employees who are personally disengaged tend to be apathetic, robotic, effortless and detached.

At the workplace, the degree of engagement and disengagement may change from time to time. To an extent, it is the supervisor who influences the situations under which the employee gets engaged in the work or becomes disengaged. An employee tends to be disengaged from the work when he/she has negative interactions with the supervisor.

Social Information Processing

As per the Kahn's analysis, employee engagement mainly depends on his/her social involvement with customers and co-workers. In this analysis, Kahn's description of engagement includes interaction with supervisors, interpersonal relationships, group and inter-group dynamics. The social information processing perspective explains that the behaviour perceptions and attitudes of employees are influenced by three main aspects i.e.,

1. Cognitive perceptions of real environment where the employee performs a tasks.
2. Learning experiences, past actions and reinforcements.
3. The information given in the social context.

Salancik and Pferrer explains that the third point has the most influence. Because, individuals are usually influenced by the social context i.e., the current situation influence the employee engagement or disengagement from the work. However, the managers have an important role to play in social process influencing engagement.

5.2 GOAL SETTING FOR HIGH PERFORMANCE

Q11. What do you mean by goal setting? Explain Locke's goal-setting theory of work motivation.

Answer :

Meaning of Goal-setting

Goal setting of goals and develop direction to achieve them.

Locke's Goal-setting Theory of Work Motivation

The theorist "Locke" has proposed a goal-theory to work motivation. According to this theory, the behaviour of people is influenced by their goals or intentions. Following is an illustration of Locke's theory of goal setting,

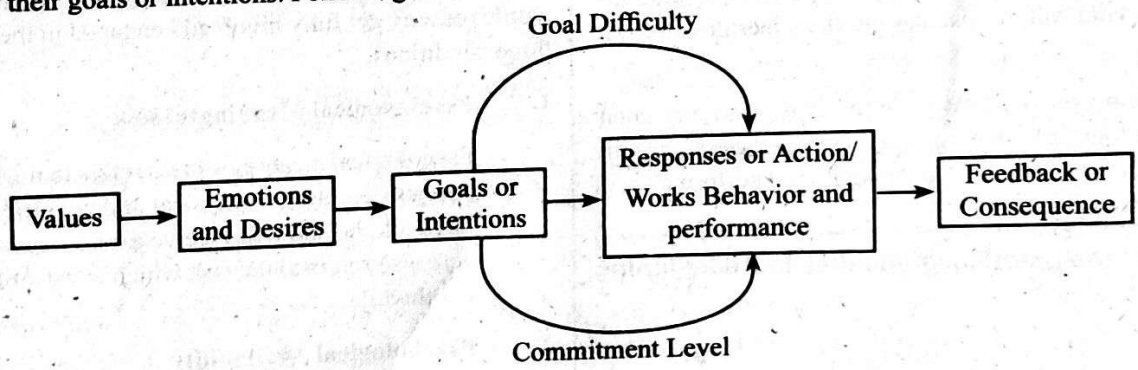

Figure: Locke's Theory of Goal-Setting

In his theory, Locke's highlights the importance of perceived values (as indicated in the above figure). According to him these values result in emotions and desires. To satisfy there emotions and desires, people work tirelessly to achieve the goals. It is the goals that guide actions or responses of people. Further, these goals have an important role to play in influencing work behavior and performance and may finally result in feedback or specific consequences. In the Locke's openion, Goal-setting is not a formal theory of motivation but rather a motivational techniques.

The levels of efforts put in by the individuals depend on their commitment level and goal difficulty. People who work specific goals tend to perform better than those who don't have specific goals. Also, people having difficult goals tend to perform better than those with easier goals.

The goals that are highly ambitious and target high opportunities to bring about exemplary improvement in performance are refused to as "Gratton". These goals are driven by deep discussions in the company, critical success indicators, and from collaboration in take force. The people who don't have positive work motivation can improve their performance by setting specific goals for themselves. Thus, goal-setting is newed as useful approach to individual's performance and work and work motivation.

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Q12. Explain Locke's and Latham's Model relating goals to performance and satisfaction. Model Paper-II, Q10

OR

Explain impact of goal setting on performance and satisfaction.

Answer :

The Locke's and Latham's, model relating goals to performance and satisfaction is as follows,

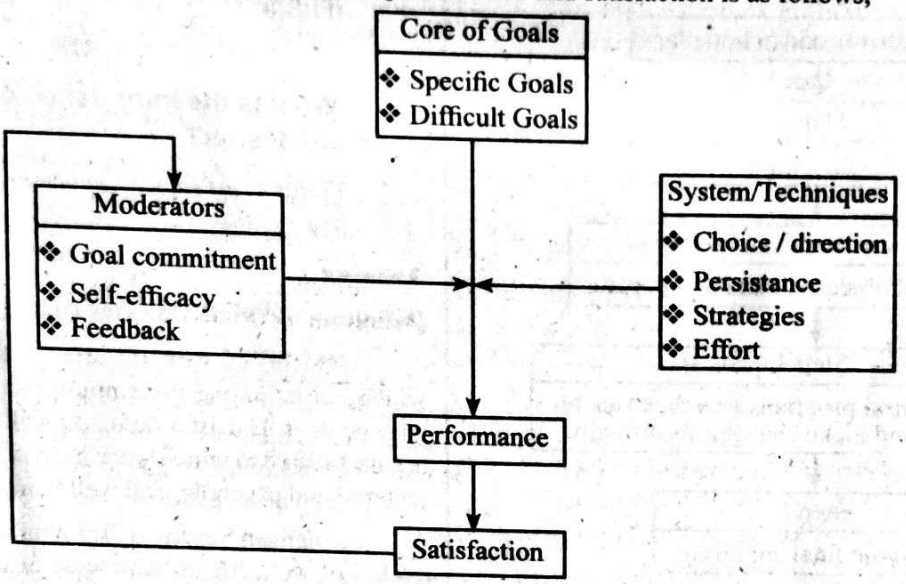

Figure: Model for Relating Goals to Performance and Satisfaction

1. **Core of Goals**

The core of goals is described in terms of specificity and difficulty,

(a) **Specific Goals**

Specific goals are considered to be more effective when compared to unclear and general goals. The general goals such as "try your best" doesn't result in higher performance. On the other hand, the specific goals like a deadline to a task and specific performance level result in improved performance.

(b) **Difficult Goals**

The goals should be challenging, not easy. However, it is important to note that the set goals should be reachable and realistic. Difficult and challenging goals have found to encourage employees to exert more efforts which in turn have positively improved the performance.

2. **Moderators**

The various moderating variables include goal commitment, self-efficacy and feedback.

(a) **Goal Commitment**

Employees commitment towards specific goals will result in high performance. The employees commitment to goals can be increased by providing monetary incentives.

(b) **Self-Efficacy**

When an individual beliefs that he/she can achieve a particular task successfully, it is referred to as self-efficacy. People possessing self-efficacy trait, are more likely to set challenging goals and they achieve it successfully. They are more committed to self-set goals than the imposed goals (goals set by others).

(c) **Feedback**

Feedback also impacts the goal setting process to some extent. Providing feedback is preferable than not providing it at all. Regular feedback helps the employees to achieve more productivity and satisfaction. Apart from these, there are other moderating variables that affect performance. They are task complexity, supportive management style, leadership style etc.

3. **Systems/Techniques**

The system/techniques which affect the achievement of goal, include effort, strategies, direction and persistence. All these mechanism together with specific and challenging goals result in performance and satisfaction.

Q13. Discuss the application of goal setting to organizational system performance.

Answer :

The application of goal-setting to system performance involves a series of steps are given below,

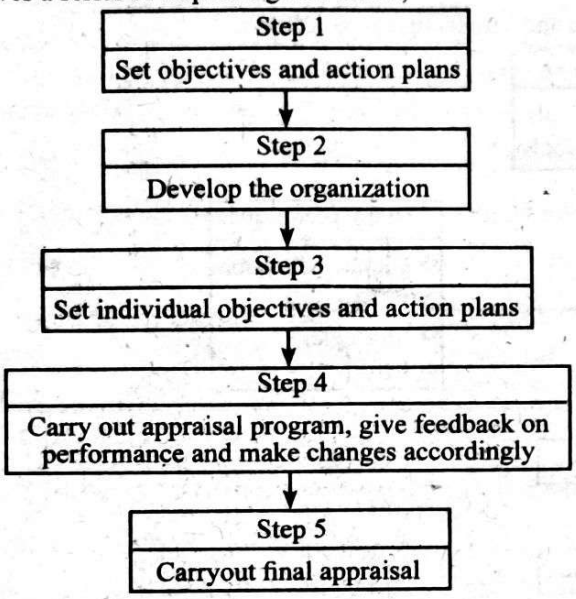

Figure: Steps Involved in the Application of Goal-Setting to System Performance

Step 1: Set Objectives and Action Plans

First of all, the overall objectives and action plans are set in the organization.

Step 2: Develop the Organization

The next step is to develop the organization to such an extent that it can adapt the performance system.

Step 3: Set Individual Objectives and Action Plans

Once the organization is developed, the next step is to set individual objectives. Each pair of subordinate managers will determine these individual objectives and this process takes place from the top level to the lowest level where the system is to be implemented. It is important to note that these objectives should be acceptable, specific and owned. Along with the individual objectives, action plans should also be developed to dictate how the set objectives should be achieved.

Step 4: Carryout Appraisal Program, Give Feedback on Performance and Make Changes Accordingly

Now, the performance of individuals is appraised and the feedback is given based on how they performed in line with the set objectives. This process of performance appraisal and feedback is carried out on a periodic and annual basis. The main reason behind conducting appraisal is to check/evaluate the progress towards the achievement of objectives. This helps in making necessary changes in objectives depending on the changing conditions.

Step 5: Carryout Final Appraisal

Finally, the overall appraisal of results attaineed is carried out at the annual review session and the system starts again.

Thus, the studies have concluded that application of goal-setting has tremendous effects on performance.

5.3 QUALITY OF WORK LIFE, SOCIO TECHNICAL DESIGN AND HIGH-PERFORMANCE WORK PRACTICES

Q14. What is Quality of Work Life (QWL)? What is the importance of concern for QWL in job design? **Model Paper-III, Q10**

OR

What is the importance of concern for QWL in job design? **Sep.-20(R16), Q8(b)**

(Refer Only Topic: Importance of Concern for QWL in Job Design)

Answer :

Definition of Quality of Work Life (QWL)

'Quality of work life' refers to the quality of relationship which exists among the employees and the overall working environment. Harrison defined Quality of Work Life (QWL) as, the "degree to which work in an organization contributes to material and psychological well being of its members".

American Society of Training and Development defined quality of work life as "a process of work organization which enables its members at all levels to actively participate in shaping organization's environment, methods and outcomes. This value-based process is aimed towards meeting the twin goals of enhanced effectiveness of organization and improved quality of life at work for employees".

Importance of Concern for QWL in Job Design

QWL doesn't suggest a particular job design technique. It rather focusses on work culture or climate. It shows the concern about how the work impacts the effectiveness of organization and people. Apart from this, it also lays emphasis on problem solving and decision-making. It affects the productivity and turnover of employees significantly. According to a research conducted on QWL, it was found that effective QWL results in physically and psychologically strong employees who have positive feelings towards the organization. It has gained importance recently due to various factors like increased education levels, worker's association, importance of human resource management, increase in the knowledge of human behavior and so on.

The following points highlight the role of Quality Work Life (QWL) in job design,

1. It increases employee involvement in the job by providing variety in skills, challenges and achievements.
2. It enhances productivity of work by increasing job involvement.
3. It provides job enrichment to the employees and fulfills their need for interesting, encouraging and challenging work.
4. It motivates and enhance the performance of employees through job enrichment.
5. It retains the employees by offering them career development and personality growth opportunities.

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6. It improves job satisfaction by increasing task identity, variety and importance.
7. It helps in aligning individuals goals of employees with organizational goals.
8. It plays a vital role in restructuring an organization by adopting strategies for human resources, productivity and high performance.

Q15. Write about,

(a) Socio-technical Design

(b) High-performance work practices.

Answer :

(a) Socio-Technical Design

Socio-technical design approach states that system comprises of two main factors i.e., social and technical which has an impact on performance of business. A system is structured around interdepencies of its components. By considering properties and interaction of technical and social factors, a system can become successful. Socio-technical system facilitates in redesigning the existing work systems and new site designs.

Any design or redesign of system must deal with both technical and social systems in an integrated format. The technical system is related with tasks, technology and design to transform input into output. Whereas social system is related to people, skills, values, relationships and rewards systems.

Under socio-technical system approach, jobs are designed by considering 'holistic' or 'systems' view of the job situation, consisting of physical and social environment. It is a situational approach as few jobs demand similar technical requirements and social surroundings. In socio-technical approach, job designer must carefully concentrate on role of employee in system, nature of performed task and autonomy of work group.

The essential elements of the socio-technical system approach are as follows,

1. In the job, employees should be able to learn and continue learning.
2. At workplace, employees should have minimum level of social support and recognition.
3. Employees should have minimum authority, so that they can make some decision on their own.
4. Employees should be capable of relating their work and its result on their social life.
5. Job in this system should be demanding for individual and must offer some variety.

Example of Socio-Technical Design

The volvo CEO allowed the company to try socio technical changes after seeing that the company was suffering from abscenteism and turnover that are related to conflict between employees values, who desired more meaningful jobs and the technological work process required for making cars more efficiently.

The socio technical changes made in Volvo, reflected more natural work modules, which were served by autonomous work groups, who alloted and inspected their own work. Every members of the work group worked for the same group's goals and except the leaders all were paid equally. After a few initial small programs, the new approach was adopted by the entire plant. Soon after, employees turnover and abscenteeism were decreased and employees reported better quality of work life. Therefore, the top management considered the changes made in the plant to be successful without even conducting a systematic study of a result. Moreover, the leaders of the company discovered, false starts, errors, outright failures and sometime excellent break through. Objectively, the new plant had the lowest assembly costs among all volvo's facilities.

(b) High-Performance Work Practice

Most of the competitive and economic challenges signifies that employers must emphasize on productivity and performance improvement. In challenging situations, following good human resource practices helps to improve the overall organizational performance.

Example: personnel testing studies of effectiveness results in determining employees who can perform effectively. In the same way, employees who are well trained can perform more effectively than untrained employees, and safe workplaces reduce accident costs. A good example of a high performance work system organization is, Toyota automobiles limited. It is one of the most productive and highest performing world-class companies that has adopted "high-performance" selection, training and plant safety programs.

A high-performance work system can be defined as " A set of human resource management policies and practices which plays a vital role in discharging the superio employee performance". A study was conducted that focu ed on 17 manufacturing plants, some of which have adopted high-performance work system practices. The distinctive features of such manufacturing plants include,

1. The manufacturing plants with high-performance, pay more wages to employees.
2. Provide training to employees and utilizes advanced recruitment and hiring practices.
3. Utilizes self-managing work teams to boost employee morale and increase their performance. Thus, these plants have resulted in the best overall performance with respect to higher profits, lower operating costs, and lower turnover.

In addition, such high performance plants paid an average hourly wage of $ 16 dollars, as compared to the industry average of $ 13 dollars. Further such firms provided more than 20 hours of training per hour to their employees.

Thus, it may be concluded that firms need to follow high performance work practices to boost overall organizational performance and survive in the competitive business environment.

5.4 REINFORCEMENT AND PUNISHMENT AS PRINCIPLES OF LEARNING

Q16. Explain reinforcement and punishment as principles of learning. Model Paper-II, Q11

OR

What is the role of reinforcement and punishment in learning? Sept.-20(R16), Q8(a)

OR

Explain how reinforcement and punishment influence behavior.

(Refer Only Topics: Reinforcement and Punishment)

Answer : July-21(R16), Q8(b)

Reinforcement and punishment have an important role to play in the process of learning. These two concepts provide guidelines for the managing behavioural performance.

Reinforcement

Reinforcement refers to something that not only increases an individual strength, but also encourages him/her to repeat the same behaviour.

Reinforcement be both positive and negative.

(a) Positive Reinforcement

Positive reinforcement arises when an individual's behaviour gives him/her favorable consequences. Positive reinforcement encourages an individual to carry out the same behaviour repeatedly. For example, if an employee is regular and punctual to the office and employer rewards him/her with money for being punctual and regular, then such reward becomes a positive reinforcement for that employee. Positive reinforcement may be tangible or intangible or both.

(b) Negative Reinforcement

Negative reinforcement arises when an individual's behaviour results in prevention of some sort of discomfort, dissatisfaction or irritation. For example, if a supervisor walks through the work area, the worker tends to busy himself with the work, so that he can avoid the criticism from supervisor. Thus, such avoidance or prevention becomes a negative reinforcement for the employee.

When compared to positive reinforcement, negative reinforcement is quite more complex. But it is very important to understand that negative reinforcement is different from punishment. While negative reinforcement increases and strengthens an individual behaviour, punishment diminishes the behaviour.

Punishment

Punishment is an attempt to apply undesirable consequences for showing undesirable behaviour. For instance - Suspending an employee for breaking organizational rules. Usually, punishment occurs when an individual's behaviour results in something unpleasant. The main aim behind punishment is to change or control the behaviour and to reduce the frequency of undesirable behaviour.

The punishment is said to be effective only when it weakens the behaviour followed by it. If the supervisor criticizes an employee as a punishment, it is not necessary that this criticism will definitely reduce the employee behavior. At times, supervisor punishes an employee thinking that he/she will change. But in reality this could reinforcing, as the supervisor is giving more attention which reinforces the employee to continue the same behaviour.

Administering Punishment

There are different opinions given on administering punishment. On one side, some suggest that punishment should not be used , while other opine that punishment is the only way to change behaviour. However, one thing is quite clear that punishment doesn't change the behaviour permanently it only suppresses the behaviour temporarily and no one likes to be punished be it children or adults. When punished, the individual tends to show resentment towards the punisher. If the punishment is not severe, there are chances that the same behavior will quickly reappear. However, severe punishment can lead to side effects like revenge and hate.

Thus, the persons who is administering the punishment should make sure that they also provide an acceptable alternative to the behaviour. It should also be noted that punishment can also affect those around the person/ employee being punished.

Guidelines for Discipline

For behavioral management to be effective, the supervisors should focus more on reinforcing rather than punishment because reinforcement in most of the cases doesn't result in bad side effects. If there is something to be punished, then the manager/ supervisor should use punishment in a rational and orderly manner and should not use it to vent out anger or frustration. Before punishing anyone, warnings should be given in advance and also it should be applied by considering the situations and the people under consideration. The discipline is to clarify things verbally. If that doesn't work, a written mutual agreement should be signed by the person being disciplined. The next more should be time off (with or without pay) and finally termination is the last step.

5.5 PROCESS OF BEHAVIOURAL MODIFICATION

Q17. Explain in detail Luthan's organizational behaviour modification approach to behavioural performance management.

OR

Discuss in detail OB Mod Model.

Answer :

Definition of Organizational Behaviour Modification (OBM)

According to Robbins, "OB mod is a programme where managers identify performance-related employee behaviours and then implement an intervention strategy to strengthen desirable behaviours and weaken undesirable behaviours".

OB Mod is defined as the process of systematically reinforcing the desirable organizational behaviour in employees and at the same time, punishing the non-desirable behaviour.

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Steps in Organizational Behaviour Modification (OBM)

The steps involved in OB Mod are as follows,

Step-1: Identify Critical Behaviours

Firstly, the managers identify and define those behaviours of individuals which have a significant impact on the job performance of employee. Such behaviours may include discipline, customer service, attendance constructive criticism etc. For example, a manager focuses on identifying behaviours in a firm that ensures safety at work. He identified that the behaviour which creates desired performance is "wearing steel-toed safety shoes" and the behaviour or action which prevents the desirable behaviour include unavailability of safety shoes (or) fellow workers making fun of people who wear steel-toed shoes.

Step-2: Measure the Behaviours

The next step is to measure and record the frequency with which the specific behaviour occurs. In our example, the manager will record the number of times the employee has been wearing the safety shoes in a week.

Step-3: Perform Functional Analysis of Behaviours

In this step, the managers thoroughly analyze the current behaviour of employee to check what consequences it is producing and what conditions are causing that behaviour. In our worker's safety example, the managers identify the factors that evaluate the desirable and undesirable behaviours i.e., wearing safety shoes or not wearing. After this, the persisting consequences must be identified i.e., what happens when workers wear safety shoes and when they don't wear those shoes?

Step-4: Select an Intervention Strategy

Now, it is the time to develop a suitable intervention strategy based on the critical behaviour that need change and the factors causing those behaviours. Intervention strategies may include,

(a) Positive Reinforcement

Positive reinforcement occurs when a response is followed by the occurrence of positive consequences such as increase in pay, promotion etc. It improves not only the strength of response, but also induces the repetition of behaviour. For example, the employees who are wearing the safety shoes for a month must be provided the bonus of $40.

(b) Negative Reinforcement

It is an increase in the performance of the individual after removing the undesirable factor usually referred to as "negative reinforcer" immediately after the response. For example, managers can shout at or treat the employees rudely for not wearing the safety shoes.

(c) Punishment

It is an undesirable consequence/result of a particular behaviour. It restricts the individual from performing certain tasks or events. It is also used to bring changes in the behaviour of individuals but its nature is controversial to rewards. For example, punishing the employees by sending them home without any pay for not wearing safety shoes.

(d) Extinction (or Withdrawl of Positive Reinforcement)

In this non-reinforcement, the undesirable behaviour is eliminated or its frequency is reduced by withholding the positive reinforcement that encouraged the behaviour. For example, forbidding the workers from making fun of fellow workers for wearing safety shoes.

Step-5: Evaluate the Strategy

This step of OB Mod is to evaluate whether the applied strategy has resulted in desirable behaviour or not. The strategy will be considered successful when it brings a positive change. The questions that arise in this step are,

(a) Is the after intervention rate, more than the base rate? If it is, then

(b) Did it meet the target?

For instance, if the rate of the desired behaviour, i.e., the employees wearing safety shoes, has increased from 50 percent base rate to 80 percent, then this shows an improvement, but the target is 100 percent. Thus, the bonus can be increased to $75.

Merits of OBM

The following are the merits of OBM,

1. By using OBM, managers can easily identify the causes for the undesirable behaviours which helps them in making appropriate changes to reduce them.
2. Managers can use OBM to make the employees learn desirable behaviours.
3. OBM can be used to control and manage subordinates behaviours in the organization.
4. One can easily understand OBM technique.

Demerits/Limitations of OBM

The following are the demerits/limitations of OBM,

1. The reinforcement does not result in a real change in the behaviour.
2. There is a scope for self-reinforcement in the behaviour modification, but this theory has totally ignored that fact.
3. This theory states that the behaviour of individual depends mostly on the external reinforcers, but it may be impractical as it is influenced by even internal forces also.
4. OBM technique focuses more on external rewards and ignores the internal factors which cause that behaviour.

Q18. State the application of behavioral management approach to improve employee performance.

Answer :

Behavioral management has applications in the following areas,

1. Absenteeism and Tardiness

Behavioral management techniques are used in many companies to reduce employee absenteeism and tardiness. According to the studies, small monetary incentives were used for the employees who regular to the work. The companies found very positive results and the a great percentage of absenteeism and tardiness was reduced.

2. **Employee Productivity**

Behavioral management techniques have also found to affect the employee productivity to a great extent. Both employee's quantity and quality of output has improved through the use of these techniques.

3. **Safety and Accident Prevention**

The manufacturing organizations are always concerned about the safety of main workers because manufacturing involves the use of dangerous equipment. To improve the worker's safety, the organizations are making using of behavioral management techniques, where the employes with zero accidents will receive gift coupons and those who meet safety goals will get a chance to earn company stock. The results turn out positive after implementing these techniques and injuries and cost were reduced to a great extent.

4. **Sales Performance**

Companies have been using different motivation techniques to motivate the sales force. However, the results of such traditional methods were not as effective as it was expected. When the behavioral management techniques were applied to improve sales people performance in retail stores, restaurants, wholesale establishments, considerbly successful results were achieved. The outstanding performance was also observed in areas like customer assistance, sales-call frequency, airline reservations, average customer transactions, wine and dessert sales, the use of antecedent and consequence intervention strategies.

5.6 LEADERSHIP THEORIES

Q19. Define leadership. Differentiate between managers and leaders in the 21st century based on their characteristics.

Answer :

Definitions of Leadership

According to Koontz and O' Donnell, Leadership is defined as influence, the art or process of influencing people so that they will strive willingly towards the achievement of group goals.

According to Peter F.Drucker, "Leadership is the lifting of man's visions to higher rights, the raising of man's performance to higher standards, the building of man's personality beyond its normal limitations".

Characteristics of Managers Versus Characteristic of Leaders

The following table shows the differences between the characteristics of managers and the characteristics of leaders in the 21st century.

S.No.	Characteristic of Manager	Characteristic of Leaders
1.	Managers are considered as administrators.	Leaders are considered as innovators.
2.	Managers depend on control.	Leaders inspire trust.
3.	Managers have a short-range perspective.	Leaders have a long-term perspective.
4.	Manager imitate others.	Leaders originate things.
5.	Managers are called as a "copy".	Leaders are called as on "original".
6.	Managers primarily focus on the bottom line.	Leaders on the other hand, focus mainly on the horizon.
7.	Managers are regarded as a "classic good soldier".	Leaders is regarded as an "own person".
8.	Managers do things right.	Leaders do right things.
9.	Managers welcome the status quo.	Leaders challenge the status quo.
10.	Managers are interested in "how" and "when".	Leaders are interested in "what" and "why".
11.	Managers emphasize on structure and systems.	Leaders emphasize on people.
12.	Managers maintain the work.	Leaders create the work.

Q20. Define leadership and discuss some important theories of leadership.

Answer : **(Model Paper-III, Q11(a) | July-21, (R16), Q8(a))**

Definition of Leadership

According to Koontz and O' Donnell, Leadership is defined as "influence, the art or process of influencing people so that they will strive willingly towards the achievement of group goals".

According to Peter F.Drucker, "Leadership is the lifting of man's visions to higher rights, the raising of man's performance to higher standards, the building of man's personality beyond its normal limitations".

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Leadership Theories

The different theories of leadership are discussed as follows,

1. Trait Theories of Leadership

The trait theories of leadership aim to explain how traits influence leadership. Traits are the innate personal characteristics of any person. The great leaders like Mahatma Gandhi, Abraham Lincoln etc., possessed these traits (such as integrity, high energy, self confidence and internal locus of control etc).

The trait theories are is quite different from other leadership theories, as they emphasize solely on the leader and not on other elements like followers and situation. In theoretical terms, trait approach is a much straight forward approach when compared to the other approaches. The trait theories deal with what traits are required by a leader and shows who possess these traits. The trait approach does not specify or gives out principles or hypotheses regarding what a leader needs to do in different set of situations or what kind of leader needs to be placed in certain situation and so on. However, it focuses on a leader who possesses few set of traits that makes the leadership effective. In a leadership process, the emphasis is laid on leader and his personality.

2. Group and Exchange Theories of Leadership

Group and exchange theories of leadership focuses that leadership is an exchange process between the followers and leaders. According to this theory, the goals of the group can be achieved only when there is a positive exchange between leaders and followers. The leader should provide more rewards to the followers than the burdens or costs. This theory is derived from social psychology.

3. Contingency Theories of Leadership

According to Fiedler contingency model, effective performance of group depends on the way of interaction of the leader with is followers and the situation which allows the leader to control and influence. The main aim of this theory was to identify the different types of situations and the leadership styles and their adequate combinations of style and situation.

Fielder after research developed three contingency dimensions which acts as the important factors for evaluating effectiveness of leaders are as follows,

(a) Leader-member relations

(b) Task structure

(c) Position power

If all the three dimensions are high, the situations are considered to be in favour of the leader. If all the dimensions are low, the situation will not be in favour of the leader. Thus, it can be concluded that leadership effectiveness is a combination of the leadership style and the favorableness of the situation.

4. Path Goal Theory of Leadership

Path-goal theory of leadership behavior is a combination of situational leadership and Vroom's expectancy theory of motivation. This theory attempts to predict leadership effectiveness in different situations. A leader can adopt following four types of behaviour to clarify and set goals with subordinates in order to help them to find the best path to achieved and to remove obstacles in their performance.

(a) Instumental/Directive

(b) Supporting

(c) Participative

(d) Achievement-oriented

Thus, this theory proposes that these is nothing like the best leadership style appropriate for all situations. Appropriate style is the one that helps subordinates cope up with environment ambiguity. Path-goal theory makes great sense for academic research and practicing managers.

Q21. Explain in detail trait theories of leadership.

Answer :

The trait theories of leadership aim to explain how traits influence leadership. Traits are the innate personal characteristics of any person. The great leaders like Mahatma Gandhi, Abraham Lincoln etc., possessed these traits (such as integrity, high energy, self confidence and internal locus of control etc).

The trait theories are is quite different from other leadership theories, as they emphasize solely on the leader and not on other elements like followers and situation. In theoretical terms, trait approach is a much straight forward approach when compared to the other approaches. The trait theories deal with what traits are required by a leader and shows who possess these traits. The trait approach does not specify or gives out principles or hypotheses regarding what a leader needs to do in different set of situations or what kind of leader needs to be placed in certain situation and so on. However, it focuses on a leader who possesses few set of traits that makes the leadership effective. In a leadership process, the emphasis is laid on leader and his personality.

There is a long list of leadership traits given by different professionals researchers. But, the four main characteristics that a leader should posses are identified by Devis.

1. Intelligence

It is an intellectual ability associated with leadership. Leaders usually have higher intelligence when compared to non-leaders.

2. Inner Motivation and Achievement Drives

Leaders don't depend on others to motivate them, they have inner motivation. Leaders have drives to achieve goals. After achieving one goal, they look for another goal to achieve.

3. Social Maturity and Breadth

Leaders have range of interests and they are emotionally mature. They are associated with social club.

4. **Human Relations Attitude**

Leaders have a great flexibility in dealing and working with others. They have a good idea that understanding the people's point of view is very important to achieve a task.

Apart from the above traits, the various other noteworthy traits are,

(a) **Physical Traits**

Leaders tend to have god gifted traits such as intelligence, height, appearance, ability etc.

(b) **Personality Traits**

Leaders possess personality traits like enthusiasm, adaptability, self-confidence and aggressiveness.

By using trait theories, organizations can select the right person for the managerial post. This can be done by using test and interviews that assess the personality and innate qualities, of potential candidates. It is common for organizations to specify the preferable characteristics for managerial positions. It is based on the assumption that such talented people would enhance the organizational effectiveness.

Q22. Explain in detail group and exchange theories of leadership.

Answer :

Group and exchange theories of leadership status that leadership is an exchange process between the followers and leaders. According to this theory, the goals of the group can be achieved only when there is a positive exchange between leaders and followers. The leaders should provide more rewards to the followers than the burdens or costs. This theory is derived form social psychology.

Impact of Followers on Leaders

According to research studies, followers affect leaders just like the way leaders affect followers. In a laboratory study, it was observed that leadership style was greatly affected by the productivity of the group, rather than the group getting affected by leadership style. According to some practicing managers, it is very important for followers to obey and support their leader and there is an increased evidence that employees do not have proper followership skills. Thus, followership skill should not be ignored. In a wall street Journal Article, the CEO of Commerce Union Corporation stated that "part of a subordinate's responsibility is to make the boss look good".

The Leader-Member Exchange (LMX) Model

The leader-member exchange (LMX) model is relevant to better understand the exchange view of leadership. This model explains that a leader treats different followers in a different manner. There is a dyadic two-persons relationship that exist between the leader and their sub-ordinates and this relationship affects their behavior towards each other. For example, the employees who show a positive behaviour by putting a lot of efforts in the work will be able to achieve leader's confidence, concern and information and those who do not show such behaviour will not be treated in the same manner.

It is observed that leaders categorize their associates into "in-group of associates" and "outgroup of associates". The leader treats each group differently. The members of in-group find it easier to deal with leader and the leader tends to be more responsive to their needs and may spend more time on members of in-group. In contrast to this, the member of out-group find it quite difficult to deal with leader and the leader tends to supervise them using formal roles and authority. The evidence has shown that in-group members perform exceptionally well when compared to those who do not maintain quality relationship with the leader.

Q23. Discuss in detail contingency theory of leadership.

Answer :

Fred Fielder was the first to develop the contingency model for leadership. According to Fiedler contingency model, effective performance of group depends on the way of interaction of the leader with is followers and the situation which allows the leader to control and influence. The main aim of this theory was to identify the different types of situations and the leadership styles and their adequate combinations of style and situation.

The important factor in leadership success is leadership style whether it is task-oriented or relationship-oriented in nature. Fielder after research developed three contingency dimensions which acts as the important factors for evaluating effectiveness of leaders are as follows,

1. **Leader-member relations**

The level of confidence, trust and respect which employees have in their leader are rated as either good or bad.

2. **Task structure**

The level of formalizing and organizing the job assignments are rated as either high or low.

3. **Position power**

The level of control a leader posses over power-based activities such as hiring, firing, discipline, promotions, and salary increment are rated as either strong or weak.

If all the three dimensions are high, the situations are considered to be in favour of the leader. i.e.,

(a) If the followers accept and respect the leader (high first dimension).

(b) If the leader clearly explains everything and the task is structured well (high second dimension).

(c) If the leader has much power and authority (high third dimension).

If all the above dimensions are low, the situation will not be in favour of the leader. Thus, it can be concluded that leadership effectiveness is a combination of the leadership style and the favorableness of the situation.

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However, this theory also involves some criticisms. It was criticised stating that it requires some additional variables in order to overcome the drawbacks of the model. Conducting LPC questionnaire also involves many problems. Effective leaders often changed their style to fulfill the needs of the specific situation. Inspite of many limitations, Fielder model display effective leadership style which is required for the situational factors.

Q24. Write about Path-Goal Theory of leadership.

Answer :

Path-Goal theory of leadership behavior is a combination of situational leadership and Vroom's expectancy theory of motivation. This theory attempts to predict leadership effectiveness in different situations. A leader can adopt following four types of behaviour to clarify and set goals with subordinates in order to help them to find the best path to achieved and to remove obstacles in their performance.

1. Instumental/Directive
2. Supporting
3. Participative
4. Achievement-oriented

1. Instrumental/Directive

A leader gives specific orders to subordinates and makes them clear about what is expected form them. He focuses on planning, organising, coordinating and controlling the activities of he sub-ordinates.

2. Supportive

A leader shows friendly behaviour towards his employees. He shows concern for their needs and welfare and creates a pleasant organisational climate.

3. Participative

A leader makes decision with acitve participation of the employee, shares information with them and seeks suggestions form them.

4. Achievement-Oriented

A leader sets challenging goals, seeks improvement in performance by displaying confidence in the abilities of his sub-ordinates.

Thus, this theory proposes that these is nothing like the best leadership style appropriate for all situations. Appropriate style is the one that helps subordinates cope up with environment ambiguity. Path-goal theory makes great sense for academic research and practicing managers.

Q25. What are the limitations of trait theories of leadership?

Answer : **(Model Paper-I, Q10(b) | Dec.-20, (R16), Q8(b))**

The limitation of trait theories of leadership are as follows,

1. Although, the trait theories have proposed hundreds of leadership traits, it has failed to define a limited number of traits, that are universally applicable.
2. Inspite of several years of research study, the findings of trait theories are sometimes uncertain and ambiguous.
3. A major drawback is that this approach is incomplete as it focuses only on the characteristic of a leadership ignores two other important element of effective leadership i.e., followers and situation.
4. A f..al criticism against the trait theories is that it is not useful for training and development of leaders.
5. The theories do not clearly explain how m.ch of a particular trait should be possessed by the leader.
6. The theories have an assumption that a leader is born and not trained. The contemporary thinkers do not accept their assumption.
7. Personal traits are not sufficient to become a successful leader. A leader need to have other qualities as well.
8. The theories do not provide a specific quantitative tool to measure leader's traits. One can only understand the presence of traits in a leader, when a situation occurs.
9. There exist no leader with all the traits. Some traits may help a leader perform well in a particular situation, but in other situations he/she may fail.
10. It is also not necessary that the traits in the trait theories are found in successful leader only. Even non-leader may have some of the traits of leadership.

5.7 LEADERSHIP STYLES

Q26. Write about Nadler and Tushman's charismatic leadership styles and Hersey and Blanchard's leadership style approach.

Answer : **Model Paper-III, Q11(b)**

Nadler and Tushman's Charismatic Leadership Styles

Nadler and Michael Tushman in the year 1990, described "charismatic leader" as a person possessing special qualities to achieve success through unique personal characteristics and actions. These types of leaders possess behaviour characteristics such as envisioning, energizing and enabling.

1. Envisioning

Envisioning is the process of creating a visionary image of what is possible and desirable in the future. In other words, manager should encourage the employees by demonstrating a clear and credible version of the new strategies and orientations. Performance standard should be set at a difficult level which should required hardwork and efforts form the employees.

2. Energizing

Energizing is basically a motivation which gives members of the organization the desire to make a change. In other work, the leader/manager themselves show the excitement and belief about the change and showcase the behaviour expected form others in the form of 'behavioural models'. Tus behavioural integrity, credibility and "waking the talk" are expected to be the key factors in inculcating the change. They should also demonstrate the earlier examples of success which can mobilise the energy for change.

3. Enabling

Enabling is psychologically helping people in performing a challenging new behaviour. In other words, leader/manager should provide the employees with necessary resources needed in undertaking change, they should offer rewards to reinforce the new behaviour in the individuals an effective team of top Management to look after new organisation and other development practices to support the process of change.

Hersey and Blanchard Leadership Styles Approach (Situational Leadership Model)

The situational leadership model was developed by "Paul Hersey" and Kennett H. Blanchard". This model is also known as the "Hersey-Blanchard situational leadership model". It deals with task behaviours as well as relationship behaviours. In the task behaviours, the leader directs and informs the employees about the type of work which is to be performed, the way in which the work should be performed and who are responsible for performing it. There is only one-way communication in this type of behaviours. In the relationship behaviours, leaders give social and emotional support to the employees, so that they can feel relaxed and happy with their work.

The situational leadership model deals with four leadership styles which are as follows,

1. Style 1: High Task and Low Relationship/High Directive and Low Supportive Style

"High task and low relationship" style is also known as "directing style". In this style, leaders concentrate more on accomplishing the goals and less on building relationships with their subordinates. This style is similar to the autocratic form of leadership style, where the leader directs and instructs the employees for accomplishing the goals and carefully oversees them.

2. Style 2: High Task and High Relationship/High Directive and High Supportive Style

"High task and high relationship" style is also known as "coaching style". In this style, leaders concentrate on accomplishing the goals as well as on fulfilling the needs of their subordinates. They help the subordinates by providing necessary input and guiding them in completing the task.

3. Style 3: High Relationship and Low Task/High Supportive and Low Directive Style

"High relationship and low task" style is also known as "supporting style". In this style, leaders do not concentrate on accomplishing the goals but provide support to their subordinates, so that the task can be completed easily. These leaders give less orders to their employees and work collaboratively with them.

4. Style 4: Low Relationship and Low Task/Low Supportive and Low Directive Style

"Low relationship and low task" style is also known as "delegating style". In this style, leaders concentrate less on both task and relationship. These leaders give complete authority of the task to their group members. The group members take the responsibility and complete the task in a way in which they think is the best.

Hence, the situational leadership model explains the way in which the task and relationship behaviours are integrated for each of the four different leadership styles.

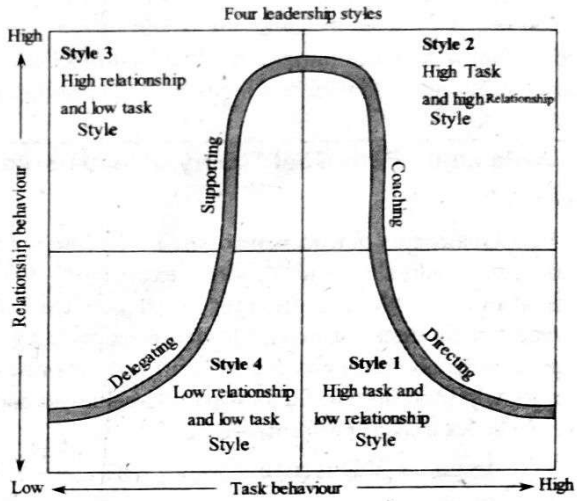

Figure: Situational Leadership Model

Q27. Elaborate on modern leadership behaviours.

Answer :

The modern leadership behaviour and approaches include,

1. Vision

In the modern times, the great leader sets a vision is in alignment with the follower's deeply held values.

2. Image Building

Great leaders are always concerned about how they are being perceived by their followers. They want to be creditable, trustworthy and competent in the eyes of their followers to build a good image.

3. Role Modeling

The great leaders when maintain a good image, they become role models for their followers. The followers make them their role models because they see the value of role models to be positive.

4. Selective Motive Arousal

Great leaders try to arouse the motives of followers which help in achievement of mission and vision.

5. Passion and Self-Sacrifice

The leader tend to show passion towards their mission and they all always willing to make self-sacrifices to achieve the set vision and mission.

6. Confidence, Determination and Persistence

Great leaders have a high level of confidence and determination with respect to their vision. They need to be confident, determined and persistant in their mission because their actions can trust/challenge those who follow the established order.

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7. **Expectation from Followers and Confidence in Followers**

Great leaders clearly communicate their high expectations from the followers and show a high degree of confidence in the abilities of their followers to fulfill those expectation.

8. **External Representation**

Great leaders represent their organization to the external constituencies in the most effective manner.

9. **Inspirational Communication**

It is one of the traits of great leaders to communicate their message in a manner that inspire others. They use slogans, ceremonies, vivid stories and symbols to inspire their followers.

5.8 ACTIVITIES OF LEADERS

Q28. What are the various activities of a leader?

Answer : **Model Paper-I, Q11(b)**

The activities performed by the leader are same as manager. The various activities of leader/manager are as follows,

1. **Communication**

Communication activity comprises of exchanging routine information and processing paper work.

(a) Exchanging routine information includes the following activities,

(i) Providing answer for routine procedural questions.

(ii) Receiving and sharing information that has required.

(iii) Conveying meeting results.

(iv) Receiving or providing routine information over the phone and e-mail.

(v) Informational meetings with staff related to status updation, new company policies, etc.

(b) Processing of paperwork includes the following activities,

(i) Performing general desk work.

(ii) Routine financial reporting and book-keeping.

(iii) Processing mail.

(iv) Reading reports, inbox, etc.

(v) Writing reports, memos, letters, etc.

2. **Traditional Management**

Traditional management comprises of planning, decision making and controlling.

(a) Planning/coordinating includes the following activities,

(i) Defining goals and objectives.

(ii) Establishing the tasks that required to achieve goals.

(iii) Scheduling employees, preparing time-tables etc.

(iv) Assigning work and giving routine instructions.

(v) Coordinating activities of members of each work group to ensure smooth running of work.

(vi) Work organizing.

(b) Decision making/problem solving includes the following activities,

(i) Defining problems.

(ii) Handling day to day operational problems as they come across.

(iii) Choosing between two or more options or strategies.

(iv) Evaluating the trade off by cost-benefit analysis.

(v) Developing new procedures for improving productivity.

(c) Controlling/Monitoring includes the following activities,

(i) Inspecting work.

(ii) Touring, walking around and checking things out etc.

(iii) Monitoring performance data such as computer printouts, financial reports, products etc.

(iv) Preventing maintenance.

3. **Human Resource Management**

Human resources management consists of different behavioural categories. These categories are motivating / reinforcing, disciplining/punishing, managing conflict, staffing and training/developing.

(a) Motivating/reinforcing includes the following activities,

(i) Distributing formal organizational rewards.

(ii) Asking for input, participating etc.

(iii) Appreciating and complimenting for performance.

(iv) Giving credit where due.

(v) Giving positive feedback for performance.

(vi) Listening to suggestions.

(vii) Increasing job challenges.

(viii) Delegating responsibility and authority.

(ix) Allowing work group members to decide how they want to do their work.

(b) Disciplining/punishing includes the following activities,

(i) Enforcing rules and policies.

(ii) Non-verbal glaring, harassment etc.

(iii) Demoting, firing, lay off etc.

(iv) Criticizing a work group member.

(v) Giving negative feedback for performance.

(c) Managing conflict includes the following activities,

(i) Managing inter-personal conflict between members of work groups or others.

(ii) Requesting higher authority to resolve a dispute.

(iii) Requesting third-party negotiators.

(iv) Trying to get cooperation or consensus between conflicting parties.

(v) Attempting to resolve conflicts between a work group member and self.

(d) Staffing includes the following activities,

(i) Developing job descriptions for position openings.

(ii) Reviewing applications.

(iii) Interviewing applicants and hiring.

(iv) Informing applicants about being hired or not.

(v) Filling in where needed.

(e) Training/developing include the following activities,

(i) Orienting employees, arranging for training seminars,etc.

(ii) Clarifying roles, duties, job descriptions etc.

(iii) Mentoring, coaching, walking work group members through work etc.

(iv) Improving working group members with personal development plans.

4. Networking

Networking comprises of socializing/politicking and interacting with outsiders.

(a) Socializing/politicking includes the following activities,

(i) Chitchat regarding non-work related, such as family or personal matters.

(ii) Informal joking around, BS-ing, etc

(iii) Discussing rumours, hearsay, grapevine etc.

(iv) Politicking, gamesmanship, etc.

(v) Complaining, putting others down, etc.

(b) Interacting with outsiders includes the following activities,

(i) Public relations and customers.

(ii) Contacting supplier, vendors, etc.

(iii) External meetings.

(iv) Community service activities.

Q29. (a) What do a successful leader do?

(b) What do an effective leader do?

Answer :

(a) Research have conducted various types of research to analyze 'what a successful leader do'. Success in the organization is determined based on the faster level of promotion. In a study success of a leader is evaluated by dividing level of manager with number of years he has been working (tenure) in the organization. The leader's activities in the organization include communication activities, traditional management activities, human resource management activities and networking activities. Among these four activities, the major contribution to the leader's success is through networking whereas human resource management activities contribute to the least.

Networking activities refers to the activities such as socializing, politicking, dealing with suppliers, customers, interacting with other etc. According to a study (faster level of promotion as a measure of success), a successful leader is tend to spend most of his time and effort in networking activities of the organization.

(b) Effectiveness in the organization implies the quantity and quality of performance of a leader and the level of satisfaction and dedication of the team members towards work. According to a study, the effectiveness is determined based on the two criteria.

1. Getting the work done by maintaining high quality and quantity of standardized performance.
2. Getting the work done with the level of satisfaction and commitment of group members.

According to a research/human oriented activities such as communication and human resource management activities provide the biggest contribution to the effectiveness of leaders on the other hand, networking activities and the traditional management activities contribute the least.

5.9 SKILLS OF GREAT LEADERS

Q30. Mention briefly the types of skills needed by leaders.

Answer : **(Model Paper-I, Q11(a) | Dec.-20, (R16), Q8(a))**

A leader need the following skills to work successfully in the global economy.

1. Communication Skills

Effective communication skills are very important for a leader, be it in written form, orally or non-verbally.

2. HRD Skills

The leader must possess Human Resource Development (HRD) skills such as developing programs for training, creating a learning climate in the organization, sharing experience and information, offering career counseling, creating change in the organization, evaluating results etc.

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3. Self-Management of Learning

The leaders must have an ability and willingness to change themselves in this global competitive economy. They should learn new skills and knowledge on a regular basis and become self-learners.

4. Creativity

It is very important for a leader to possess creativity skill. He should be creative in solving problems and should also create a climate/ environment of creativity in the organization and help the people become more creative. Through creative problem solving and innovation, the leader will be able to achieve competitive advantage in the global marketplace.

5. Cultural Flexibility

A leader should have an understanding of cultures and its sensitivity. Due to increases diversity at both domestic and international level, developing this skill is critical. The leaders should develop a skill to manage, value and celebrate diverse workforce in their organizations.

6. Other Skills

Apart from the above critical skills, the leader should also possess the 10 most identified skills,

(a) Conflict management skills

(b) Vabal communication (including listening)

(c) Employee motivation skills

(d) Delegating skills

(e) Team building skills

(f) Problem solving skills

(g) Decision making skills

(h) Time and stress management skills

(i) Self-awareness

(j) Goal and vision setting.

Q31. Discuss in detail leadership development programs.

Answer :

There are several leadership development programs developed over the years, some of them are discussed as follows,

1. Acceleration Pool

Researchers have suggested to develop an acceleration pool. Under this approach, the focus is laid on developing the leadership competencies, understanding the challenges of job and improving the knowledge bases of organization. This approach makes use of information taken from assessment centres to find out the new leaders and their respective strengths and weaknesses. Based on this, the leader are given training to move them into leadership positions.

2. Competency-based Approach

This approach suggests that competencies can be derived in three ways,

(a) Research-based Competencies

These competencies are taken from behavioral data which is collected from the leaders who managed to succeed.

(b) Strategy-based Competency

These models collect information from the key people regarding strategic company directions and issues.

(c) Value-based Models

These models lay emphasis on cultural values of the company form company leader's perspective.

3. Meta Competencies Approach

This approach focuses that leaders should be trained using a learning-based model. Continuous learning helps a leader to learn "how to learn" and get adjusted with over-changing situations. It is important to note that this approach does not abandon other competencies. Instead, it supplements those competencies through learning and knowledge.

4. Authentic Leadership Approach

This approach is proposed by Avolio and Luthans in the recent years. According to them, Authentic Leadership Development (ALD) in the result of how the events throughout the life has affected the person. ALD is also effected by one's life events, heredity and the leadership experiences one may have acquired over the years. The process of ALD may occurs due to both positive (such as traveling to a foreign country) and negative moments of life such as (death of a loved one or unjust treatment). Besides this, the other factors could be increased self-awareness, self-regulation etc.

5. Coaching

Coaching can also help in developing leaders. The chances of learning increases when the coach and client build relationship based on respect, freedom of expression and mutual trust. A good coach helps the leader renew energy levels and take up the new challenges by providing him enough support, empathy, attention, accessibility, validation, consistency and comparison.

6. Other Indirect Leadership Development Techniques

The various other indirect leadership development techniques include,

(a) Job design

(b) Behavioral management

(c) Training etc.

FREQUENTLY ASKED QUESTIONS AND IMPORTANT QUESTIONS

SHORT QUESTIONS

Q1. Write a note on job Rotation and job Enlargement.

Important Question

Ans:

For answer refer Unit-V, Q1.

Q2. What is job design?

Important Question

Ans:

For answer refer Unit-V, Q2.

Q3. What do you mean by positive reinforcement and negative reinforcement?

Important Question

Ans:

For answer refer Unit-V, Q4.

ESSAY QUESTIONS

Q4. Define job design? How does job design contribute to high performance?

(Important Question | July-21(R16), Q7(a))

Ans:

For answer refer Unit-V, Q8.

Q5. What do you mean by goal setting? Explain Lacke's goal-setting theory of work motivation.

Important Question

Ans:

For answer refer Unit-V, Q11.

Q6. what is quality of work life (QWL)? What is the importance of concern for QWL in job design?

(Important Question | Sept.-20(R16), Q8(b))

Ans:

For answer refer Unit-V, Q14.

Q7. Explain reinforcement and punishment as principles of learning.

(Sept.-20(R16), Q8(a) | July-21(R16), Q8(b))

REPEATED 2 TIMES

Ans:

For answer refer Unit-V, Q16.

Q8. Explain in detail Luthan's organizational behaviour modification approach to behavioural performance management.

Important Question

Ans:

For answer refer Unit-V, Q17.

Q9. Define leadership and discuss some important theories of leadership.

(Important Question | July-21, (R16), Q8(a))

Ans:

For answer refer Unit-V, Q20.

Q10. (a) What do a successful leader do?

(b) What do an effective leader do?

Important Question

Ans:

For answer refer Unit-V, Q29.

Q11. Mention briefly the types of skills needed by leaders.

(Important Question | Dec.-20, (R16), Q8(a))

Ans:

For answer refer Unit-V, Q30.

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