

# Organisational Behaviour

## Unit - 4

- Leadership
- Communication
- Group :  
Formal vs informal Groups
- Group decision making
- Team :  
Team building
- Team problem solving

Questions asked in previous years -

- ① Explain different styles of leadership.
- ② What is team?
- ③ Spans of control.
- ④ What is leadership?
- ⑤ Describe the traits of a good leader.
- ⑥ What are leadership theories?
- ⑦ What do you understand by group dynamics? Explain the importance and negative aspects of informal groups in an organization.
- ⑧ Illustrate the different techniques of team decision making.
- ⑨ Discuss Team problems solving techniques  
some q's ans (13) same as ques (2)
- ⑩ Short notes on stages of team development
- ⑪ Difference between formal & Informal organisation.
- ⑫ Different stages of group dynamics.
- ⑬ Techniques of group decision making.
- ⑭ Formal and Informal groups  
Different types of communication network

## ① What is leadership? (Pg 356)

### Definition

According to Chester Barnard, leadership is the quality of behaviour of individuals whereby they guide people or their activities in organizing efforts. It is a process of influencing the subordinates so that they cooperate enthusiastically in the achievement of group goals.

(Pg 356) (iv)

### Importance of Leadership -

(Pg 358-359)

#### (i) Determination of Goals:

A leader performs the creative function of laying down goals and policies for the group he is leading.

#### (ii) Organization of activities:

A good leader divides organization activities among the employees in a systematic manner.

#### (iii) Achieving coordination:

A leader integrates the goals of the individuals with the organizational goals and creates a community of interests.

Represen  
A leader  
He take  
to the

(v) Promi  
A lead  
the ac  
obje

(vi) In  
Ag  
for

(vii) B  
C

(viii)

(Pg 356)

leadership is  
dividuals  
their  
orts.  
the  
operati  
ment

(Pg 355-356)

unction  
for

n  
a

- (iv) Representation of Workers:  
A leader is a representative of his group. He takes initiative in all matters of interest to the group.
- (v) Providing Guidance:  
A leader guides the subordinates towards the achievement of organizational objectives.
- (vi) Inspiration of Employees:  
A good leader inspires the subordinates for better performance.
- (vii) Building Employee's Moral:  
Good leadership is indispensable for high employee morale.
- (viii) Facilitating Change:  
Leadership is the mechanism to convince workers about the need for change.

## Characteristics of Leadership

(Pg 357-358)

- (i) Leadership is a process of influence:  
Leadership is a process whose important ingredient is the influence exerted by the leader on group members.

② WR

st  
wa  
pr  
v  
-

- (ii) leadership is related to a situation:  
leadership is always related to a particular situation, at a given point of time and under a specific set of circumstances.
- (iii) leadership is function of stimulation:  
leadership is the function of motivation, people to strive diligently to attain organizational objectives.
- (iv) leadership gives an experience of helping attain the common objectives:  
Under successful leadership, every person in the organization feels that his operation, however minor it may be, is vital to the attainment of organizational objectives.
- (v) Employees must be satisfied with the type of leadership provided:  
only short-term productivity of employees can be increased by pressure and punishment. This approach is not in the long term interests of the organization.

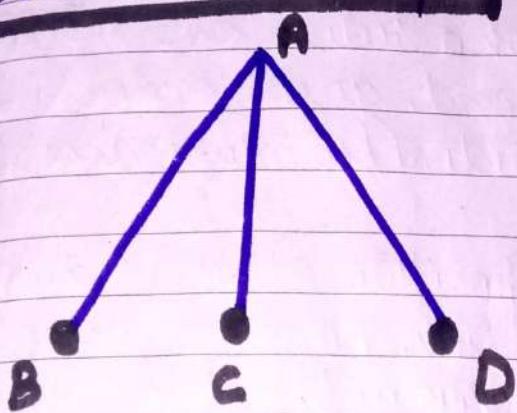
Q) What are the types of leadership styles? (Pg 339 - 362)

Leadership style is the result of leader's philosophy, personality, experience and value system. It also depends upon the types of followers and the organizational atmosphere prevailing in the enterprise.

Different types of leadership styles are -

(i) Autocratic leadership -

(Pg 360)



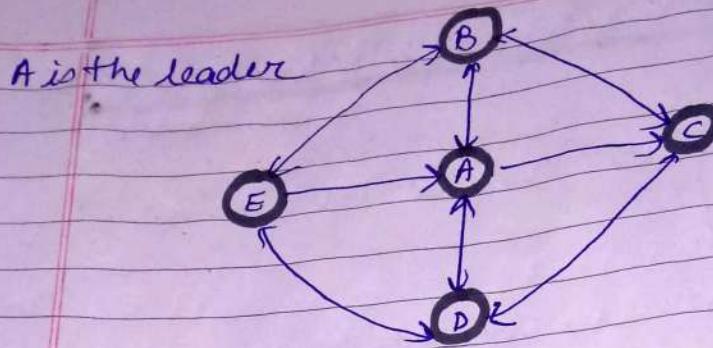
\* An autocratic leader gives orders which must be obeyed by the subordinates.

\* He determines policies for the group without consulting them, and does not give detailed information about future plans, but simply tells the group what immediate steps they must take.

- \* He gives personal praise or criticism to each member on his own initiative and remains aloof from the group for the major part of the time.
- \* All decision-making power is centralised in the leader as shown in Fig 1(a) Figure.
- \* It may be negative because followers are uninformed, insecure and afraid of leader's authority. Such a leader may be called **strict autocrat** who relies on negative influences and gives orders which the subordinates must accept.
- \* It may be positive also because the leader may use his power to dispense reward to his group. When his motivational style is positive, he is often called a **benevolent autocrat**.
- \* The leader who makes the subordinates feel that they are participating in decision-making process even though he had already taken the decision. Thus he is called **manipulative autocrat**.

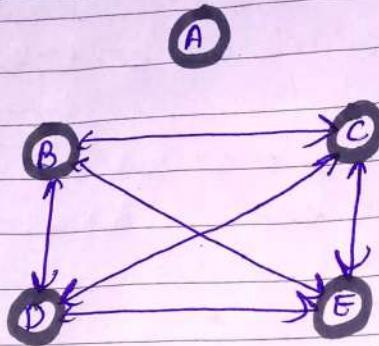
## (ii) Participative or Democratic leadership

- \* A democratic leader is one who gives instructions only after consulting the group. (Pg 361)
- \* He makes it clear that praise or blame is a matter for the group and participates in the group as a member.
- \* Participative leadership style favours decision making by the group by sharing of power. By allowing the group to make decisions and to let decision emerge from the group.
- \* This increases the acceptance of management's ideas.
- \* It improves the attitude of employees towards their jobs and the organization.
- \* It increases the cooperation between management and employees.
- \* It increases the morale of the employees.



(iii) Free Rein or Laissez Faire leadership (Pg 361-362)

A is the leader



(iv)

\* A free Rein leader does not lead, but leaves the group entirely to itself as shown.

\* He is represented by the chairman of the board who does not manage, but leaves all responsibility for most of the work to his subordinates.

\* He avoids power. He depends largely upon the group to establish its own goals and work out its own problems.

- \* A leader exists as contact person with outsiders to bring for his group the information and resources it needs to accomplish its job.
- \* This is also called Permissive style of leadership when there is least intervention by the leader, abdication of authority & letting the group to operate entirely on its own.

#### (iv) Paternalistic Leadership - Pg 362)

- \* Leader assumes that his function is paternal or fatherly. His attitude is that of treating the relationship between the leader and his group as that of family with the ~~as~~ leader as the head of family.
- \* He works to help, guide, protect and keep his followers happily working together as members of a family.

(ii) Describe the traits of good leader. (Pg 305) (vii)

(v) **Charismatic leadership**

- \* It influences employees to take early and sustained action.
- \* It is a form of interpersonal attraction of a leader that inspires support and acceptance from others.
- \* They are charismatic dynamic risk-takers who show their expertise and self-confidence, express high performance expectations and use symbols and language to inspire others.

ex → In Politics, Religion, wartime.

(vi) **Transactional leadership**

Pg (306)

- \* He guides and motivates his followers in the direction of established goals by clarifying role and task requirements.
- \* It involves exchange relationship between leader and the follower.

(vii) **Transformational leadership** (Pg 306)

- \* He inspires & organization success by profoundly affecting followers' beliefs in what an organization should be, as well as their values, such as justice and integrity.
- \* This encourages new ways of handling problems and promotes sense of duty and learning

## (3) Describe the traits of good leader. (369-370)

(i) Important traits of an effective leader are as follows

(i) **Intelligence-**

Should have higher level of intelligence than the followers

(ii) **Physical features-**

level of maturity determine personality of an individual. Height, weight, physique, health are important to some extent.

(iii) **Emotional stability-**

must hold his emotions in critical situation.

- (iv) Maturity - Emotionally mature and have balanced temperaments.
- (v) Vision and Foresight - visualize trends and devise his policies & programmes with foresight.
- (vi) Open-mindedness and Adaptability - Prepare to accommodate others' views & points and modify his ~~followers~~ decisions.
- (vii) Empathy - The ability of leader to look at things from others' point of view ~~is known as empathy.~~ is known as empathy.
- (viii) Human Relations Attitude - Tries to develop social understanding with other people.
- (ix) Fairness and Objectivity - He must be free from bias and prejudice while becoming emotionally involved with ~~f~~ the followers.
- (x) Inner Motivation Driven - They have relatively intense achievement type motivational ~~abilities~~ drives.

(4) What are leadership theories?

(i) **Charismatic Leadership Theory -**

It is also called Greatman theory. According to Robert House, the charismatic leaders have extremely high level of self confidence, dominance and strong conviction in the normal righteousness of his or her beliefs or at least + the ability to convince the followers that he / she possesses such confidence and conviction.

(ii) **Trait Leadership Theory -**

It include more realistic approach to leadership. Leadership traits are not completely inborn but can also be acquired through learning and experience. Trait is defined as relatively enduring quality of an individual. It determines what makes a successful leader from leader's own personal characteristics.

Innate (Inborn) qualities are those which are possessed by various individuals. These qualities are natural and god gifted.

Following are the innate qualities -

- (a) Physical feature
- (b) Intelligence
- (c) Human relation
- (d) Emotional stability
- (e) Motivational skills
- (f) Technical skills
- (g) Communication skills
- (h) Social skills
- (i) Empathy.

### (ii) Behavioural leadership theory

It is developed scientifically by behavior-focused studies of a leader's behaviour in a conditioned situation that one can have a specific response to specific stimuli. Success depends more on what the leader does than on his traits.

A leader uses conceptual, human and technical skills to influence the behaviour of his subordinates. There is a dynamic interaction.

between a leader and his followers.

#### (iv) Situational Theory of Leadership

This theory advocates that leadership is strongly affected by the situation from which a leader emerges and in which he works. It is based on the assumption that there exists an interaction between a group and its leaders.

⑤ What do you understand by group dynamics?

- \* A social process by which people interact face to face in small groups is called group dynamics.
- \* It focuses on team work wherein small groups are constantly in contact with each other and share common ideas to accomplish given tasks.
- \* According to David H. Smith, a group is a set of two or more individuals who are jointly characterized by the network of communications, a shared sense of collective identity and one or more shared

disposition with associated normative strength.

## ⑥ Importance of group dynamics.

- \* They provide norms of behaviour for its members.
- \* It provides personal relationship at the work place as members talk to one another about job or personal problems. They provide understanding, companionship, supportive relations and friendship.
- \* It brings adaptability among the organization members and to introduce change successfully.
- \* It provides security to the individual members from pressure by management and other groups.

## ⑦ Describe different stages of group dynamics -

There are five stages of Group dynamics -

(i) **Forming** -

At this stage, group members are introduced to each other. They share personal information and start to accept others and begin to turn their attention towards group's task.

(ii) **Storming** -

At this stage members start interacting among themselves in the form of competing for status and arguing for appropriate strategies to be adopted for achieving group's goals because of individual differences. Different members may experience varying degree of tension & anxiety.

(iii) **Norming** -

At this stage group begins to move in a co-operative fashion and group norms (according to rules of organisation) emerge to guide individual behaviour which form the basis of for cooperative feelings and behaviour among group members.

#### (iv) Reforming-

Group members interact on the basis of norms and learn to solve complex problems. In this stage functional no jobs are performed and group task are accomplish efficiently.

#### (v) Adjourning-

It is the end phase of group development Phase. Each group has to be adjourned when the group task is accomplished and after the adjournment of group, intense social relationship among members comes to an end.

### ⑧ What are Formal and Informal groups

#### Formal groups-

- ★ They are created deliberately by the management to perform the assigned duties.
- ★ Examples → Work groups, task force, committee and quality team.
- ★ Groups are characterized by clear cut

authority responsibility relationships.

- \* The pattern of communication are also well defined.
- \* Rules are laid down to regulate the behaviour of group members.

### Informal groups

- \* They arise spontaneously in the organization because of social interaction between the people.
- \* They are created by individuals rather than by management.
- \* They are natural groupings of people at work in response to the need for social interaction.
- \* They represent the human side of enterprise as compared to technical side represented by the formal groups.

(③) Positive aspect of group decision making -

(i) Pooling of knowledge and information

(ii) Satisfaction and commitment

(iii) Personal Development

(iv) Risk takers.

(10) Negative aspect of group decision making -

(i) Time consuming and costly

(ii) Individual domination (ego-clashing)

(iii) Problem of responsibility

(11) Negative aspect of Informal groups

(i) Negative attitude of informal leaders

(ii) ~~conformity~~ conformity

(iii) Resistance to change

(iv) Removal

(v) Role

(vi) Diff

(i) Br

Bra

st

de

a

a

A

(\*)

(\*)

(\*)

(v) role conflict

④ Different techniques of group decision making.

(i) **Brain Storming :**

Brain storming is a technique to stimulate idea generation for decision making. It is defined as a conference technique by which a group attempts to find a solution for a specific problem by amassing all the ideas spontaneously, contributed by its members.

A group of 10-15 members is contributed in the process. Steps are as follows :-

- (\*) Problem is stated and clearly defined on which decision is required.
- (\*) Each member is asked to give ideas through which problem can be solved.
- (\*) Members are expected to put their ideas for problems solution without taking any consideration.

like financial, legal or procedural

- (\*) Idea is evaluated in the last stage in which criticism, judgement or comment is strictly prohibited

(iii) Delp

It is  
of t  
pos  
the

## (ii) Nominal group technique

It is a structured group meeting which restricts the verbal communication among members during discussion.

Steps are :-

- (\*) The leader outline the problem.
- (\*) Each member writes down his ideas independently
- (\*) All the members with their ideas are presented for discussion and evaluation.
- (\*) Members are asked to rank various ideas for decision making.

(\*) E

(iv)

(iii) **Delphi Technique** -

It is used for a systematic probing of the minds of the people who possess the necessary expertise in the pertinent or related areas.

It is used to :-

- (\*) Develop a range of possible alternative
- (\*) Explore or expose underlying presumptions of information leading to different judgements.
- (\*) Correlate judgement on a topic spanning a wide range of disciplines

(iv) **Dialectic Decision Technique** -

Group members quickly agree to one alternative proposal and might overlook more promising solution than the chosen one. It ensures full consideration of alternatives.

Steps are :-

- (\*) Clear statement of problem is stated

- (★) All the possible alternative proposals are generated.
- (★) Once the set of alternatives is listed, the group members identify all the implicit & explicit assumptions central to proposal.
- (★) Each alternative is broken into subgroups to study all the pros and cons.
- (★) At last, group members meet and decide on a proposal to be chosen on the basis of ultimate results.

### (3) Difference between formal and Informal organization.

#### Formal organisation

\* The structure is laid down by the top management to achieve goals.

\* They are well planned

\* They are based on division of labour and specialization to achieve efficiency in the operation.

\* They are not natural process

#### Informal organisation

\* They are laid down by individuals

\* They are unplanned and arises spontaneously.

\* They are based on common taste, problem, language, religion, culture etc.

\* They are natural process.

### (4) What is team?

A team is a small no. of people with complementary skills who are committed to a common purpose, performance goals & approach for

which they hold themselves  
mutually accountable.

### Features -

- ★ Small no. of people
- ★ Complimentary skills
- ★ Common purpose & performance goals.
- ★ Mutual accountability
- ★ Common approach.

### (15) Types of Teams

#### (i) Problem solving Team :-

- ★ It select specific problems which needs some solution.
- ★ It select the person, who have knowledge about the problems
- ★ Communicate the nature of problem and need for its solution.
- ★ Giving the team a high profile within the organisation.
- ★ Implementing the solution suggested by the team.

\* Recognizing the contributions made by the team.

\* There was a **quality circle**, i.e. a group of experts which solve certain problems in organisation. It was first introduced in Japan.

### (ii) **Cross functional team** :-

\* It is a combination of members from different functional areas (e.g. finance, marketing, human resources, quality control and operations).

\* They are effective teams to exchange important information, developing new ideas & solving problems and co-ordinating complex projects.

### (iii) **Self-Managing Team** :-

\* They are self directed team.

\* They plan, control and improve their own works.

- \* They prepare their own budgets and coordinate their work with other department
- \* They usually order materials, keep inventories deal with suppliers.
- \* They may incur their own replacement or assume responsibility for discipline.

(iv) Virtual Team :-

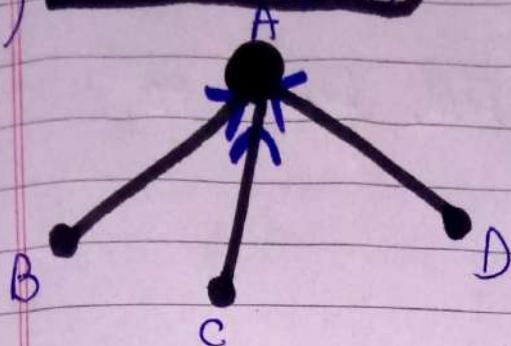
- \* Members interact among themselves using communication links like WAN, video conferencing, electronic mail in order to achieve a common goal.

Four Primary factors are -

- Absence of verbal and non-verbal cues.
- Limited social contacts
- Ability to overcome time and space constraints.

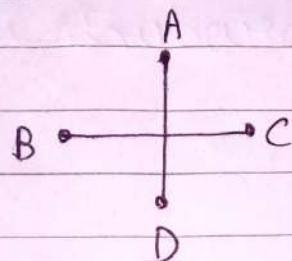
(i) Different types of communication networks.

(i) **Autocratic**



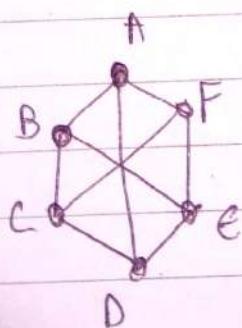
Managers tell the employees what to do and expect them to follow instruction.

(ii) **Open** -



All the parties are able to express ideas to one another, such as in a conversation or debate

(iii) **Cross** -



every one is free to communicate with  
every one with no restriction.

(iv) **Regulatory**

Orders are followed from top  
to bottom.

(v) **Integration** -

To integrate everyone for a  
purpose

(vi) **Innovation** -

To develop new products, in  
future planning

(vii) **Information** -

To share information regarding  
new techniques.