

~~25/9/19~~

7th November : Start presentation

Attitude: tendency to behave & feel in a particular way towards objects, people or events.

It is a tendency to respond +vely or -vely towards objects, ideas, person or situations.

It influences an individual's choice of action & responses through challenges, incentives & rewards.

3 components of attitude

i) Cognitive dependent on what are belief and value system of ppl; opinions, past learning.

ex B- Mr. A takes bribes from ppl.

Mr. B doesn't like the value of taking bribes

ii) Affective feeling of ppl towards some-thing,

Mr. B doesn't like Mr. A because he takes bribe

iii) Behaviour Intension of a person to behave in a particular manner

e.g. Mr. B avoids Mr. A.

Characteristics of attitude :-

- * complex combination of things, we tend to believe, give values, motivations, behaviours.
- * It can fall anywhere & vary from unfavourable & favourable. All ppl. irrespective of their status & intelligence hold attitude.
- * define identity, guide action, influences behaviour & judgement of ppl.
- * feeling & belief component which is an internal part of a person, observe and see his attitude from his behaviour.
- * aspect which shows goal in one's life, intensity.
- * It refers to readiness, ability, capability to do the work.
- * It may be +ve & -ve and may affect due to maturity, age, education.

Functions of attitude

- * Adjustment : ppl. modify their att. to adjust to work env.

(Unfavourable situation) $\xrightarrow[\text{make}]{\text{can}} \text{favourable situation}$

- * Ecodefensive fn: ppl who are senior, manager, because of ego may make wrong decisions. They become very defensive towards other ppl.
- * Value expressive fn: Due to good values in you, you can make ppl understand its importance. (Influence ppl through your +ve behavior)

Factors that influence attitude :-

- social factor
- Direct instruction
- family
- prejudice (goal towards ppl)
- personal experiences
- education background, religious institutions, physical factors, economic status & occupation.

Barriers in attitude :-

- prior commitment
agreed to do so, it becomes v. difficult to accept new things.
- insufficient information
don't want to change, because already fixed in mind, we don't care to go into detail

→ Balance of consistency

People prefer attitude, behave in particular manner, don't change in consistency.

→ Lack of resources : when you become very ambitious, but do not get.

→ Improper reward system : Tiny tiny you 

→ Resistance to change : we love where we are

~~FACTORS TO CHANGE ATTITUDE~~

- ① New information helps to change att
- ② -ve attitude are mainly formed insufficient information.
- ③ Attitude may change because of direct experience
- ④ Resolve the discrepancies that we have b/w att. & behaviours.
- ⑤ Change of att. through persuasion (from friends & peers)
- ⑥ Change by law (forced to do)
- ⑦ Change through rewards, awards, reference groups

- ⑧ Few can change attitude.
- ⑨ Change in attitude differs with change in situation. (Learned through hard way)
→ Ex: jump into hole.
Don't go hole, go straight.

** Types of attitude

+ve attitude → optimism
feeling happy, lowd,
gratitude,
→ the belief that everything
that happens to us is good, locus of control is
controlled in them.
→ They achieve long term goals in life.
→ They like to meet friends, same type of ppl.
→ See opportunities and (see problems as an
opportunity).
not sit with the failure.

-ve attitude → pessimistic, sad,
anger
→ disappointment, envy
→ Locus of control is dependent on faith.
→ Best days in life never com.
→ They achieve essential goals, but they
then give up → no limitations (always see bad)

Types of - ve attitude



① miserable type
- ve image

② Silent killer ppl are full of
anger, hatred, low self esteem.

ppl who are very attention seekers
drama queen

③ Paranoid always hyper
(always thinking of most - ve things)

④ Trigger : anger on tip of nose without
any reason.

Leadership: person who has mission, vision, set of goals, tries to motivate ppl, take commitments from his group, achieve the goal & realise the vision.

* Involves influencing ppl. to work towards desired goal.

✓ Managers plans to organize, control, resolve, derive power from the position.

✓ Whereas leaders create vision, inspire others and overcomes hurdles of the group to achieve the goal.

✗ Strong leaders can be bad managers
group dynamics, wrong direction, poor planning.

✗ Weak leaders ~~but~~ still can be an effective managers.

Leaders have followers, get power from followers
primary Traits

extroversion

intelligence, self control, honesty, integrity, self confidence.

Secondary trait

cognitive ability, knowledge of business, charisma, flexibility, creativity, adaptiveness
+ warm

effective leader

invest in time, sees to emotional well being of with group, strengthen relationship with ppl, ignore the -ve aspects in a person, try to show the aspects, encourage the ppl, show the hidden talents, ignore criticism.

Trait Theory of Leadership

→ Leaders can be acquire by training + experience, can be grooming
↓
an etiquette

✓ Behavioural trait

Leaders are characterised in the different situations, circumstances, they act & react. How well they deal with ppl
(relationship with your family, boss)

Contingency theory

leaders who characterise with different styles of leadership (Hitler, Narendra Modi)

admired characteristics from whom.

Situational / Sitre of Leadership Theory

- * Telling style : ppl or employee, low in his ability to perform and willingness to perform, leader or manager need to adapt telling, constantly give directions to group.
- * Selling style : low ability, high in willingness to provide, gives direction as well as support.
- * Participative style : employee is capable of performing, not willing to perform, manager has to participate
- * Dedication style : give task according to abilities or ppl,

- * Autocratic 1: ppl who have available info, leader takes decision on his own.
 - * Autocratic 2: take info, find solⁿ and tries to share it with group & take advices from ppl.
 - * Consultative style: take ideas from subordinates, listen to ideas, make decisions.
 - * Group style: Brainstorming is done.
 - * Transactional: tries to motivate, guides the follower, monitors the activities of the group, sets rules & standard.
This is active management.
 - * Passive: sees, observe, change if needed.
 - * Taïssez faire: free hand or no interference, avoid taking decision about ppl, lack of involvement.
 - * Preference for rewards: motivate ppl, by giving rewards.
- Transformational leaders: inspire their followers to transient (go beyond their beliefs)

know self interest.

- * The charismatic type : begins with good articulation, commitment, communicate properly to the followers so that goal is achieved, build up confidence in the group.

| In group

- * Think about the biggest problems that you faced in life like work, relationship, home, family, extra curricular activity, self-image DA-IICT.

Work → state a problem

Da IICT → _____

Answer the following questions

- Q See how attitude affects the problem?
- Q To what extent have you blamed others for this problem?
- Q How do you feel about this problem?

(1 - is not)

If you are unable to resolve a problem, what kind of directions you will get in life?

9/10/19

Group & Team

ex: Railway station doing diff things : group suddenly attack by terrorist :

⇒ No. of ppl are many under a common roof, common goal to achieve.

⇒ Small no. of ppl, they may

Group: where several individuals come together in large no. to accomplish a particular task or a goal

Team's Small no. of ppl with complementary skills, committed for a common purpose

3 skills

→ Technical & func skills

→ Interpersonal "

→ Ability to resolve conflict "

→ Problem solving & decision making "

Group Dynamics where ppl have common characteristics, attitude, behaviour, everyone is involved for betterment of team.

Types of groups

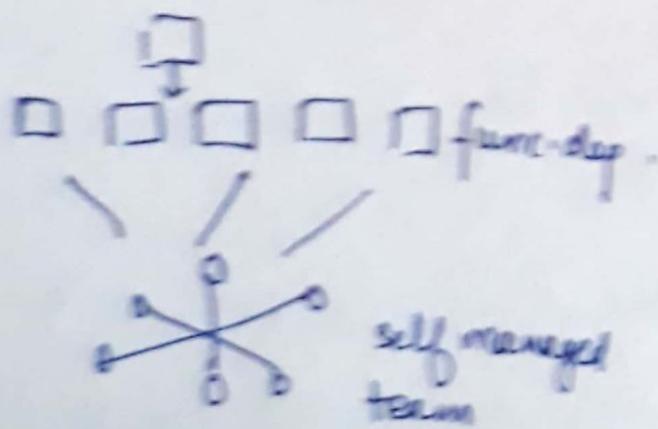
Problem Solving: small group, who interact among themselves. They are generally 5-12 in no. They meet regularly, once in a week to see the quality, efficiency of work. Generally, American companies have this type.



Self-managed team: size 10-15, take their own responsibilities, schedule, plan, assign the work, determination for work to be done.
ex: Xerox, General motors, pepsi, hewlett

Virtual teams: sitting in diff areas, no face to face interaction. ex: oracle, microsoft, matra

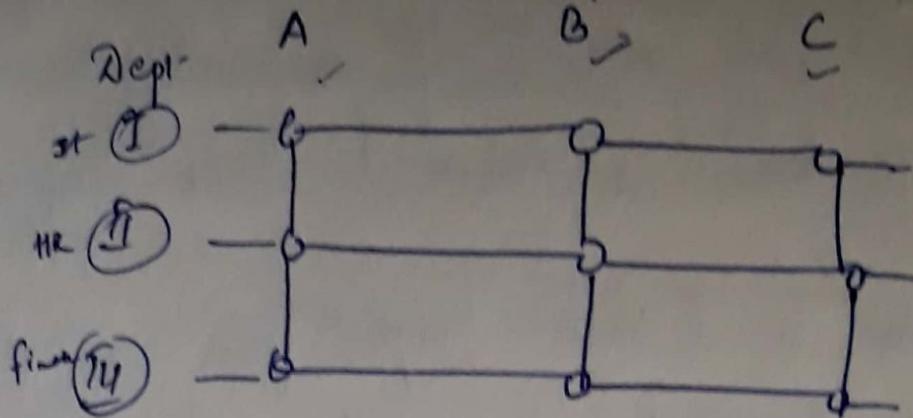
Cross func team:



Ex:

IBM, Toyota,
Honda, Ford,
Nissan

Matrix type. 3 diff projects



Classical Theory groups: based on activity, actions & sentiments of ppl where individual share activity of develop a +ve or -ve attitude towards each other. ^{major element} Individual members b/w ^{interaction} com. skills.

Reinforcement

(S) → (R)
Stimuli Response

(smell of food,
Took at clock
it is 10' clock)

Pavlock's experiment from where
the classical theory

↓
January (cleaning of campus) convocation
Feb (ppl become busy) Synapse

Social exchange Individual form relationship which is based on implicit of mutually beneficial exchange based on trust & felt obligation.

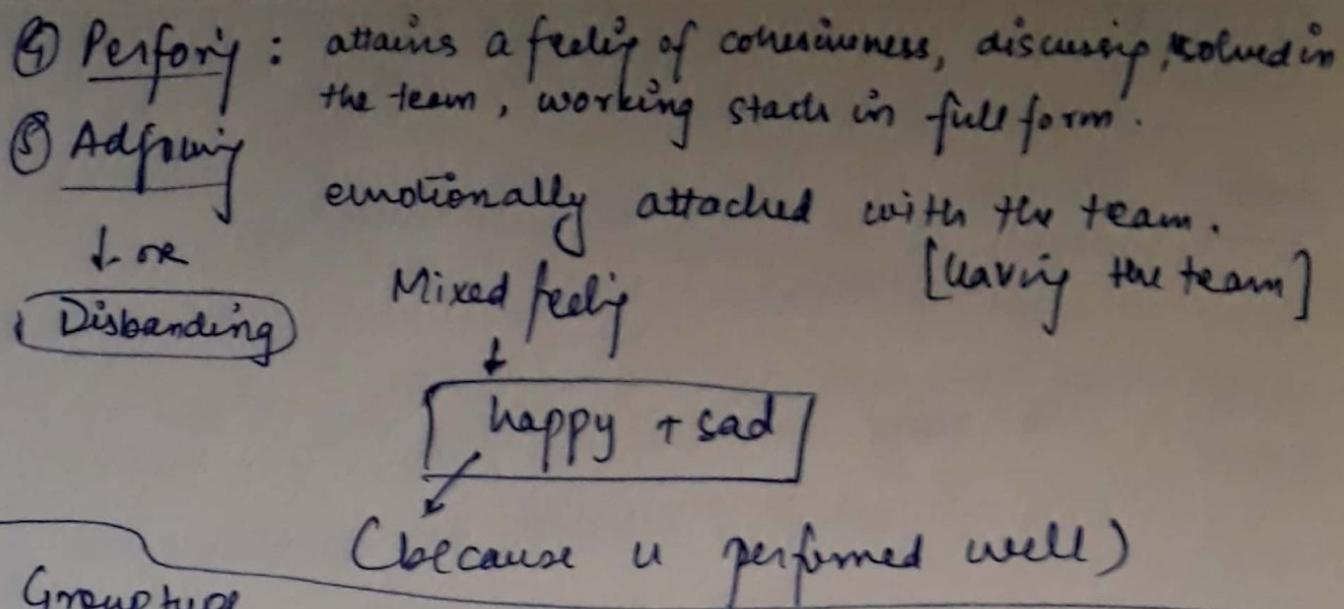
* Interaction is I have helped you in need, whenever I need, u will help. (this is trust)

Social Identity Theory : explains about group formation, individual try to maintain self identity among group, culturally based, similarity more no mixed culture, individuals are motivated to belong to and contribute to the identity group because of sense of belongingness & self worth. (comfort need)

Attraction theory group is made with similar type of human behaviour. (emotionally weak, small type of group)

Stages of group formation

- ① Forming :- who will be the leader?
- ② Storming :- lot of conflict, struggle of power
- ③ Moving :- dos & don't, select a leader, develop identity



Group type

Command group : Higher authority people ex: academics

Task .. : Different task assigned to ppl acc.
+ capability of team members
ex: project groups.

Functional .. : Accomplish acc. to diff functioning
ex: sales, marketing team

Interest .. : Similar kind of ppl come with common interest.

friendship .. : compatibility

↳ Attraction theory

ex: politics, sports.

Reference .. : In your resume, you give reference
ex: faculty

group size is small, interaction easy efficient to manage

There is opportunity to learn & participate in group (5-10)
larger: comm lost, waste of time in decision making, never comes to conclusion

1st impression

- the attitude amongst group is
not there.

(2) visual stylistic continuation in the film.

* Too large: difficult to understand group member.

Group roles: work roles, maintenance roles.

Role conflict: when that 1 ind. tries to play 2 diff roles simultaneously. [son, got job in Singapore]

Group norms: boundaries are made, motivation of ppl, performance of ppl, rewards are kept status standard

Group cohesiveness: bonding amongst the group member, competition exists, external threats.

Job Rotation \rightarrow enhances productivity in employees by periodically assigning the employees to alternative jobs

Job enlargement \rightarrow specialization is smaller areas expanding the number of tasks and horizontal expansion of work [increasing the tasks to the no. of hours]

Job enrichment \rightarrow redesigning the job giving autonomy increases efficiency, flexibility, team work and high performance. The process of bringing about a change in quality of employees, job activities that enhances the degree of autonomy & responsibility associated with the job.

Advantages \rightarrow Since it involves the scope in the different departments to show efficiency, it provides greater opportunities for personal achievement and recognition. It results in enhanced growth of the individual in the organization.

\rightarrow It results in intrinsic satisfaction to the employee.
intrinsic \rightarrow reading a book, listening to music
 \hookleftarrow appreciation, praise

\rightarrow involves responsibilities, skills & ability
 \rightarrow it is effective tool to reduce absenteeism. org can enrich job in no. of ways:-
i) incorporating more responsibility in the job
ii) \uparrow pace of job
iii) enhancing commitment towards accomplishing the goals.

iv) minimising control of providing freedom to work
v) allow ppl to set their own standards or targets
vi) Individuals get motivated in jobs or targets
be enhanced by means of introducing job rotation,
creative, tasks in their routine activities. This
enhances employee expertise.

~~✓~~ Flexy Timing fixed time is given to you, but
you have flexibility to complete the job.

~~✓~~ Job sharing two or 3 people of same area are
given job to be completed.

~~✓~~ Condensed work ↑ the no. of hours and
giving 1 day off.

Lewins 3 Steps change Model

- (1) Refuge Unfreezed: knowing the org, imp. stage org first should
know, what the change is being made in the world and how this
change will affect the org. About getting ready for change
- (2) Change: make ppl understand to come out
from their comfort zone. This
stage is about preparing ourselves
mentally, emotionally before the
change situation happens.
- (3) Freeded:

change: transition stage, change happens to the
person

Freeze: you have already accepted the change, now
you are going to evaluate ↑

Also known as force field analysis



is a way of saying that there are lot of factors that work against making the change & we need to be aware, analyse, interpret of the factors. If the factors for change outway the factors against change, we will a change. If not then there is low motivation to change & if we are pushed feel pushed to change, then demotivation works, job dissatisfaction, anxiety, depression, unhappiness. All these leads to low efficiency, low productivity & turnover.