Organizational Behaviour

Unit - 1

Introduction to OB :-

Definition :-

Organizational behaviour describes how the people interact with one another and their behaviour inside an Organization and these interactions between people will influence the working and performance of an Organization.

Nature and Scope :-

Nature of OB :-

1. Seperate field of study but not a discipline. It is based on theory.
2. Interdisciplinary approach. It is involved in many fields such as (Psychology, Socialogy, anthropology).
3. Applied science - It is not just gathering information but also applying.
4. Normative Science - For every action there is reaction.
5. Humanistic and optimistic approach.
6. A Total System approach.

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Scope of OB :-

1. Individuals :-

- Personality
- Perception
- Attitude
- Motivation
- Job Satisfaction.
- Learning.
- Value.

2. Group of Individuals :-

- Group dynamics
- Group conflicts
- Communication
- Leadership.
- Power and politics.

3. Organization/structures :-

- Structure
- Culture
- Change
- development.

Environmental and Organization Context :-

An Organization must Understand the basic element of its environment to perform efficiently.

Types of Organization Environment :-

There are two types. They are

1. Internal/Micro Environment
2. External/Macro Environment.

1. Internal/Micro Environment :-

Events that occur inside an Organization will come under Internal.

1) Financial Resources → Funding, Investment, Income.

2) physical Resources → Location, equipment, facilities.

3) Human Resources → Employees, Audiences, Volunteers.

2. External / Macro Environment :-

Events that occurs outside an Organization will come Under External.

It has 2 types

a) General Event

b) Task Event.

a) General Environment :-

- Economic environment.
- Socio - culture environment
- Political legal environment
- Technological environment.

b) Task Environment :-

- customers
- suppliers
- Competitors.
- Financial Institutions - Banks.
- Government.
- Media.

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Impact of IT :-

Technology → basic factor in economic development.

Modern Technologies → Productivity increases and also good quality at low prices.

IT helps the organization improvement in following ways :-

- Communicating and sharing information.
- discover and apply for job vacancies.
- reduce manual work.
- Personal common application instead of a common application for everyone.
- Training employees.

Globalization :-

Oraganizational behaviour is not just a small thing, it is related to many people.

- Globalization is a process that integrates people from different society, culture, politics and business across the world.
- It brings lot of people into contact belonging to different category (A borderless world).
- It is the free movement of people, goods and services accross the boundaries.

General Example :-

House 1 House 2 House 3

From above 3 houses individually they doesn't know each other, but later on they know each other.

It is called Globalization.

Diversity :-

Diversity refers to differences in various aspects such as age, gender, race, marital status, ethnic origin, religion, education and so on.

- Diversity leads to increased productivey because we learn and grow from many categories of people.

Types of diversities :-

1. Occupation.
2. Differences in skills and abilities.
3. Personality traits, values
4. Attitudes.

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Ethics :-

Ethics involves moral issues and deals with right and wrong behaviour.

- Organization ethics includes various guidelines and principles which decide the way individuals should behave at workplace.
- Every organizations works to earn profit, but how it makes money is important.

Biggest Ethical issues :-

1. Accounting
2. Social Media.
3. Harrasment and discrimination.
4. Health and safety.
5. Technology / privacy.

Culture :-

Organizational culture is how leadership take care of its business, stakeholders and employees.

Types of Organizational culture :-

There are 4 types. They are :

1. Adhocracy culture.
2. Clan culture
3. Hierarchy culture
4. Market culture.

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1. Adhocracy culture :-

"Risk taking and innovation".

These companies take risk and also employees are encouraged to think creatively and brings their ideas to table.

Ex :- Google, Apple, etc.

2. Clan culture :-

"Mentorship and Teamwork".

These companies are people focused and company feels like family.

Highly collaborative work environment where each individual is valued and communication is given first priority.

Ex :- Startups, small companies.

3. Hierarchy Culture :-

"Structure and Stability".

These companies follows traditional corporate structure. Mainly focusses on internal Organization. Seperation between employees and leadership will be there.

Ex :- Schools, colleges.

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4. Market Culture :-

"Competition and growth"

Main priority is on profits.

It focuses on external success rather than internal satisfaction.

Ex:- Larger companies who are already leaders.

Reward Systems and Organizational design on Organizational behaviour :-

Reward refers to anything that is provided in form of pay, facilities or benifits to encourage their performance.

Forms of Rewards :-

1. Money/pay
2. Recognition
3. Benifits.

1. Money/Pay :-

Money is given to employees for their work.

There are two (2) methods.

a) Traditional Methods.

b) Modern Methods.

a) Traditional Methods :-

- Base pay
- Merit pay
- Pay for performance.

(i) Individual incentive play plans

- Bonus
- Investing in stocks.

(ii) Group Incentive pay plans.

b) Modern Methods :-

- Reward for leadership effectiveness.
- Reward for contributing to goals.
- Pay for knowledge
- Skill pay
- Competency pay.
- Broad banding.

2. Recognition :-

Appreciating the employees who showed good performance.

- In form of rewards.

3. Benifits :-

These are additionally given money in order to attract and retain the employees for long term

It includes

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- Health Insurance.
- Vacation hours
- Pensions.
- Cafeteria, food Coupons.
- Tuition Assistance.

Cognitive Processes - I :-

Perception and Attribution :-

Perception :-

Every person has different type of thinking. Every person has their own view point is called perception.

Managers should know about their employees perception and behave with them Accordingly.

According to Van Haller Gilmer,

" perception is the process of ~~behaving~~ becoming aware of situations and adding meaning -full associations to sensations."

Attribution :-

Attribution refers to way in which people explain / justify their own behaviour / behaviour of others.

Nature and importance of Perception :-

Nature / characteristics of Perception :-

1. Subjective process

   - It is based on personal interests / opinions / feelings.

2. Activation process.

   - It makes an individual active.

3. Wider than sensation.

   Sensation - just look / touch / drink etc.

   Perception - Analysing / thinking about what we have sensed.

4. Multiple use

   - It is used in many ways
     - selection of employees.
     - Training
     - Rewards.

5. Mental process.

   - Mind is necessary for selecting, ~~process~~ ~~Organizatio~~ Organising and interprets the information.

6. Specific Interpretation.

   - Each person has different explanation / opinion a scenario.

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7. Various Components.

- Perception depends on Internal and External components.

Importance of Perception :-

1. To Understand employees.
2. Important in Cognitive process.
3. Shapes the personality of an Individual.
4. Study of Mental activities.
5. Knowledge of Unsatisfied needs.

Perceptual Selectivity and Organization :-

In Environment there is lot of information. but everything is not needed for us. We focus only on what we need and Unwanted we ignored. i.e we are selecting our perception.

This is called perceptual selectivity.

Factors influencing perceptual selectivity :-

There are two types.

1. Internal Factors.
2. External Factors.

1. Internal Factors :-

- self Concept.
- ~~Beliefs~~ Beliefs
- Expectation.

- Response disposition.

2. External factors :-

- Size - larger
- Intensity - loud sound, good smell, bulb.
- Repetition - advertisements.
- Contrast - different things attracts.
- Motion. - More interesting.

Social Perception :-

Social Perception is one of the type of perception. The process in which perciever interprets the information about another person.

Factors influencing of social Perception :-

1. Characteristics of Ourselves as perceiver.
2. characteristics of target person whom we are perceiving.
3. Characteristics of situation at which we are perciving.

Characteristics of perceiver :-

- Familarity / knowledge about target.
- Attitude
- Self Concept.
- Mood.

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Characteristics of Target :-

- Physical appearance
- Verbal communication.
- Non verbal communication.
- Intentions.

Characteristics of situation :-

- Context of interaction.
- Strength of the situation.

Attribution Theories :-

It is a 3 step process which includes.

- Observing the behaviour
- determining whether the observed behaviour is intentional / not.
- determing whether the behaviour is caused by external / internal factors.

- This theory suggests that behaviour of others can be examined on the basis of distinctiveness, consistency and consensus.

- Attribution theory also depends on input from internal and external forces.

Internal → It includes personal factors, they are in control of person.

External → Outside the control of person, does not include personal factors.

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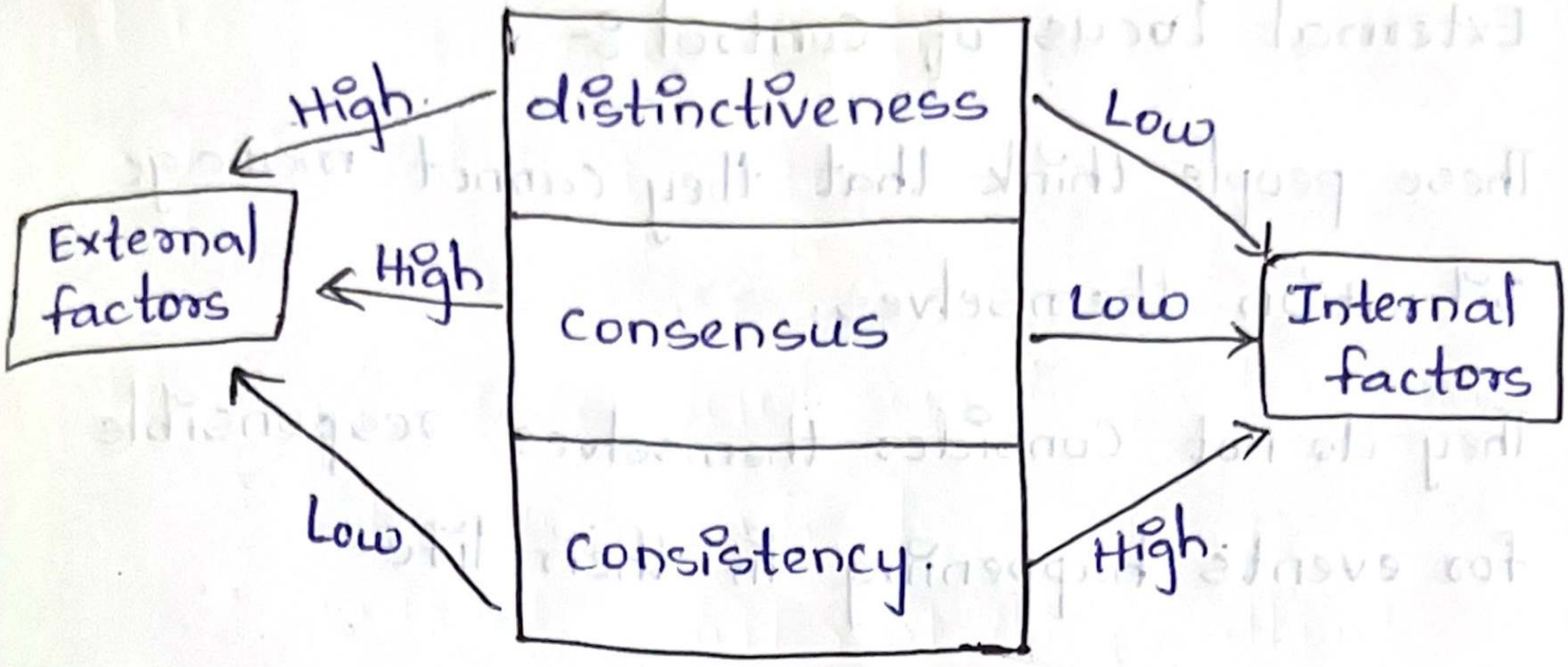

Locus of Control :-

Locus of control is a personality feature that explains the degree to which a person percieves themselves as accountable for Events happening around them.

It is of 2 types.

1. Internal locus of Control.
2. External locus of control.

1. Internal Locus of Control :-

- These people think in a way that they can manage situation themselves.
- These people consider themselves as responsible for events taking place in their life.
- These people are more active in decision making also more socially active.

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2. External Locus of Control :-

- These people think that they cannot manage situation themselves.
- They do not consider themselves responsible for events happening in their life.
- They feel everything as luck / faith.
- They are not satisfied with their jobs.
- More stressed people.

Attribution Errors :-

When justifying behaviour sometimes mistakes may happen because of situations / past events / Mindset of percieves etc.

There are two types of errors.

1. Fundamental Attribution Error
2. Self Serving Attribution Error

1. Fundamental Attribution Error :-

It occurs when someone misunderstands the actions of a person.

While judging / explaining others behaviour, they do not take situations into consideration.

Ex :-

If coworker is late to office, some people think that they are late, they doesn't have no time sense, etc.

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But, Actually there may be other reasons like traffic, emergency, etc.

2. Self Serving Attribution Error :-

People Attribute their success to internal factors like ability/efforts (own talent) and attribute failure to external factors like luck.

Positive things, they take credit.
Negative things, blame external factors.

Ex :-

Student good marks → claims that he studied well
bad marks → blaim that paper is hard, tough correction, etc.

Impression Management :-

The process in which individuals attempts to control impressions others form on them.

Ex :- A person will always think that ~~they~~ everyone should think good about them.

Impression Management Techniques :-

- Self promotion.
- Appreciation.
- Association
- Being consistent.
- Behavioural Matching.
- favour.
- Apology
- Excuse
- Conformity.

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Unit - 2

Cognitive Processes - II :-

Personality and Attitudes :-

- Personality is derived from greek word "Pasona" which means to speak through.
- Personality is the combination of characteristics (or) qualities that forms a persons Unique identity.
- It signifies the role which a person plays in public.

Factors influencing personality :-

There are five types of personality. They are

1. Heridity
2. Brain
3. Self Esteem.
4. Socialization Process.
5. Person - Situation Interaction.

1. Heridity :-

Characteristics are passed from one generation to next generation.

2. Brain :-

How we think also shapes our personality.

3. Self - Esteem :-

Self Confidence of a person

Self confidence → possitive attitude & satisfaction

No Self confidence → Negative attitude & no satisfaction

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4. Socialization Process :-

Personality also depends on socialization skills of a person.

5. Person - situation Interaction :-

In which situation the person is and with which person interaction is happening.

Personality as a continum :-

- Every individual personality as a Unique personality.
- Unique personality is the combination of different things.
- Each dimension has a continuous series from low to high which describes personality.

Big 5 Model :-

- It is an important model to measure personality.
- The personalities are broken into five categories.

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

1. Openess to Experiences :-

- open minded people
- Flexible attitude.
- Very creative, curious and Imaginative.
- Risk takers.

Low openness :-

- Follow routine
- Less creative, curious
- No flexible Attitude.

2. Conscientiousness :-

Degree to which a person is Organized.

- How discipline and how careful the person.
- Hardworking, neat and systematic, highly depending.

Low Conscientiousness :-

- Not systematic
- Less goal oriented.
- Not depending.

3. Agreeableness :-

Degree to which a person is agree with others.

- Helpful, cooperative, friendly and kind.
- Controls negative emotions.

Low Agreeableness :-

- Always doubtful
- Unfriendly and uncooperative.

4. Extraversion :-

Behaviour where a person enjoys being around people more than being alone.

- highly involved in social Activities.
- Talkative, active, energetic.

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Low extraversion :-

- Quite, reserved, shy, silent.

5. Neuroticism :-

Neuroticsm also called emotional instability.

- Tendency to experience negative emotions like anger, stress, anxiety, depression.
- More self conciousness.

Low Neuroticism :-

- calm, even tempered, compressed, Unconditional

Meaning of Personality :-

- Personality is a word derived from greek word "Pasona" which means to speak through.
- Personality is the combination of characteristics (or) qualities that forms a persons Unique identity.
- It signifies the role which a person plays in public.

Johari Window and Transactional Analysis :-

Johari Window :-

- It is for improving self awareness.
- Self awareness is knowing ~~for~~ about yourself.

  i.e, What is your strength, likes, dislikes, weakness, etc.

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- In 1995, Joseph and Harry introduce Johari Window.
- Johari window has four components to give complete information about personality of an individual.

Personality of an Individual :-

Open Area	Blind Area
Hidden Area	Unknown Area.

1. Open Area/ public Quadrant :-

Includes your behaviour, feelings and motives which are known to yourself and to others.

2. Hidden Area/ Private Quadrant :-

Includes your behaviour, feelings and motives which are known to yourself but not to others

Ex :- Secrets.

3. Blind Quadrant :-

Includes your behaviour, feelings, and motives which you doesn't but others know it.

- Any Unnoticed talent by you.

4. Unknown Quadrant :-

Includes your behaviour, feelings and motives which are not known to you and Unknown to others

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Transactional Analysis :-

If any communication exchange between two people is called Transaction.

- In 1950, the transactional Analysis is given.
- The study of transaction between two people is called Transactional Analysis.
- Transactional Analysis has three ego states to make up human personality.

1. Parent Ego State
2. Adult Ego State
3. Child Ego State.

1. Parent Ego State :-

A state in which people behave, feel, ~~like~~ think like their parents.

There are two types of parent ego states. They are:

a) Critical parent

b) Nurturing parent.

a) Critical parent :-

who always strict.

b) Nurturing parent :-

who always pampering.

2. Adult Ego State :-

A state in which people behaves according to situations.

- They learn through experiences.

3. child Ego states :-

A state in which person behaves similarly how they did in their childhood.

- Behaves illogically, take quick actions.

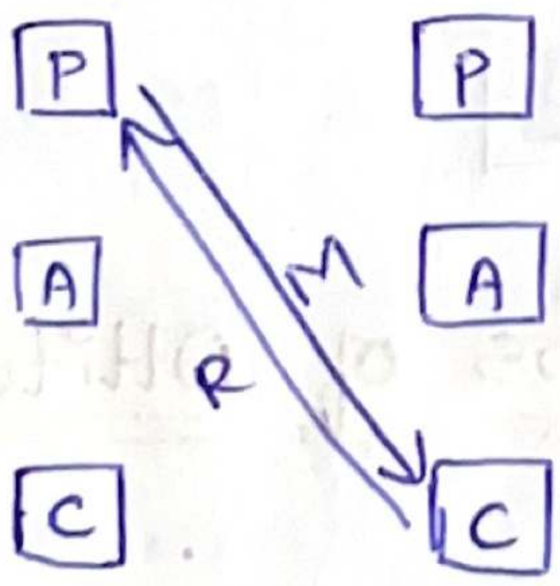
Types of Transactions :-

There are three types of transactions. They are

1. Complementary Transaction
2. Non-complementary Transaction.
3. Ulterior Transaction.

1. Complementary Transaction :-

- Complementary Transaction is also called parallel Transaction.
- In this transaction, when a person sends the message and recieved the expected response other person in terms of ego state.



- Both people are satisfied and communication is complete.

2. Non-Complementary Transaction :-

- It is also called as crossed transactions.
- In this transaction, when person sends the mess-age and reciever does not get expected response

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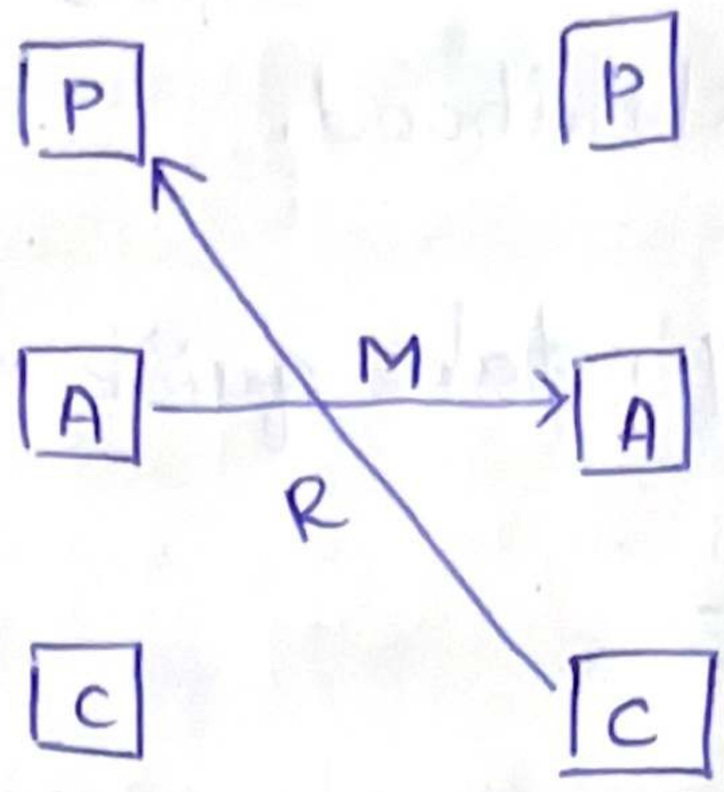
then the transaction is wind up.

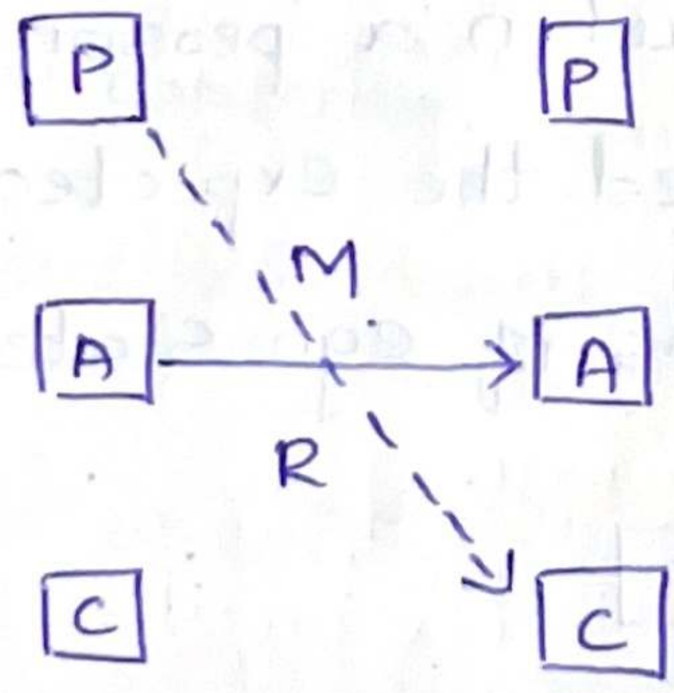


- Both people are not satisfied and communication is incomplete.

3. Ulterior Transaction :-

- It is also called as duplex transaction.
- They are unwanted / undesired transaction.

Ex :- Sarcastic Messages.



Nature and dimensions of Attitudes :-

Attitude :-

- It is a statement / impression either favourable/ unfavourable about person / object.
- It reflex how we feel about something.

Ex :- I like chocolate - positive Attitude.

Nature / characteristics of Attitude :-

- Attitude is learnt from social interaction and experiences.
- Attitude has an object.
- Attitude influences behaviour.
- Attitude is a stable thing.

Dimensions of Attitudes :-

There are three types of dimensions. They are:

1. Cognitive Component.
2. Affective Component
3. Behavioural Component.

1. Cognitive Component :-

The components of an attitude which involves belief / knowledge / facts / ideas / information towards people, things, etc.

2. Affective Component :-

The components of an attitude which involves emotions / feelings towards people / things, etc

Feelings → laugh, kind, angry.

3. Behavioural Component :-

The components of attitude which involves actions towards people, things, etc.

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Job Satisfaction and Organizational commitment

Job Satisfaction :-

- It is an important technique used to motivate the employee to work harder.

  "A happy employee is productive employee".

- It refers to positive feelings (or) Attitude that individual have towards their job.

Factors influencing job security :-

- Pay
- Working conditions.
- Promotions and increments.
- Supervision
- Teamwork.

Outcomes of job satisfaction :-

- Improved performance
- More turnover
- Low obsentuism.

How to improve job satisfaction :-

- Match people with Job.
- Fun Activities
- Providing monetary benifits on time.

Organizational commitment :-

It means the loyalty which an employee have towards their Organization.

Factors Influencing organizational commitment :-

- Personal factor.
- Organizational factor
- Non organizational factor

Outcomes of Organization :-

- Improved performance
- More turnover
- Low obsentism.

How to improve organizational commitment :-

- Give them accurance of Organization justice.
- Hire right people.
- Let everyone know your mission.
- Creating community type of environment.

Motivational needs and processes :-

Motivation :-

Motivation is the willingness of a person to make intense and persistent effort to achieve desired goals.

Ex :- UPSC Aspirants.

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Process of Motivation :-

- Identifying unsatisfied needs and goals.
- Tension.
- Actions to satisfy needs and motives.
- Goal Accomplished
- Feedback.

Work Motivation Approaches Theories of Motiva-tion :-

Work Motivation Theories :-

There are three types of theories. They are :

1. Content Theories
2. Process Theories
3. Contemporary Theories.

1. Content Theories :-

Content theories of motivation often describes a system of needs that motivate people's actions.

2. Process Theories :-

A process theory is a system of ideas that explains how an entity changes and develops.

3. Contemporary theories :-

Contemporary theories motivation is defined as the process whereby goal directed activities are initiated and sustained.

Motivation accross cultures :-

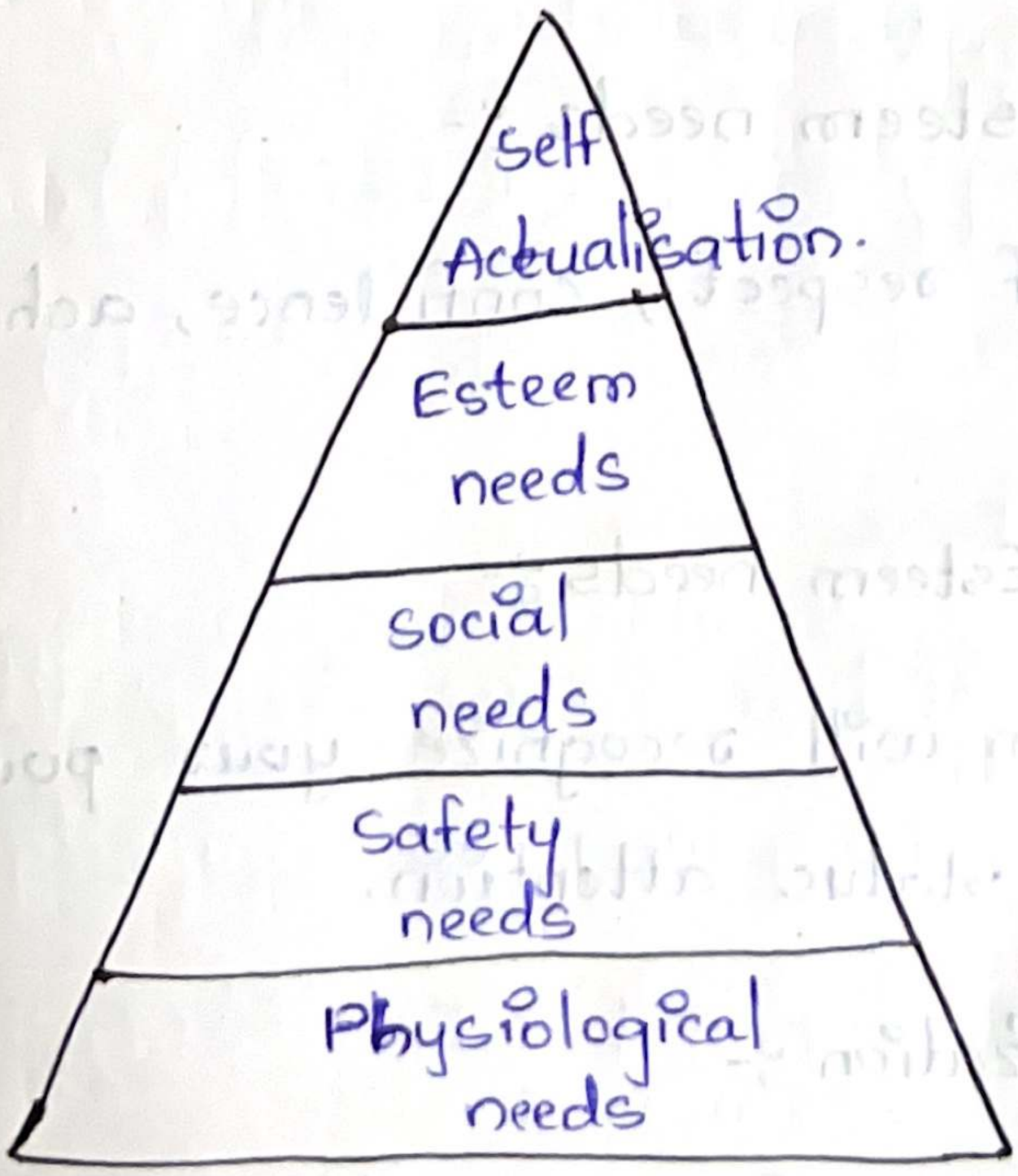
In content theories there are 4 types of cultures. They are :

1. Maslows needs hierarchy theory.
2. Hertzberg two factor theory.
3. Alderfers modified need hierarchy theory.
4. MC Gregors theory x and theory y.

(1) Maslows need Hierarchy theory :-

- In 1943, Maslows proposed fundamental theory of motivation.
- It is based on human needs.
- This theory categorized into two categories of needs.

  1. Lower Order - Externally
  2. Higher Order - Internally.



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1. Physiological needs :-

- All basic needs of human beings.

(food, water, shelter, air, clothing).

2. Safety needs :-

- Safety needs corresponds to being free of physical damage (or) self preventing.

Ex :- Job security, protection from animals.

3. Social needs :-

- When these above two needs are satisfied, social need become important in the hierarchy.

Ex :- love, affection, care, friendship.

4. Esteem needs :-

Esteem needs has two types. They are

a) Internal esteem need

b) External esteem needs.

a) Internal esteem needs :-

It has self respect, confidence, achievement freedom.

b) External Esteem needs :-

Other person will recognize your power over other status attention.

5. Self Actuatilization :-

In order to grow for yourself, what are the needs require will come under the self Actuali-sation.

Ex:- Creativity, desire for gaining more and more knowledge.

② Hertzberg two factor Theory :-

There are two factors. They are hygiene and motivational.

a) Hygiene factors :-

No dissatisfaction ✓

- Pay and allowance
- Company and administrative policies.
- Extra benifits.
- Physical working conditions.
- Status
- Interpersonal relation
- Job Security.

b) Motivational Factors :-

It is also called as satisfiers.

Satisfaction ✓

- Recognition.
- Sense of achievement.
- Growth.
- Promotional opportunities.
- Responsibilities
- Meaningfullness of work.

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③ Alderfer's modified need hierarchy theory:

- It is also called as Existence Relatedness Growth Theory (ERG) Theory.
- It is improved / modified version of Maslow's theory.

<u>Hierarchy</u>

Growth (G)

↑

Relatedness (R)

↑

Existence (E)

a) Existence needs :-

Basic needs that are needed to our survival.

(Physiological needs + security needs).

b) Relatedness needs :-

Needs requireded to show you are related to the society / social relationship).

(Social needs + Some Esteem needs).

c) Growth needs :-

Needs required to grow/develop like to earn money, to gain more knowledge.

(Esteem needs + Self Actualisation needs).

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④ MC Gregors X and Y Theory :-

- It is based on Maslows hierarchy theory.

Lower order needs → Theory X (-ve)
Higher order needs → Theory Y (+ve).

Assumptions of theory X :-

- Doesn't like to work.
- Warned / punished
- Supervision is required
- Pessimistic view.
- No Responsible
- Authorities and Managers are more.
- Want Job security.

Assumptions of Theory Y :-

- Normal and released
- Physical and mental efforts.
- Not external warning.
- Optimistic view
- Responsibility.

Positive Organizational Behaviour :-

It is defined as the study of positive Oriente-d human resource strength and psychological capabilities that can be measured, developed and effectively managed for performance improvement in todays workplace.

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Criteria for POB :-

- Theory and research things
- Open to development.
- Valid Measures.
- Improved performance.
- Unique concept.

Forms of POB :-

There are three types of forms. They are :

1. Optimism
2. Emotional Intelligence
3. Self Efficiency.

Optimism :-

It is the tendency to think good in future. Hoping for something positive will happen in future.

Emotional Intelligence :-

It is the ability to identify and accept the emotions of self and others in Order to Control those emotions.

Ex :- If something is wrong, then boss will angry on us. Instead of reacting to boss, think of our mistake.

Self Efficiency :-

When a person believes he/she then we can achieve a particular task successfully is called self efficiency.

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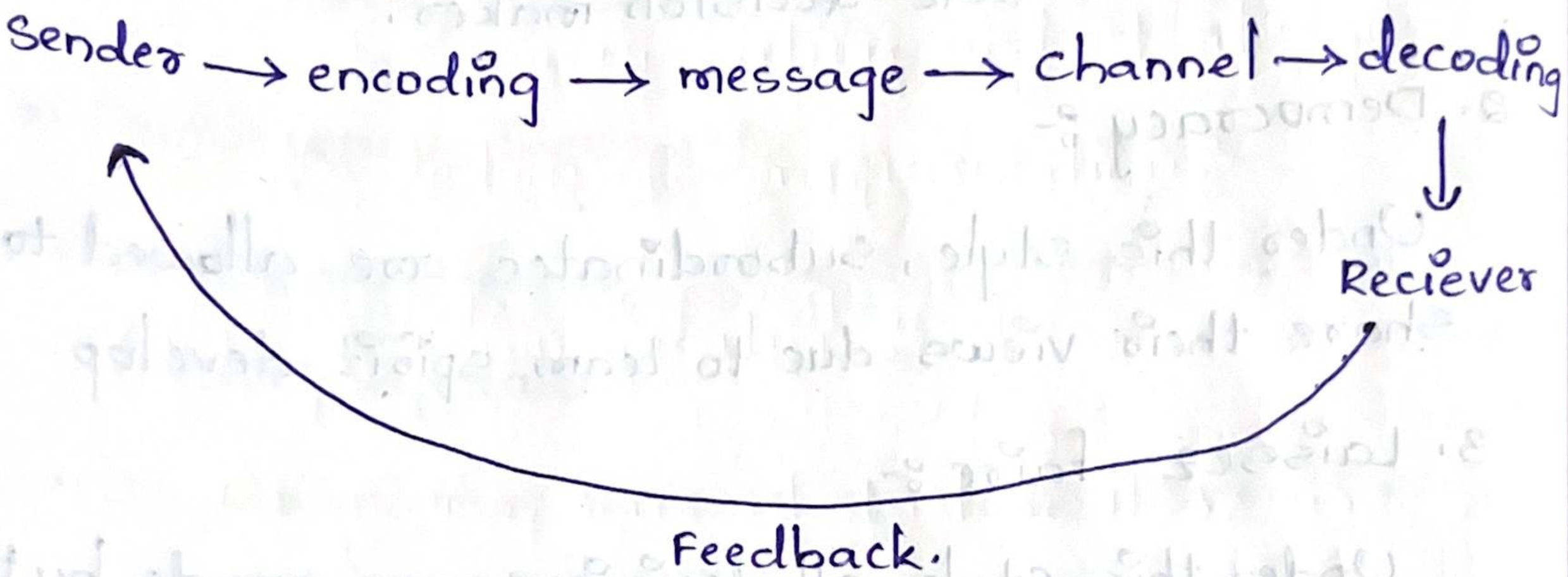
Unit - 3

Communication :-

The process of transforming information between Sender and reciever through, oral, written, visual. (or) e-media is called communication.

Process :-



Types of communication :-

There are ~~types~~ 3 types of communication based on Expression, flow and Organisation Relation.

① Based on Expression :-

There are 2 types based on Expression. They are:

1. Verbal Communication
2. Non-Verbal Communication.

1. Verbal communication :-

- It is through spoken (or) Written language.
- Listening, writing, speaking, etc.
- There are 2 types – 1. Oral Communication
  2. Written Communication

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2. Non-Verbal Communication :-

- It is through symbols, signals.
- Facial expressions, gestures, signs, body movements.

② Based on Flow :-

There are 3 types. They are :

1. Vertical.
2. Horizontal
3. Diagonal.

1. Vertical Communication :-

- Information flows from upwards to down (or) viceversa.

Supervisor
↑↓
Subordinates

- There are 2 types - 1. Upward
  2. Downward.

2. Horizontal Communication :-

- It is also called as latteral communication.
- Information flows between people of same level.

Student ⟷ Student

3. Diagonal communication :-

- Information flows between two people neither same level (or) same department.

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Student from CSE

HOD of Mechanical.

③ Based on Organizational Relation :-

There are 2 types. They are :

1. Formal communication
2. Informal Communication.

Barriers of Communication and strategies to improve the follow of Communication :-

Barriers of Communication :-

Barrier means some obstacles. There are 5 types of barriers. They are :

1. Semantic Barrier.
2. Socio - ~~phys~~ psychological barrier
3. Personal barrier
4. Physical barrier
5. Organizational barrier.

1. Semantic barrier :-

- Vocabulary
- Jargons
- Slang
- Wrong Translations.

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2. Socio - Psychological barriers :-

- Conflicting signals
- Perceptual differences
- Attitude differences.

3. Personal barriers :-

- Poor listening
- Emotional conflicts.

4. Physical barriers :-

- Defective equipment.
- Distance
- Noise.

5. Organizational barriers :-

- Role and status.
- Organizational structure.

Strategies to improve the flow of Communication:-

1. Train Employees.
2. Encourage two way communication.
3. Convey clear and Consice message.
4. Ensure correctness in information.
5. Focus on dynamism
6. Improve relationships.
7. Adapt flat Organization structure.
8. Provide timely information.

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Decision Making : Participative Decision Making :-

Decision Making :-

- It is mental process resulting in selection of an action from various alternatives.
- Decision Making is important job for a manager.

Steps in decision making process :-

1. Identification of problems.
2. Identification of Alternatives.
3. Evaluate each Alternative.
4. Choose the best Alternative
5. Implement the decision.
6. Evaluate the decision.

Participative decision Making :-

In this method not only managers, but employees also are involved in decision making.

- Very popular in modern Organization.
- encourages employees.
- Can be used both formally / Informally.

- There are 2 types. They are :

1. Democratic Technique
2. Consulative Technique.

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1. Democratic Technique :-

Employees and managers both are participat-ed in decision making process.

2. Consulative Technique :-

Manager consults employees and takes each and every employee decision then atleast, managers comes to an final decision.

Group Decision Making and Techniques :-

Decision making is done by group instead of a single person.

Techniques in group decision making :-

1. Brainstorming :-

- Spontaneous ideas
- Initially, all ideas are gathered.
- then ideas are evaluated.
- Critisicm is not allowed.
- People are encouraged to give ideas.
- New idea may depends on previous ideas also.

2. Nominal Group Technique (NGT) :-

Each person will list their ideas privately.

- all ideas are written on chart.
- not understood, then we can clarify.
- Each idea is voted, majority votes wins.

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3. Delphi Technique :-

- It is used to forecasting future events.
- 15 to 20 experts are involved.
- Question bank is sent to experts.
- No interaction between experts.
- All answers are collected and summary is prepared.

4. Devils Advocate :-

- One person role is critic.
- Critic will raise all the problems associated with each idea.
- Other person will give explanation to those problems and convince the critic.

5. Electronic meeting :-

Members of group interact with each other through computers.

- projector is used.

6. Fish Bowling :-

All people sit in a circular manner. One person is at center. The person who is in centers gives the ideas.

No two people should speak each other. Only talk with person a center.

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7. Didactic Interaction :-

It is used when they are two opposite things.

Ex:- (Yes and No)

2 Groups — Yes, No } Both will participate, discuss and give their idea/opinion.

Lastly, either Yes/No is accepted.

Stress and types of Stress :-

Stress :-

It refers to a tension experience by a person when they face an extrodinary demands, situations, conditions, etc.

Types of Stress :-

There are mainly 4 types of stress.

1. Individual stress
2. Group stress
3. Organisational stress
4. Extra Organizational stress.

1. Individual stress :-

- Changes in life and career
- Personality Type
- Role Conflict.

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2. Group stress :-

- Lack of group coordination.
- Lack of social support.
- Conflict.

3. Organizational stress :-

- Organizational policies.
- Organizational structure
- Organizational process.
- Physical conditions.

4. Extra Organizational stress :-

The stress which are facing from outside of an Organization.

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Unit - 4

Dynamics of OB - III :-

Power and Politics :-

Meaning and types of power :-

Power and politics are collective terms of groups/ Organizations to maintain and control their team members.

Power → It is ability to make things happen by making someone else do it for you.

Ex :- Manager - Assigns tasks to employees.

Types of powers :-

There are 5 types of powers. They are.

1. Reward power
2. Coercieve power.
3. Legitimate power.
4. Referent power
5. Expert Power.

1. Reward Power :-

The person in power gives rewards to one who performs better.

Ex :- Manager - good work - incentives, benifits, salary increases.

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Manager – normal work - nothing.

2. Coercieve power :-

The person in power gives punishments, threaten others if work is not done properly.

It is most negative form of power.

Ex:- Senior employee - physical (or) verbal abuse, threaten.

3. Legitmate power :-

The person in power use their powers to make others complaint.

It has power to both reward and punish.

Ex:- CEO - passes any rules/ instructions everyone should follow.

4. Referent Power :-

Officially, they do not have any powerfull position, but they are talented, well behaved. So, they are respected. They have power to influence others.

Ex:- Senior most employees.

5. Expert Power :-

It based on a person skills, knowledge, experience.

They are highly respected because of their experience in domain.

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Empoverment :-

The process of shifting authority to other person in Organization.

- boosts up the confidence of employees.
- lower level employees can develop skills.
- Speeds up the decision making process in organization.

Types of Empowerment :-

There are 3 types of Empowerment.

1. Suggestion Involvement.
2. Job Involvement.
3. High Involvement.

1. Suggestion Involvement :-

Employees can only give ideas. Accepting / Rejecting their ideas are taken care of manage-ment.

2. Job Involvement :-

Employees decide how to execute their job and they recieve feedback from management and improve.

3. High Involvement :-

All the employees are involved in organization performance. They follows horizontal communi-cation.

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Groups Vs. Teams :-

Groups	Teams
1. Groups are formed to share informations.	1. Teams are formed to achieve a particular task
2. Groups makes decisions and individual efforts.	2. Teams have mutual Understanding.
3. It has low interdepen-dence, individual goals.	3. It needs collective effort, high interdepen-dence.
4. It has individual perfo-rmance evaluation.	4. It has Team perfor-mance evaluation.
5. Group has 2 types. - formal groups - Informal groups.	5. Teams has 4 types - project Teams - self managed Teams - Virtual teams - Operational teams.
6. Group has one leader	6. Team has more than one leader
7. Discuss, Decide and Delegate	7. Discuss, Decide and Do.

Nature of groups :-

- In groups, different people with different skills will do same work.
- Attitude, feelings and thoughts people in group have towards each other is called group behaviour.

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- In groups, Common goal is sharing task.
- They have standard behavioural rules.
- Groups follow proper structure where each member role is properly defined.

Stages of Group development :-

There are 5 stages. They are

1. Forming
2. Storming
3. Norming.
4. Performing.
5. Adjourning.

1. Forming :-

Initial stage

- Group members are not sure about anything.

2. Storming :-

Development stage.

- Lot of Confusions, disagreements between members
- Adopting the new environment is also difficult.

3. Norming :-

Setting down stage.

- Understand each other, Share tasks ~~and talks~~ and talk to each other.

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4. Performing :-

fully functioning stage.

- start working on tasks agreed in norming stage.

5. Adjourning :-

Final stage.

- End of group/specific task.

Dynamics of Informal groups :-

Formal groups - It is official and has particul -ar goals.

Informal groups - It is not official and it is flexible.

Both types are co-exists. Many Organizations will have both types.

Rules of informal groups :-

- It helps in group survival and see everyone gets equal benifits.
- Express central goals of the group and see that everyone is clear about them.

Roles in an informal groups :-

There are 5 roles. They are :

1. Boundary Spanner :-

It acts as bridge between two groups when they cannot communicate each other.

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2. Buffer :-

Negative / dissapointing information does not reach the group members.

It maintains confidence among its members.

3. The lobbyist :-

It promotes about importance of groups to others.

4. The negotiator :-

It gets resources and make deals on behalf of the group.

5. The spokes person :-

Voice of the group.

Dysfunctions of groups and teams :-

Dysfunctions means malfunctions. There are 5 dysfunctions. They are :

- Inattention to results.
- Avoidance of accountability.
- lack of commitment.
- Fear of Conflict.
- Absence of trust.

Aspects of effective teamwork :-

- Commitment and trust.
- Open lines of Communication
- diverse capabilities

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- adaptable to changing conditions.
- Confidence.
- freedom.

Reasons why teamwork fails :-

- lack of leadership.
- presence of negative people in group.
- lack of proper training.
- lack of defined goals.
- lack of motivation and incentives.
- No proper Understanding between teammates
- fear of failure.

Teams in Modern Work Space :-

Many MNC's believes strongly in teamwork to reach their goals and objectives.

Forming teams across the globe can help employees to connect globally and exchange knowledge.

There are 5 functions of teams.

- trust
- Conflict management
- Commitment
- accountability.
- focusing on results.

Tips for strengthening team :-

- Communicate properly with your teammates.
- Trust and Respect your teammates.

- Share knowledge among each other.
- Divide work equally.
- Setting clear goals and objectives.

Types of teams in modern Workspace :-

- Working Teams.
- Special purpose teams
- Multi functional / cross functional teams.
- self managed teams.

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