

- Classical theory - Money & incentives are the only criteria that make people work in an organisation.
- Behavioural management theory - there are many other factors

Q: 10 things that you look for in an organisation?

1. Location
2. Policies
3. Work culture
4. Salary
5. Work that I will be doing
6. Opportunity to grow
7. Facilities that will be provided → incentives?
8. Role / Responsibility

• No decision making

• No accountability

• Strict supervisor

• No growth

• Not a good location

But a very good salary. Will you work here?

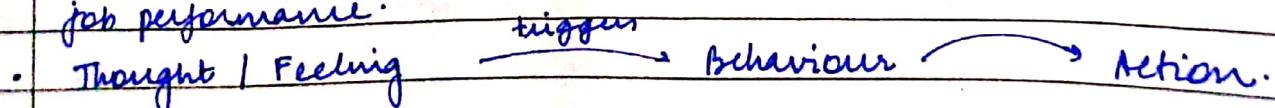
+ Shift theory

- Hawthorne Effect : tendency of people to behave differently (perform better) when they receive attention.
- Economic incentives are less important than generally believed
- Leadership practices & work group dynamics affect productivity.

levels of analysis

1. Individual - attitude, beliefs, intelligence, motivation
2. group - social & interpersonal aspects - group dynamics & leadership
3. organisation - culture, structure & processes.

'Total person approach' - org. doesn't just employ a person with skills but the whole person. Person comes with biases, personal challenges, H.R. skills & Tech. skills but also experiences what happens to employee outside of work can affect his job performance.



- smile, be sincere, be the bearer of good news, be a positive person, make people happy, use proper body language, expose yourself more...
- Henri Fayol - Fourteen Principles of Management
 1. Division of work: work divided increases productivity
First division of work was given by Adam Smith
 2. Authority : Accountability
 3. Discipline
 4. Unity of command - whom to report to & guidance
 5. Subordination of individual interests to general interests
 6. Remuneration - pay
 7. Centralization - power / Decentralization
 8. Scalar chain - who reports to whom
 9. Order
 10. Equity
 11. Stability of tenure of personnel

Manager: listening, speaking & writing skills.

MOVIE

- Analysis of Behavioural change in a person (client)
- Dear Zindagi: Tools & Techniques that have been used by counselor
- What are the steps used
- How there was a change - different stages a person goes through transformation.
- Loss & wins.

SWOT analysis - project

- The Human Behaviour aspect studies the mental, physical, emotional & social activities that are experienced by individuals during the 5 stages of human life, i.e. Pre-natal, Infancy, Childhood, Adolescence & Adulthood; which includes the behaviours which are dictated by culture, society, values, morals, ethics and genetics.
- Human behaviour refers to the range of behaviours exhibited by humans which are influenced by persuasion, authority, age, attitude, emotions. Some behaviours are acceptable while some are not. There are certain rules/norms to be followed in the society & accordingly, different people behave differently in same situation. Attitude is defined as the degree to which the person's favorable or unfavorable behaviour can be evaluated. In other words, behaviour is defined as the actions or reactions of a person in response to an external or internal stimuli.
- People's / Human Behaviour is very different from that of an organisation. It is dependent on how the perception of human beings change from time to time. All organisations have diverse people with diverse personalities, attitude, values, perception, motives, aspirations & abilities. The main reason to understand behaviour is that individuals are different, and therefore response to a similar situation is different.

→ Classification of HB.

1. Molecular & Molar Behaviour - Molecular behaviour is a sudden behaviour that occurs without thinking.
Molar behaviour - It occurs with proper thinking
2. Overt & Covert Behaviour - Overt behaviour is the behaviour which is visible - occurs outside. Covert is something that is not visible & occurs inside the human being.
3. Voluntary & Involuntary - depends on human wants - human beings have a control over their behaviour.
Involuntary - occurs naturally

→ Characteristics of HB. (why people behave the way they do?)

1. Social rules & regulations
2. Language & Understanding
3. Education & Knowledge - norms, practices, skills as person grows
4. Adaptability - human nature which changes to different situations / environment - adjustability
5. Capacity to learn - knowledge
- 6.
- Human behaviour is

Sigmund Freud - Father of Psychology

→ 3 aspects of mind - ID, EGO, SUPEREGO.

1. ID - unconscious process - The basic part of our personality & works on pleasure principle of satisfaction of wants / desires. Unfilled desires lead to tension, anxiety, depression. ID is present in a person since birth & it entirely works in the unconscious mind & is the instinctive behaviour.
2. EGO - Deals with Reality. It tries to meet the desires of the ID. It helps to get rid of all the tensions. Works on the conscious, & pre-conscious & unconscious mind. It recognises that other people also have desires, & that being selfish is not always good in the long run.
3. SUPEREGO - Based on morals, principles, ethics, judgment, right & wrong decisions - It tries to reason out why & take a decision based on moral values.

Decision is made by Super-Ego, ID creates the demand in an individual, Ego adds to the reality & superego adds to the action that is to be taken.

Unconscious, Sub-conscious & Conscious Mind

30-40%

50-60%

10-20%

Retrieves from the
conscious.

Present Awareness



1. Conscious mind - what people are aware of - present moment
 2. Sub-conscious - retrieving of memories
 3. Unconscious - unfulfilled wishes / desires - based on belief system of the person - experiences, memories, past, patterns etc. Positive or negative present behaviour is due to this.
- HBM deals with the issues related to compensation, performance management, organisation development, safety, wellness, benefits, employee motivation, training, grievances, job satisfaction etc. It refers to the practices & policies one needs to carry out to deal with the personal aspects of the management job. The main goal is to make workers more satisfied & productive & when the organisations are concerned about people, the total philosophy, ultimate orientation of the organisation gets reflected. Every effective & efficient manager should be concerned about people's behaviours.

Org. culture is defined by the company's parameters such as values, beliefs, norms, & principles. Vision, Mission, behavioural expectation & if people are positively awarded/rewarded then there is behaviour modification.

- Q. Difference b/w Down-sizing & Right-sizing ?
- Q. What are the factors that contributed to the success of their effort to downsize ?
- What were the strategies used ? What can be your strategies
- Q. How to carry out redundancy management ?

y.	General Motors Nissan Motors	1999	Down-sizing. Reason? Strategies?
		Sony - 2002	
		B. K. Srinivas - joined in 2006 from TATA Steel as CEO	

& turned it into a profit making unit, reducing workforce from 30k to 40k in 10 years.

- Downsizing - reduce no. of reporting layers in organisation to produce a better line of communication & efficiency
- ⇒ Rightsizing - reducing the organisation into a small size, keeping it small. It is done by -
 - ① Freezing recruitments
 - ② releasing long term sick units
 - ③ allowing early retirements
 - ④ releasing poor performers.

① Rightsizing company's point of view
 Downsizing outsiders/ observers point of view:
 could refer to adding as well as cutting down work

② Strategies used - communicating, meetings with union, press conferences, dialogues with employees, creating awareness that there was no alternative, training programmes,

Surveys - to find their needs & develop ESS

'Early Separation Package' with different benefits

Importance of HR

ESS contained benefits such as settlement of dues, house retention, medical facilities, education facility, refundable loans, entrepreneurship etc.

③ Redundancy management -
 redeployment & rightsizing.

Through above strategies - informing in advance & consulting, entitled to give opinion / challenge,

- Q. Merits & demerits of communication in an organisation to reduce the no. of layers?
- + spreading of rumours - chances increase when layers are high
 - maintain transparency & clear information is passed on
 - employer - employee relation
 - + advance knowledge
 - + Tone, voice - presentation / speaking skills
 - + We feel that the organisation cares about us
 - + If it is a tall structure, communication can get lost, delayed, distorted, rumors can be added, lack of decision making & problem solving

Q. What are the leadership skills you observe in this case?

- collaboration - brain-storming
- took everyone's view into consideration through meetings, press conferences & surveys.

Q. What can be your strategies?

- Retaining good employees - Knowledge Management
only committed people will stay back if you tell them that they will not be compensated for 3 months. 'good people' retained.
- Company will look after people who have stayed with it during hard times

Q. How will org. manage monetary crisis?

- decrease production units
- invest in repeated firms

→ How to Redundancy Management carried out?

(1) Change Management in redundancy - when market is down, mergers can take place. outsourcing, strategies & plans, avoiding rumours, gaining confidence of people, cost cutting at grassroots level to increase productivity.

(2) Minimizing redundancy by freezing recruitments, pay cuts, move to part-time working hours, flexi-week/month

- (3) Dealing with the people who are left - fear.
- (4) Selecting the jobs that are to be cut & notifying the individuals, empathize, talk, discuss, notify beforehand etc.

⇒ The Human Relation approach attempts to focus on the human side & emphasizes group & individual behaviour. Every individual passes through 4 broad stages in his entire career. These stages are based on the various activities one does in his life. It is dependent on his type of career, age, technological change, needs, desires, ambition, stages of industry & growth. The employee undergoes

- (1) Exploration stage
- (2) Establishment stage
- (3) Maintenance stage
- (4) Disengagement stage.

During the 1st stage, the individual tries to identify his likes / dislikes, discovers his inclination towards different kind of work & then based on the values, interests, work preference they seek info. about the careers / jobs / family, friends etc. This phase occurs from mid-teens to early-twenties where individual tries to analyse their own attitude, level of education, & training & tries to adjust & adapt to the different values & goals in the organisation through the induction process. The 3 socialisation phases are -

- (1) Pre-arrival (2) Change (3) Metamorphosis

↓

getting to know not just the tip of the organization → Adjustment → gotten used to system & want to be a part of it.

- (3)- Depending on the reputation of org, skills, knowledge required by to maintain in the org.

(2) Establishment - trying to settle down - stability - looking for more responsibilities to shoulder - work & other roles to play → balances

(3) Tries to retire - work as consultants depending on experience
→ Advantage of Career Management Program

- Helps org. to retain talented HR.
- Develop future leaders for
- Dual objective for betterment of employee & org
- Personal career goals of individual - where people can be motivated, change in perception happens
- Helps to benefit individual employees for fast growth by understanding employee strength & weaknesses & the efforts ^{not} need to be changed in people after knowing the strengths & weaknesses

→ The Human Relation approach is an attempt to focus on the human side of HBM with an emphasis on informal processes, group and individual behaviour, mutual trust and supportive leadership.

Q. Discuss the features of HR approach which can distinguish from the classical approach to management.

- Ans. Capital theory is defined. Classical theory denies employees as economic man who would be motivated by financial gains & monetary incentives. The HR approach focuses on the processes, individual, group behaviour and this is based on Hawthorne's study which is the result of employee productivity, informal supervision, job design, & economic rewards. Also it is based on the social & psychological factors like interpersonal relations & management support influenced the feelings, emotions, sentiments of employees.
The features of this are -

1. The approach is based on the assumption that happy workers are hard workers. This concept is based on the MB which helps the manager to influence the employee Behaviour.
 2. Employees gain a sense of identity & belongingness in the org. from the various interactions they have.
 3. Improves the interpersonal relation b/w the supervisor & subordinates & increases productivity. It acts as the mentor-mentee relation rather than dictator or controller.
 4. Managers must provide a degree of autonomy to the subordinates.
 5. This approach also helps to get feedback from employees regarding work, fears & helps to identify the hindrances which affects job performance.
 6. Active employee participation, i.e. People First strategy, is another feature where management involves the people and seeks suggestions before crucial decision making.
- Q. Working individually or in groups, develop an outline showing the trends like workforce diversity, technological innovation, globalisation and changes in the nature of work that has affected the present org./university that you are in.
- Q. How first list 10 examples showing how did you use or could have used human resource management techniques till now.
- glass ceiling
It is an invisible barrier which stops women from going into higher positions.
- Q. If given a chance, how would you redesign your course?

- i. Biometric attendance system
- ii. Replacement of outdated machines
- iii. Infrastructure development - new IT & HoR
- iv. Collaboration with colleges via student exchange programmes
- not only IT courses, but also Agriculture related courses.
- v. Trying to import knowledge about current technologies to those who can't access it easily - e.g. Django girls
- vi. less cultural diversity - too many Gujarati students
- vii. SIS-code sessions to create a coding environment in HoR Women to incorporate women in male-dominated system.

Class Activity Observations

Personality observation / nature e.g. worth

- Shows self-confidence, self-esteem? learnings from life
- People put forward thoughts that they wouldn't have if the activity was not anonymous.
- Self-esteem - how you think ^{about} yourself, capability, responsibility

The experience of being competent to cope with the basic challenges of life and of being worthy of happiness. Self-image is described as a mirror which dramatically twists the size & shape into different proportions than what it appears.

Self-perception of how we view ourselves, how others see us, the thoughts, beliefs about ourselves & the world.

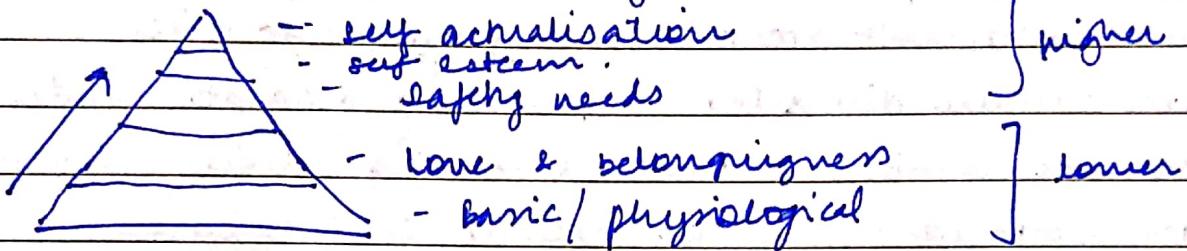
The 3 things that play an important role in self-esteem are self-respect, self-worth & self-acceptance.

The problems that we face in life, unable to deal with them, low self-esteem / worth → are assertiveness, boundary setting, stress issues, problems of coping up at work, relationship issues etc. The main components of self-esteem are

- (1) self-efficacy, i.e. confidence in one's ability to think, learn, make appropriate decisions, face challenges & manage change.

② Self respect, i.e. confidence in one's right to be happy, confident to achieve something, success, friendship, respect, love, fulfilment. If all this are balanced in life, then our self-esteem or self-worth is high.

- Maslow's hierarchy of hierarchy - lower order & higher order



- Ideal & real self

real self is who we are and ideal self is what we want to be.

- Reasons for low self-esteem are neglect, if one is humiliated, physical and mental abuse, power of leads to low self-esteem.

Neglect, lack of love and respect, continuously being criticised or ridiculed or humiliated, physical or mental abuse, power of controlling others - all these can lead to low self-esteem.

⇒ Communication

- Speaking, listening & listening skills.

→ Transactional Analysis . Eric Berne

Personality = Thought + feeling + behaviour



Parent - Adult - Child
Interactions -

TA: It is useful & a framework for analyzing the behaviour of both ourselves & other people. It is very useful and has a big impact of different behavioural styles in the relations & ego.

It was defined by Dr. Eric Berne & is based on the different attitudes of people & their behaviour. He called these 3 the ego stages - Parent state, Adult state, Child state & interaction between these manifests the thoughts, feelings & behaviour in the different people. The interaction b/n the states either with ourselves, or with others.

- The parent state is the 'Taught concept', the adult state is the 'Learned concept' and the child state is 'the 'felt concept'
- Parent → represents control, criticism, fingerpointing, calming, nurturing & supportive. Adult → reasoning, logical, sensible, rational, non-threatening. Child → tantrums, rebellious, curious, nicely, playful, creative, spontaneity.
- Parent → represents massive collection of recordings in the brain of the external events of the maximum experienced or perceived in the first five formative periods. Since the majority of the external events of the child are the state actions of the parents, it is called the parent ego stage. eg: 'Don't talk to strangers', get back home before dark, chew food properly etc.
- When certain events occur in life, the young child in the parent has seen or undergone and has no way to filter the data
- The child - represents recordings of the brain of internal events associated with external events that he perceives. All emotions, feelings etc. are stored in the child.
eg:

- Adult stage - close to 1 year of age, child begins to exhibit motor activities. It can hold, touch etc. The Do's and Don'ts that the person has experienced

- Complementary Transaction - b/n Parent & child. P → A
- eg: Parent scolds, child apologises A → P
- Cross-Transaction - between adults C → C
- understanding sense - not controlling, reasoning.
- Duplex Transaction - b/n adults or b/n adult & child
child's requests are taken & fulfilled.
Superficial transaction that takes place, the customer tries to invoke the ego state in child.
- + P-P & A-A → conflicting
- * C-C → no conflict in transactions

ASSIGNMENT 1:

- 2 'Games people play'] Read
- 'I am okay, you're okay'] - related to Transactional Analysis
What are the human behaviour aspects? What is common b/n the two books? Analysis of the words. Which book did you find good, and why?

- Social metric test on PERSONALITY - 16 pp; Meyers & Briggs.

- Factors that influence personality

(1) Heredity (2) Environment (Family, Childhood, School etc.)

Cognition, past/life experiences, situations you deal with.

⇒ PERSONALITY TRAIT ASPECTS : (Meyers & Briggs)

1. → Extraversion which refers to the extent of a person who is comfortable with other people. People who have high extraversion are social, talkative, friendly, satisfied. Low extraversion people are introverts, avoid developing new relationships, inhibition about making friends.

- 2. → Agreeableness - intent to which people try to show their interest in the group - try to make harmony - trustworthiness, cooperative etc. less agreeable people give more importance to their opinions & values
 - 3. → Conscientiousness - refers to the intent to which a person is responsible & achievement oriented - organised, self disciplined.
 - 4. → Emotional stability - this trait determines an individual's ability to withstand stress. People with the E.S. are more emotionally secure. → anxious, depressed, anxiety
 - 5. → Openness to Experience - trait refers to individual's range of interest - innovative, creative etc.
- Attitude - the personality that describes the whole person. Determines the person's state of mind. It is defined as the tendency to feel and behave in a particular way towards objects, people or events.
- Attribution effect → Perception / ~~or~~ projection - we judge people [halo effect] on the basis of attributes we see in them.

→ Some other attributes of personality:

- Locus of control - Individual's perception of what controls his/her fate. It refers to the degree to which people believe that they can control others' fate or any situation. People believe that they are the masters of their own fate, while some believe fate is controlled by luck. It was found that people were dissatisfied with their jobs, lack of commitment & frequent absenteeism - [high locus of control].
People take care of themselves, less absenteeism, more discipline. External traits - not much importance given to health, attribute bad health to all other factors rather than their ones - attribute to all external factors & not themselves. - may be reluctant to take initiative.
- Machiavellianism - Mach - refers to the degree to which an individual is ~~or~~ practical in his/her approach - maintains emotional distance from others & believes that ends justify the means.

those who are high on Mach are good at manipulating people - play politics in organisations. - try to win by any means. (+Cognitive dissonance') they persuade others, prepare well face to face in meetings - productive in jobs - able to bargain & put a good face in front of people - shrewd - able to achieve set goals

- cognitive dissonance - change in behaviors when there is a conflict / dissonance / instability in attitude & belief of people, depending on a situation. Related to ethics, morals, values, principles etc. - Procrastination.
- Type A Personality: These people strive continuously to achieve more things in less time, very ambitious and achievement oriented. Qualities: fast in doing everything - desire instant results, get involved in more than one things to be done. They emphasize on numbers & quantity - measure success in quantitative terms.
- Type B Personality: Not obsessed over achieving everything in life, no sense of urgency, not impatient, don't get upset with failures in life, do not consider it necessary to discuss their achievements / goals with others. - try to make best use of time - leisure - relaxed - no feelings of guilt.
- q. Do type A differ from type B from their ability to get higher in an organisation?

→ Attitude - tendency to feel and behave in a particular way towards objects, people or events. It is a tendency to respond positively or negatively towards objects, ideas, persons, situations or events. Influences an individual's choice of action & responses to challenges, incentives & rewards

→ 3 components of Attitude

- 1) Cognitive Component - Belief, value system, past learnings etc.
- 2) Affective Component - feeling of people towards something.
- 3) Behavioural Component - intention of a person to behave in a particular manner.

→ Characteristics of Attitude

- Attitude is the complex combination of the things we tend to believe, values, personality, behaviours, motivations.
- It can fall anywhere and can vary from favorable to unfavorable.
- All people irrespective of their status & intelligence hold attitude. It helps to define your identity, actions, influences behaviour and judgement of people.
- It is the feeling & belief component which is the internal part of a person & we can observe / see his/her behaviour attitude from his behaviour.
- It is the aspect which shows the direction / goal in one's life, intensity. It refers to the readiness, capability, ability to do the work.
- It may be positive or negative & may affect because of age, maturity, position, education.

→ Functions of Attitude

- 1) Adjustment fn - people modify their attitude to adjust to the work environment
- 2) Ego-defensive fn - very senior people, managers may make poor decisions / mistakes due to their ego; they become very defensive towards other people / events etc.

3) Value-Expression fn - make people understand the values.

→ Factors that affect attitude

- 1) Social factors
- 2) Peer instructions
- 3) Family
- 4) Personal Experience
- 5) Educational background
- 6) Prejudice
- 7) Religious institutions
- 8) Media
- 9) Physical factors
- 10) Economic status
- 11) Occupations

→ barriers to change in attitude

- 1) Prior commitment towards some work/action - some agreement
- 2) Insufficient information - do not want to change as it is programmed
- 3) Balance & consistency - do not want change in patterns
- 4) Lack of Resources
- 5) Improper reward systems
- 6) Resistance to change

→ How to bring about change in attitude?

- New information helps to change attitude
- Negative attitudes are mainly formed because of insufficient info
- Attitude will change because of direct experience
- Perceive discrepancies b/w attitude & behaviour
- Through persuasion from friends and peers
- By law or force
- Change in attitude through reference groups, rewards
- Fear can change attitude
- changing attitude differs with change in situations - learning the hard way.

→ Types of Attitude:

- 1) optimism.
- 2) love, gratitude, hope
- 3) belief that everything that happens to us is good - controlled locus of control - achieve long-term goals in life

Positive attitude people usually have friends who have same kind of attitude. They see opportunities & change ^{it to} the best that is for them.

Negative attitude people are pessimistic kind, sad, angry, disappointed, irritated, envious, see fate as locus of control. 'Best days in life never come', may achieve initial goals & then give up, always see limitations.

TOPIC FOR PROJECT

- Impact of personality traits on students' academic performance
- * Influence of age at marriage & educational level on anxiety level in women.
go through case studies, papers.

→ Types of Negative Attitudes:

- 1) Miserable type - get up with grumpy faces, answer negatively.
- 2) Scent killer - full of anger, hatred, low self esteem
- 3) Attention seeking - dramatic, self pity, low self esteem.
- 4) Paranoid type - hyper, always thinking about the most negative things that could happen in life.
- 5) Trigger type - anger at the tip of the nose.

Leadership - a person who has a vision and takes the team along with him, to

Leader - a person who has a vision, mission, set of goals motivates people, takes commitments from his group & achieves the goal & realize the vision.

Leadership involves influencing people to work towards the desired goal. Manager plans to organize, control, resolve, derive power from the position before he is holding whereas leaders create a vision, inspire others and overcome the hurdles of the group to achieve the goal.

- * Strong leaders can be weak managers because of lack of group dynamics / coordination, wrong directions, poor planning.
- * A person can be a mean leader but still a good manager. Leaders have followers, get power from their followers (effective leadership) and have following personality traits - extroversion, intelligence, aggressiveness, self confidence, honesty, integrity (primary traits) and cognitive abilities, knowledge of business, charisma, creativity, originality, flexibility, adaptiveness and warmth (secondary traits)

a) Who are effective leaders?

One who invests in time, sees to emotional well-being of group, maintains relationship with people, strengthens the team to achieve goal, ignore negative aspects of persons & tries to portray the aspect, modifies behaviour, encourages the team, shows the hidden talents, ignores criticism

- ⇒ 'Trait theory' of leadership - leaders can be acquired with training and expertise experience & leaders can be groomed.
 - ⇒ 'Behavioural traits' in leaders - leaders are said characterised in the different situations / circumstances they act and react and how well they deal with people (e.g. win you family, don)
 - ⇒ 'Contingency theory of leadership' - this tries to show leaders who try to adapt to different styles of leadership. (Hitler, Nelson)
 - ⇒ 'Situational theory' - the 4 types / styles
- (1) Telling style - where people or employees who are low in ability and willingness to perform, the leader or manager needs to adopt to his style where he constantly gives directions to the people.
 - (2) Selling style - employee is low in ability but high in willingness to perform - the leader gives direction as well as support.
 - (3) Participating style - if the employee is capable of performing

but not willing to perform, the leader takes to participate

- (4) **Distributing style** - giving the task, responsibilities according to the capability of people
- (5) **Autocratic 1** - people who have available information, leader takes decision on his own
- (6) **Autocratic 2** - takes info. from subordinates, finds the solution, shares it with group & takes advice from people
- (7) **Consultative style** - take ideas/ consults subordinates & makes decision.
- (8) **group style** - Brainstorming is done
- (9) **Transactional leaders** - try to motivate the followers; guides, clarifies roles, monitors activity of the group, sets rules & standards - "active management"
- * **"Passive management"** - sits back & watches day to day activity - intervenes only if necessary.
- * **Reactive** - free hand - no influence - avoids making decisions for people - pinpoints to things.
- * **Preference for rewards** - motivate by giving leader reward
- (10) **Transformational leader** - inspire followers to go beyond their belief, know their self interest - what they are capable of
- (11) **Charismatic type** - begins with good articulation, sense of commitment, communicate what he wants to properly & effectively so that goal can be achieved, build up confidence in group - high self esteem & confidence.

Reason for live-in: aware about choices, & future happiness, need sanctity of N working out - developing trust prior marriage - social compulsion - 'saued union'
 analyse compatibility for long run survival
 breaking up after marriage is much harder - in India divorce are also hard - walking away if the rⁿ is not healthy.
 no pressure of staying married from society

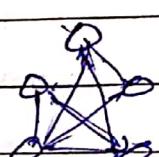
group vs Team

→ group is where several individuals come together in large numbers to accomplish a particular task or a goal. In a team small no. of people with complementary skills are committed for a common purpose and mainly have 3 skills ① technical & functional ② interpersonal skills - ability to resolve conflict ③ Problem solving & decision making

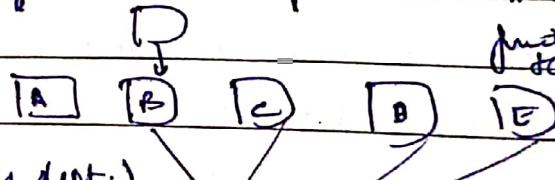
→ group dynamics - refers to attitudinal & behavioural characteristics group sets up their own norms & try to achieve the goals.

Types of groups -

1) Problem solving - very small group & interact amongst themselves generally 5-12 people.  Meet regularly, maybe once a week to do to improvement of quality, efficiency, work environment, sharing of ideas in the team.

2) Self-managed team - 10-15 people - take own responsibilities in scheduling, controlling, planning the work. 
 eg. Xerox, General Motors, Pepsi, Honeywell.

3) Virtual teams - People sitting at different places work together.
 eg. Motorola, Microsoft, Oracle

4) Cross functional team - Different functional departments which are self managed are joined 
 eg. Motor companies, IBM.

Different company people (of similar dept.) from the self-managed team

- 5) Matrix team - different teams work to complete simultaneous projects.

Projects - (A)

IT - O - O - O

HR - O - O - O

Marketing - O - O - O

(B)

IT - O - O - O

HR - O - O - O

Marketing - O - O - O

(C)

IT - O - O - O

HR - O - O - O

Marketing - O - O - O

Muits & Benefits - coordination, stress due to meeting deadlines, less productivity due to social loafing, conflicts b/w highly skilled people, lack of communication, decision making. costly affair for organisation since people involved are HODs, and highly skilled experts / talented people.

→ Classical theory of group making / development - based on the activities, interaction & sentiments of the people - individuals share common activities & develop positive sentiments towards each other. The major element of this theory is the interaction of the individuals. 'improvement' stimuli → response → action → reaction.

→ stages of group formation

(1) Forming - who will lead?

(2) Storming - conflict

(3) Norming - develop identity, deadlines etc.

(4) Expanding - working in full form

(5) Misingering / Disbanding - mixed feelings

Communication

Personality

Attitude

Transactional Analysis

group & team

Leadership

G ch. for exam.

→ group types

(1) Command groups

(2) Task groups

(3) Functional groups

(4) Interest groups

(5) Friendship groups

(6) Reference groups

→ Social Exchange - individual forms relationship based on inputs mutually.

beneficial exchange based on trust & feels obligation eg. I have helped you in need, when I need, you will help.

+ Social Identity Theory - explains group formation, individual tries to maintain self

identity amongst group, culturally based,

more similarities, motivated to belong to

& contribute to their identity group because of sense of belongingness & self worth.

+ Attraction Theory - group is made with similar type of human behaviours

Modern Management Techniques -

- Job Rotation - Productivity falls when monotony of the work increases. It enhances productivity in employees by
 - Job Enrichment - periodically assigning the employees to alternative jobs
 - Job Enlargement - Specialization in smaller cycles/areas expanding the number of tasks and horizontal expansion of work.
 - Job Enrichment - Redesigning the job, giving autonomy increases efficiency, flexibility, teamwork and high performance : Enrichment is the process of bringing about a positive change in the quality of an employee's job activities that enhances the degree of autonomy & responsibility associated with the job.
- Advantages -

i) Since job enrichment involves people in different departments it provides the job holder greater opportunities for personal achievements and recognition.

ii) Job enrichment results in enhanced growth of the individual

iii) Job enrichment results in intrinsic satisfaction in the employee

iv) It involves responsibility & enhances skills & abilities

v) It is an effective tool to reduce absenteeism - organisations can enrich jobs in no. of ways -

a) incorporating more responsibility

b) increasing pace of work by motivating the employees.

c) enhancing commitment towards accomplishing the goals

d) minimizing control & providing freedom to work

e) allow people to set their own standards / targets

Individuals get motivated in jobs or jobs can be enhanced by means of introducing new, difficult, creative tasks in their routine activities. This enhances employee expertise

- Flexi-timing - fixed time, flexibility of completing jobs
- Job sharing - 2-3 people given task
- Condensed work - ↑ no. of hours & men giving a day off

→ Lewin's Change Model

- (1) Unfreeze system - knowing the organisation
- (2) Change
- (3) Freeze

- (1) Unfreeze - organisations just should know what change is being made & how it will affect the efficiency of working in the org. It is about getting ready for the change - make people come out of their status quo / comfort zone. This stage is about preparing ourselves mentally, emotional & preparing others before the change comes.
- (2) Change - make people understand to come out of this comfort zone. This stage is about preparing ourselves.
- (3) Freeze - transition stage, change happens in the person
- (4) Freeze - you have already accepted the change now.

'Four Field Analysis' - There are a lot of factors that work against making the change & we need to be aware, analyse, introspect the factors. If the factors for change outweigh the factors against change, we make a change. If not then there is low motivation to change - we feel pushed to change and demotivation, job dissatisfaction, anxiety, depression, unhappiness occur, leading to low efficiency, low productivity & turnover.

→ Critical Thinking - ability to break up the problem into small parts, make decisions. Seeing through various alternatives & analysing & evaluating the performance of steps to be taken. Retrace back when decision seems to be inefficient.

- Having creativity, open-mind, ability to solve, analytical & critical in examining the issue, open communication with the group. Critical thinking includes observation, analysis, inference, communication & problem solving.

→ The steps are

1. Understand the logical connection b/w the ideas
2. Identifying, constructing & evaluating the arguments
3. Detect the inconsistencies & mistakes in reasoning.
4. Problem solving systematically
5. Identifying the relevance & importance of the idea
6. Reflect on the justification of one's own belief & values.

- getting the right info in the right way & at the right time
- 3 phases of Decision Making -

Traditional Decision Making Techniques -

- 1) Traditional participative Technique - Log through suggestion box
- 2) Modern Techniques
 - (i) group polarization - attitude / decision of some people in the group is stronger than it is in actual. It enhances the opinion of the group. There is a shift in attitude of the members in a more extreme states after having decision amongst themselves. People get carried away with idea of the dominating people.
 - (ii) group think - the condition in which members of group arrive at the conclusion based on pressure from the group as they put their opinion & beliefs aside. People may have different opinions but there is a fear of being 'labelled'.

- (iii) Delphi technique - group members are located in different places & meetings / approvals are done through online feedback. It is a costly affair, & a long process.
- (iv) Nominal group technique - face to face & systematic
- (v) Brainstorming - everyone comes under a roof & puts forward their ideas which are then refined.
- 'Escalation of commitment' - taking the wrong decision knowingly could be due to various reasons - peer pressure, societal pressure, parental pressure, personality / emotional issues.

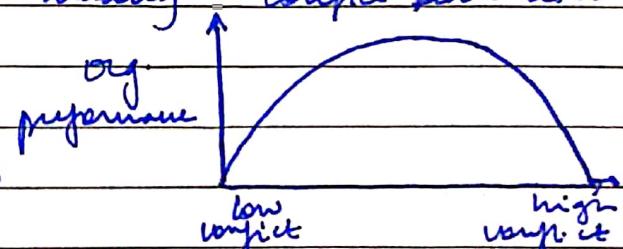
→ Managing conflicts in organisational

conflict - disagreement b/w two individuals / groups over an issue of mutual interest. Conflicts occur because of personality clashes, difference in values, ^{sets} incompatibility, organisational change, need to status etc.

i) Functional conflict - confrontation b/w 2 ideas / goals that improves the employees' organisational performance - conflict can be solved by being confident, strengthen rⁿ within org. It increases the awareness of the problem, how to solve it, motivates members to consider problem & bring a change. It impresses different views, sharing to take part in decision making. Conflict stimulates interests and creativity.

low conflict → low creativity

high conflict → too many indifferences



2) Dysfunctional conflict - goes beyond the control of the org. & 3rd party required to solve it.

→ conflict management techniques.

i) Problem solving - face to face meeting, identifying the problem,

- 2) Avoidance method.
- 3) Smoothing method - avoiding escalation
- 4) Compromise - win-win approach
- 5) Win-lose approach
- 6) Loss-lose approach
- 7) Win-win approach

Roles played by 3rd party nega / mediator

→ Arbitrator - by authority / law dictates & resolves conflicts

→ Mediator.

→ Conciliator - tries to informally communicate

→ Consultant - highly skilled, critical analysis, communication methods used, settlements can be forced, different approaches used

* Model of decision making - ① Identifying the problem / opportunity
② Gathering info. ③ Analysing the situation ④ Developing the option ⑤ Evaluating the options ⑥ Selecting preferred alternative
⑦ Acting on the decision.