

(1) WhatsApp Dil Ko Maine Di Kasam The Diffusion Decision Model: TI Classwork for OB JIPG-MBA & M... Meet - vjc-wxcp-ryk

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v visiting faculty8 is presenting R RAVURI UPENDRA and 18 more 33 6:49 PM You

Personality Determinants: Nature vs Nurture

Nature: genetic or hereditary origins – case of Jim Twins

Nurture: - Bobo doll experiment

What is your take?

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KM KAVITA and 18 more

33 6:57 PM You

Personality assessment - MBTI

- Most widely used instrument
- 100 questions – ask respondents on how they usually act or feel in particular situations
- Taps 4 characteristics , classifies in to 16 personality types
- Drawn from Jung's analytical psychology

The screenshot shows a Google Meet session with four participants. The top participant is KM KAVITA, with a green video feed and a blue circle containing 'S'. To her right is a participant with a purple video feed and a purple circle containing 'N'. Below KM KAVITA is a participant with a pink video feed and a pink circle containing 'F'. To her right is a participant with a brown video feed and a brown circle containing 'T'. The bottom participant is visiting faculty8, with a grey video feed and a grey circle containing 'P'.

Type here to search 100% 18:57 07-11-2020

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v visiting faculty8 is presenting KM KAVITA and 18 more 33 6:58 PM You S

The image shows a Google Meet session. On the left, a presentation slide has the title "Carl Jung" and text stating: "Believed that differences in individual's behavior resulted from preferences in:" followed by a bulleted list: "• information gathering", "• decision making", "• interpersonal communication", and "• orientation towards the outer world". On the right, there are four video feeds of participants, each with a colored circular overlay containing a letter: "P", "N", "A", and "R". The participant with "P" is labeled "... visiting faculty8". At the bottom, the Windows taskbar is visible with various icons and the text "h2Idx44dqn ^". The status bar at the bottom right shows "100%", "18:58", "ENG", and the date "07-11-2020".

Carl Jung

Believed that differences in individual's behavior resulted from preferences in:

- information gathering
- decision making
- interpersonal communication
- orientation towards the outer world

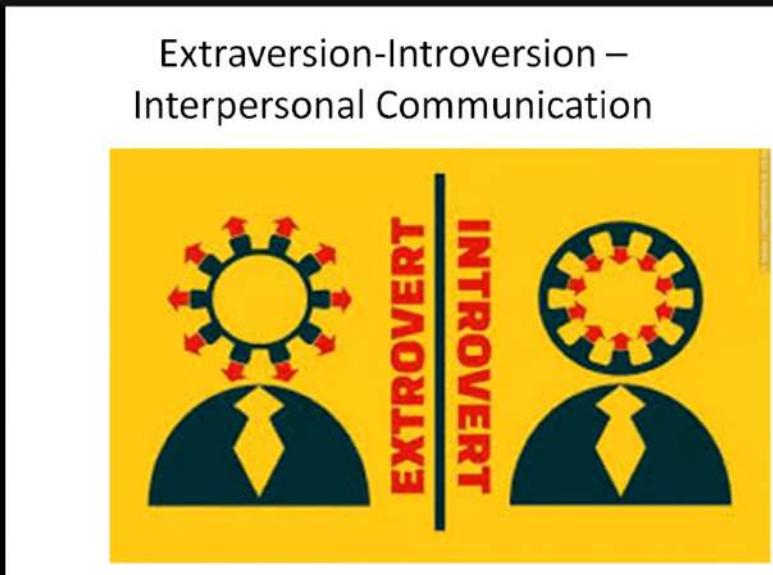
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P N A R

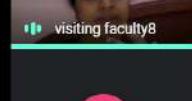
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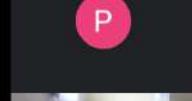
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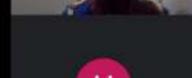
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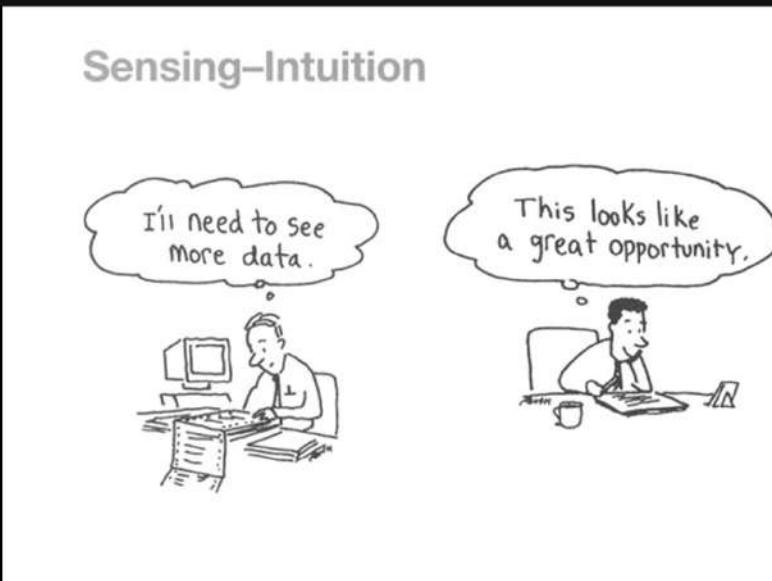
ABHISHEK CHAURASIA has left the meeting

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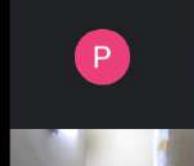


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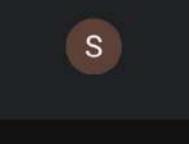
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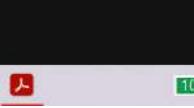
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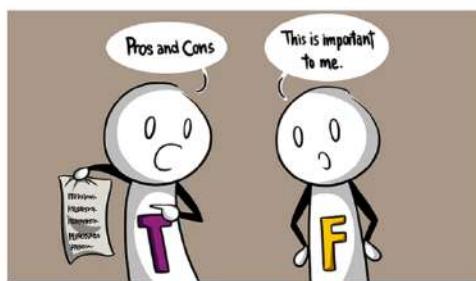
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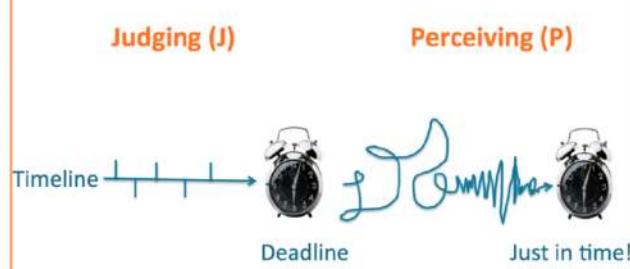
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THINKING/FEELING

How do you come to conclusions



J-P Scale: Your orientation towards the outer world.



... visiting faculty8

S

S



P

A

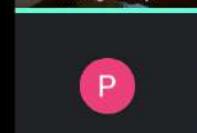
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N



R

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A ADITYA TANWAR and 18 more

7:20 PM You

Contributions Made by Each Preference to Each Type

INTROVERTS	Judging Types	SENSING TYPES		INTUITIVE TYPES	
		With Thinking	With Feeling	With Feeling	With Thinking
INTROVERTS	Judging Types	ISTJ	ISFJ	INFJ	INTJ
		I Depth of concentration			
		S Reliance on facts	S Reliance on facts	N Grasp of possibilities	N Grasp of possibilities
		T Logic and analysis	F Warmth and sympathy	F Warmth and sympathy	T Logic and analysis
J Organization	J Organization	J Organization	J Organization		
INTROVERTS	Perceiving Types	ISTP	ISFP	INFP	INTP
		I Depth of concentration			
		S Reliance on facts	S Reliance on facts	N Grasp of possibilities	N Grasp of possibilities
		T Logic and analysis	F Warmth and sympathy	F Warmth and sympathy	T Logic and analysis
P Adaptability	P Adaptability	P Adaptability	P Adaptability		
EXTRAVERTS	Perceiving Types	ESTP	ESFP	ENFP	ENTP
		E Breadth of interests			
		S Reliance on facts	S Reliance on facts	N Grasp of possibilities	N Grasp of possibilities
		T Logic and analysis	F Warmth and sympathy	F Warmth and sympathy	T Logic and analysis
P Adaptability	P Adaptability	P Adaptability	P Adaptability		
EXTRAVERTS	Judging Types	ESTJ	ESFJ	ENFJ	ENTJ
		E Breadth of interests			
		S Reliance on facts	S Reliance on facts	N Grasp of possibilities	N Grasp of possibilities
		T Logic and analysis	F Warmth and sympathy	F Warmth and sympathy	T Logic and analysis
J Organization	J Organization	J Organization	J Organization		

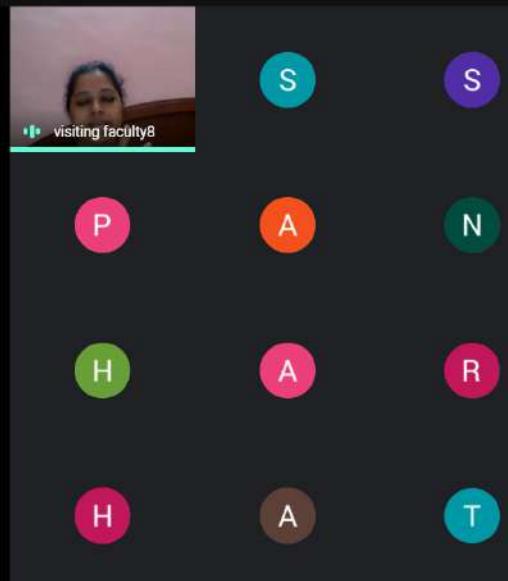
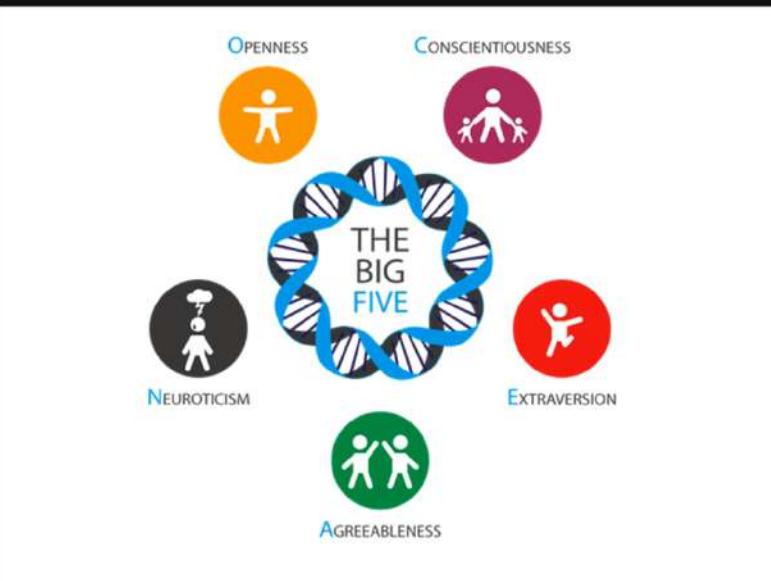
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100% 19:20 07-11-2020 ENG

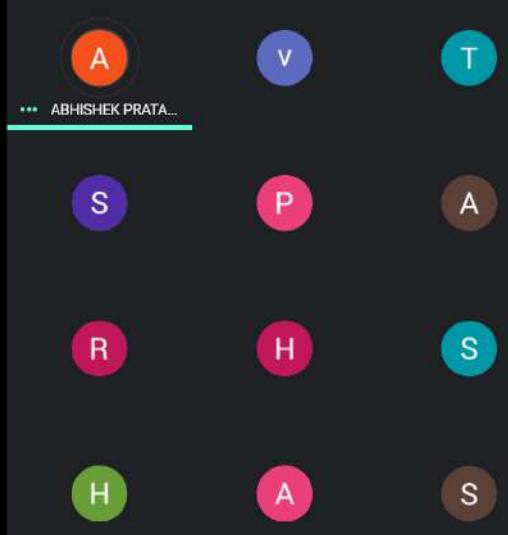
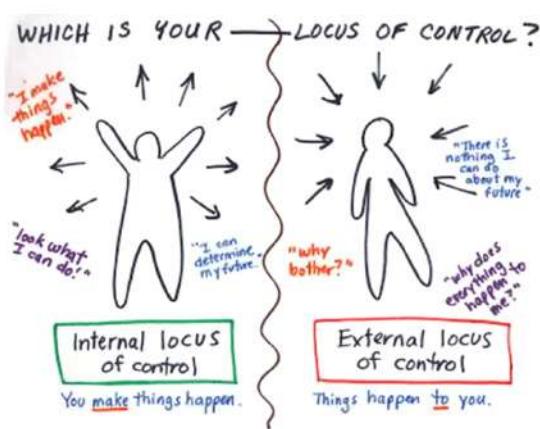
Application of MBTI in work settings?

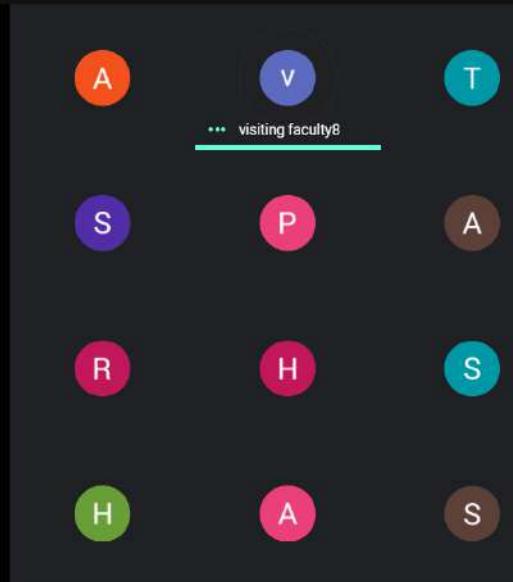
- To understanding :
 - Communication
 - Motivation
 - Teamwork
 - Work Style
 - Leadership
- Drawbacks
 - Developed by non-psychologists
 - No validity / reliability
 - No evidence for the synergistic effect of various components constituting the types





Other traits relevant to OB – The "I" in OB





What Big 5 traits distinguish leaders from others?

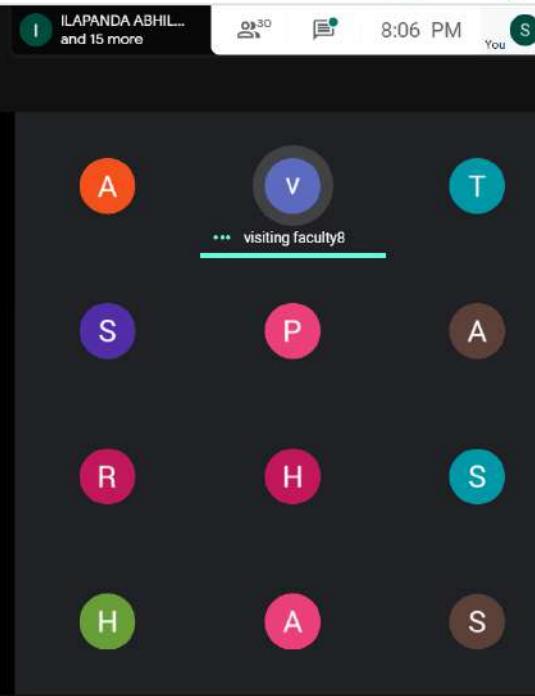
Regression of Leadership on Big Five Traits

Trait	Leadership emergence			Leadership effectiveness			Overall analysis		
	β/R	SE	t	β/R	SE	t	β/R	SE	t
Neuroticism	-.09	.06	-1.67	-.10	.10	-1.04	-.10	.07	-1.54
Extraversion	.30	.05	5.90*	.18	.09	2.00*	.27	.06	4.30*
Openness	.21	.05	4.06*	.19	.09	2.10*	.21	.06	3.25*
Agreeableness	-.14	.05	-2.66*	.10	.10	1.07	-.09	.07	-1.41
Conscientiousness	.36	.05	6.88*	.12	.09	1.26	.29	.07	4.48*
Multiple R	.53	.05	10.86*	.39	.09	4.55*	.48	.06	8.03*

Note. With the exception of the multiple R estimates in the last row, all estimates in the β/R column are standardized regression coefficients.

* $p < .01$.

Source: Judge, T. A., Bono, J. E., Ilies, R., & Gerhardt, M. W. (2002). Personality and leadership: a qualitative and quantitative review. *Journal of applied psychology, 87*(4), 765.



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A ASHISH ASHOK SI... and 15 more

8:13 PM You

"I alone can fix it"

"When Mexico sends its people, they're not sending their best ... They're sending people that have a lot of problems, and they're bringing those problems with us. They're bringing drugs. They're bringing crime. They're rapists. And some, I assume, are good people"

"Donald J. Trump is calling for a total and complete shutdown of Muslims entering the United States"

"I'm speaking with myself, number one, because I have a very good brain and I've said a lot of things.... My primary consultant is myself"

Guess Who?

"Look at that face! Would anybody vote for that? Can you imagine that, the face of our next president?... I mean, she's a woman, and I'm not supposed to say bad things, but really, folks, come on. Are we serious?"

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Turn on captions

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A ANKITA KUMARI and 15 more

8:14 PM You

Narcissism

- the tendency to be arrogant,
- have a grandiose sense of self-importance,
- require excessive admiration, and
- have a sense of entitlement

h2Idx44dqn ^

Turn on captions

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v visiting faculty8 is presenting R RIYA JAIN and 13 more 28 8:16 PM You

Guess who?

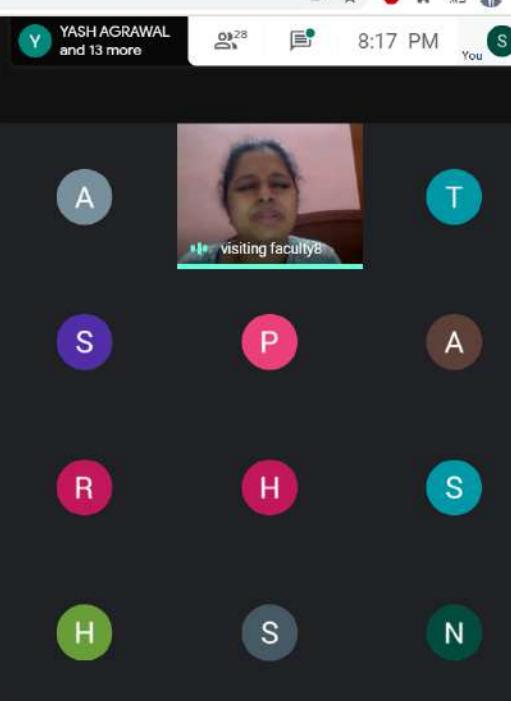
- “He called me a ‘complete f----- idiot’ and said he had no idea why he hired idiots like me at the company”
- On receiving a customer complaint, he yelled at X who was responsible for sending the wrong mail telling “We can build a \$100 billion company without sending out a single f----- e-mail.”
- “You walked out of your conference room and you’ll see a grown man covering his face. Nearly every person I worked with, I saw them cry at their desk.”

ASHISH ASHOK SINGH has left the meeting

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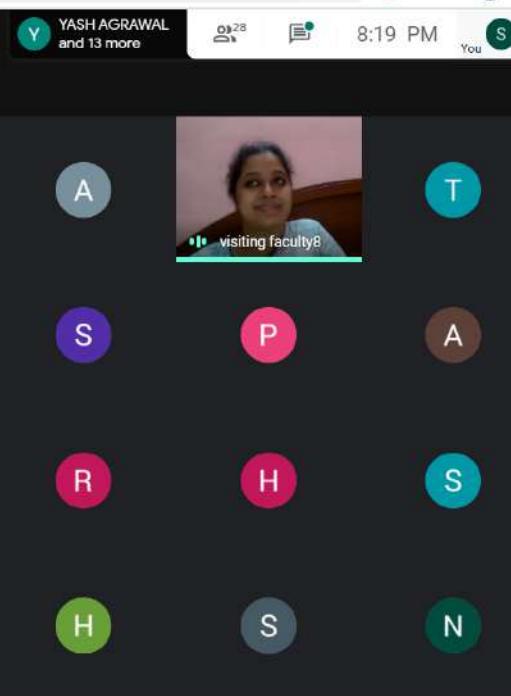
Psychopaths

- The tendency for a lack of concern for others and a lack of guilt or remorse when their actions cause harm
- Snakes in suits



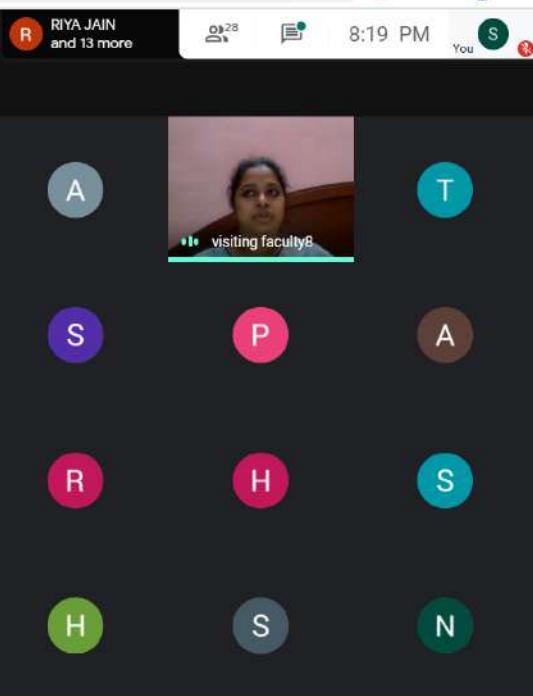
Machiavellianism

- the degree to which an individual is pragmatic, maintains emotional distance, and believes that ends can justify means
- willingness to manipulate others for one's own purposes.
- Not sharing important info, making you look bad before management, spread rumors



Machiavellianism

- the degree to which an individual is pragmatic, maintains emotional distance, and believes that ends can justify means
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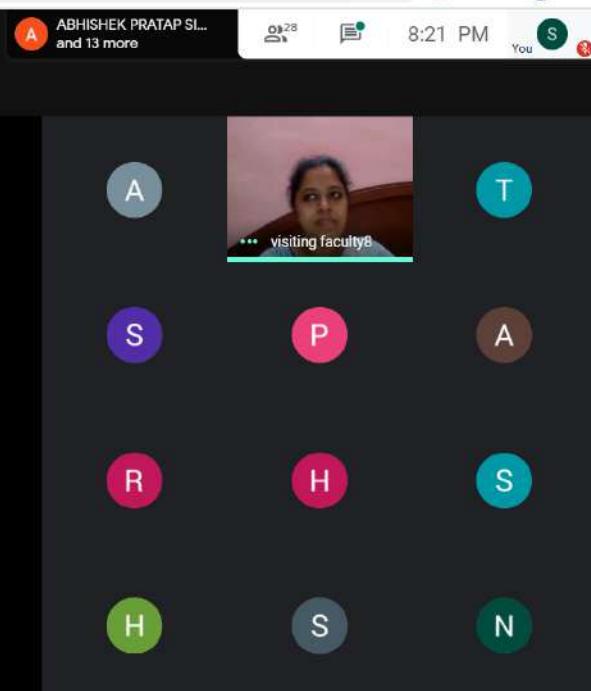


Bright traits of dark triad

Correlations of the Dark Triad with the Big Five, cognitive ability, and self-enhancement

	Narcissism	Machiavellianism	Psychopathy
<i>Big Five Inventory</i>			
Extraversion	.42	-.05	.34
Agreeableness	-.36	-.47	-.25
Conscientiousness	-.06	-.34	-.24
Neuroticism	.02	.12	-.34
Openness	.38	-.03	.24
<i>Cognitive ability</i>			
OCQ accuracy index	.09	.04	.09
IQ test	.15	.04	.05
Verbal–nonverbal discrepancy	.05	.20	.13
<i>Self-enhancement</i>			
Discrepancy of self-rating vs.	.24	-.02	.14
IQ test	.17	.08	.09

Note. N = 245. All correlations in bold are significant at $p < .05$, two-tailed.



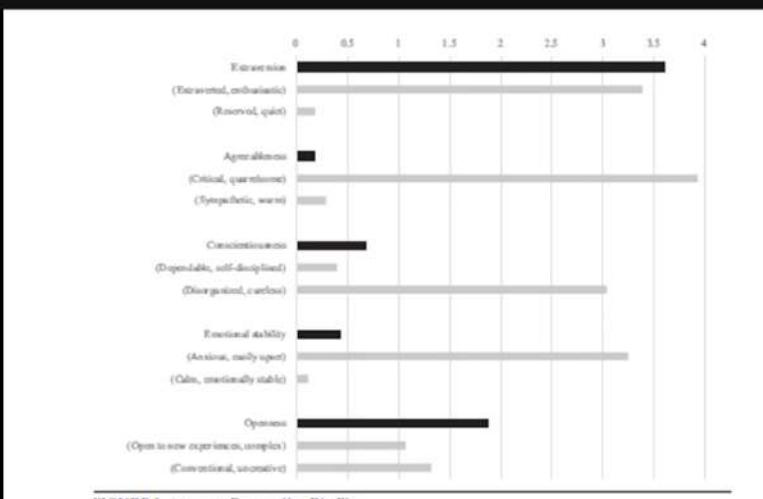
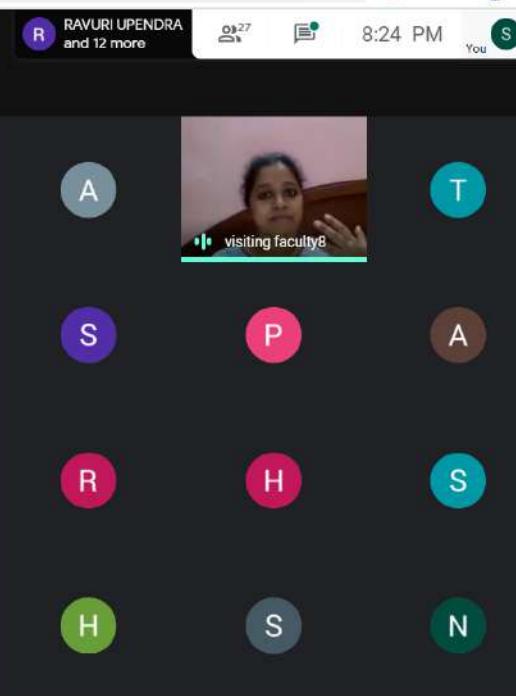
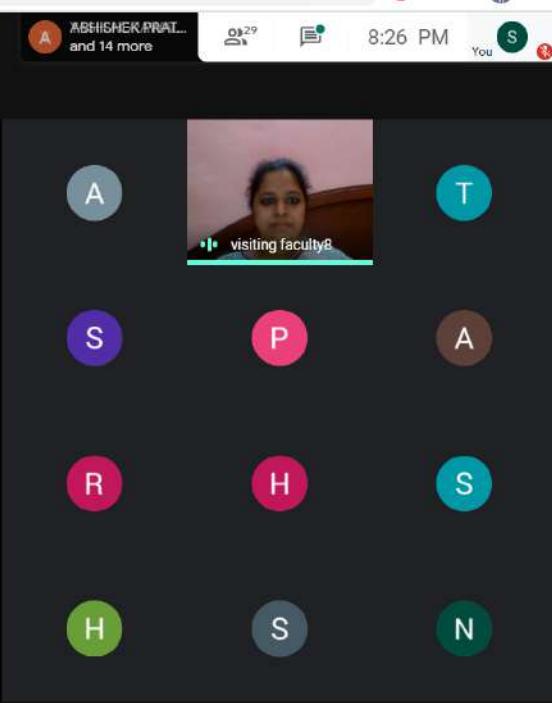
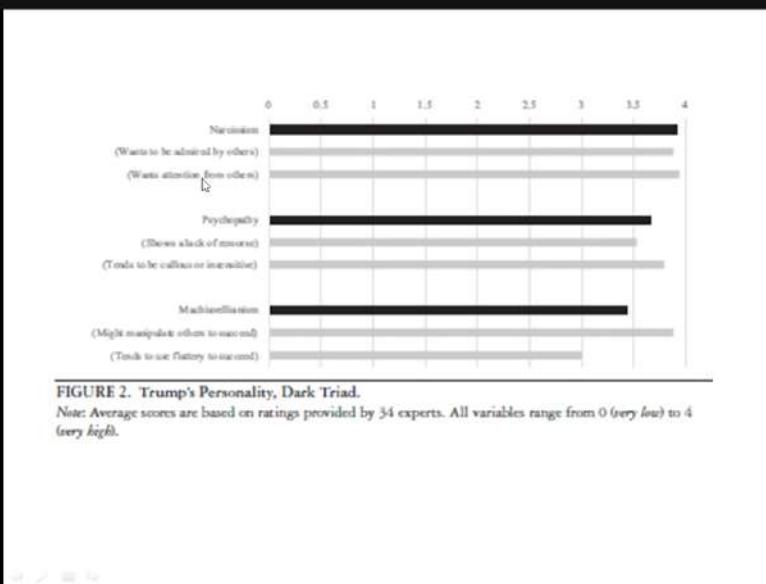


FIGURE 1. Trump's Personality, Big Five.

Note: Average scores are based on ratings provided by 28 experts. All variables range from 0 (very low) to 4 (very high).





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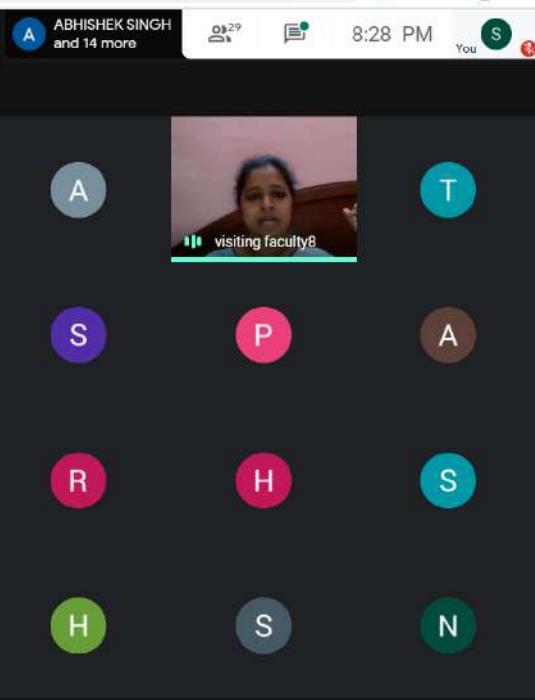
KM KM KAVITA and 14 more 8:26 PM You S

Populist		Big Five				Dark Triad			
		E	A	C	ES	O	N	P	M
		Andrej Babiš	Czech Republic	2.90	1.15	2.90	1.85	2.50	3.38
Boyko Borisov	Bulgaria	3.00	1.33	1.83	1.17	2.02	3.50	2.60	3.10
Milo Đukanović	Montenegro	2.75	1.00	3.38	1.75	1.25	3.36	2.85	2.93
Arlene Foster	Northern Ireland	1.75	0.85	2.17	1.71	1.29	2.54	3.69	2.66
Alexander Gauland	Germany	2.21	0.34	2.39	1.99	1.27	3.10	3.58	2.62
Nikola Gruevski	Macedonia	2.13	1.07	2.01	1.25	1.22	3.88	3.85	3.29
Noébör Höfer	Austria	2.33	1.45	3.16	2.20	1.31	3.06	2.84	3.28
Siv Jensen	Norway	2.67	1.00	3.00	2.08	2.08	2.39	2.57	1.68
Alijaž Kurti	Kosovo	3.08	2.13	3.58	2.92	2.88	2.85	1.33	0.67
Marine Le Pen	France	2.93	1.07	2.43	2.14	2.01	3.00	3.26	3.28
Jean-Luc Mélenchon	France	3.42	1.50	2.33	0.73	3.05	3.25	1.96	2.67
Paul Nutall	United Kingdom	2.33	1.08	1.00	1.50	1.17	3.25	3.00	2.13
Michelle O'Neill	Northern Ireland	2.92	2.35	3.06	3.10	2.17	2.61	1.90	2.17
Tomasz Okamura	Czech Republic	2.50	0.50	1.50	0.85	1.50	3.70	3.20	3.10
Daniel Ortega	Nicaragua	0.83	0.33	2.17	0.67	0.67	3.33	3.50	2.50
Ivan Vlček Šarić	Croatia	2.40	0.80	2.10	1.30	2.80	2.85	1.50	2.17
Heinz-Christian Strache	Austria	3.25	1.00	3.00	1.75	0.50	3.23	2.29	2.25
Aleksandar Vučić	Serbia	2.30	1.20	2.10	0.90	1.60	3.67	2.67	2.50
Geert Wilders	The Netherlands	2.50	0.41	2.73	1.63	1.50	3.11	3.58	1.86
Vladimir Putin	Russia	3.67	0.50	1.18	0.85	1.42	3.43	3.51	2.64
Zhirinovsky	Russia	1.63	1.00	2.57	2.53	0.94	2.25	2.65	2.50
Donald Trump	USA	3.61	0.18	0.68	0.43	1.88	3.91	3.66	3.44
Trump's ranking ^a	2H	1L	1L	1L	9H	1H	3H	1H	
Average other populists ^b (N = 21)	2.55	1.05	2.41	1.65	1.67	3.13	2.81	2.52	
Average nonpopulists (N = 82)	2.17	1.99	2.78	2.46	2.05	2.51	1.96	2.03	

A S P R H S H S N

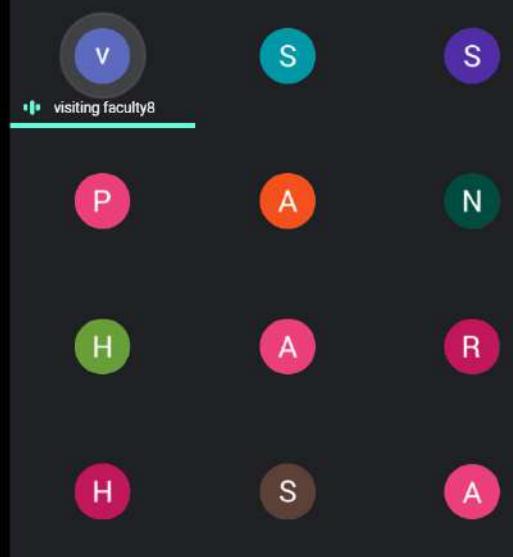
Downsides of bright traits and upsides of dark traits!!!!

- Machs
 - Engage in OCB if offered substantial rewards for winning
 - Manage org politics – rise to power
 - good in jobs that require bargaining skills
- Narcissists
 - popular in social networks – self promote – Perceived as charismatic leaders
 - CEOs engage in CSR activities to draw attention
 - Good in jobs that require customer interfaces
- Psychopaths
 - Speedy career growth
 - Emerge as top leaders – toxic leadership – snakes in suits
- Extroversion
 - Impulsive, risk takers
- Openness
 - Workplace accidents, unplanned quitting
- Agreeableness
 - Low career success
 - In a group – groupthink
- Conscientiousness
 - Less creative, resistant to change
- Emotional Stability
 - Perceived as lacking attachment/ concern/ employee wellbeing
- High self evaluation
 - Bad decisions



Personality

- Relatively stable pattern of thoughts, emotions, and behaviors that characterize a person
- “The unique, relatively enduring internal and external aspects of a person’s character that influence behavior in different situations” (Schultz & Schultz, 2009; p.9.



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Aashi Sharma and 6 more 18 4:09 PM You

Attitudes

- **Attitudes** are evaluative statements – either favorable or unfavorable – about objects, people, or events.
- Shape our perceptions
- influence friendship and animosity toward others
- at the heart of many violent attacks
- **Ambivalent**: simultaneous positive and negative evaluations of an object

... visiting faculty8 Pranjali Pandey P

Roopam Sharma Tripurari Tiwari R T

Nikhil V Kumar ABHISHEK PANDEY N A

ADITYA SINGH SIMRAN GUPTA A S

Shrashti Gupta S

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A Abhishek Prakash
and 6 more

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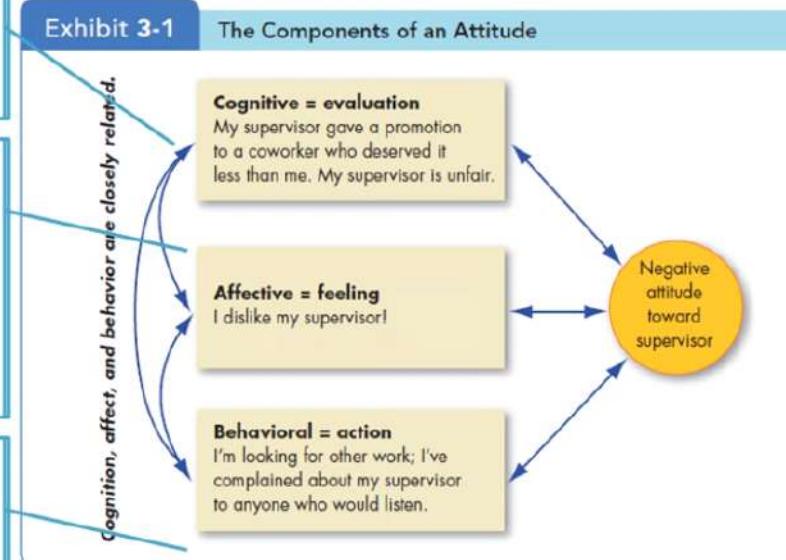
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Components of Attitudes - Tripartite model

Beliefs based on the information I have -> attitude

Attitudes formed by associating a feeling (positive/negative) experience towards the attitudinal object
Classical & operational (frequency of response with +ve/-ve outcome) conditioning

My attitudes are formed not because of the beliefs I have, nor the feelings/experience I have – it can be based on my past behavior and future intents towards the object



visiting faculty8

P

Pranjali Pandey

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Roopam Sharma

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Nikhil V Kumar

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ABHISHEK PANDEY

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A Abhishek Prakash and 9 more

21 4:18 PM You S

Formation of attitudes

Attitudes are represented in memory as summary evaluations associated with the attitude object.

- **Association with positive/negative events** – Affective evaluation
 - affective attitudes were most influenced under conditions of **limited cognitive resources** – mostly **primary stage** of attitude formation
 - Leads to **stigmatization and spread of attitudes**
 - These attitudes are **relatively resistant** to cognitive change strategies
- **Association with prior experience with similar attitudinal targets**
- Self evaluation
- Application of formal reasoning
- Structure of info – familiar and structured



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A Abhishek Prakash
and 10 more

22

M

4:28 PM

You

Formation of attitudes

- Social learning: The process through which we acquire new information, forms of behavior, or attitudes from other people.
- 3 processes
 - Classical conditioning – learn through association (Pavlov experiments)
 - Operant conditioning
 - Positive reinforcement
 - Negative reinforcement
 - Punishment
 - Extinction
 - Observational learning (Albert Bandura)

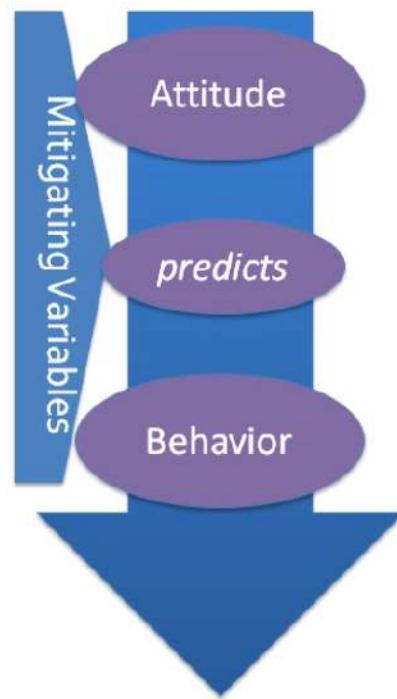
v visiting faculty8 is presenting

A ANKITA KUMARI
and 5 more

5:03 PM

You

Relationship Between Attitudes and Behavior



Attitude strength.
strong attitudes are stable, resistant to persuasion, guide information processing, and predict behavior



P

visiting faculty8

Pranjali Pandey

S

Shrashti Gupta

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Akanksha Gupta

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Roopam Sharma

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ADITYA SINGH

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ABHISHEK PRATAP SI...

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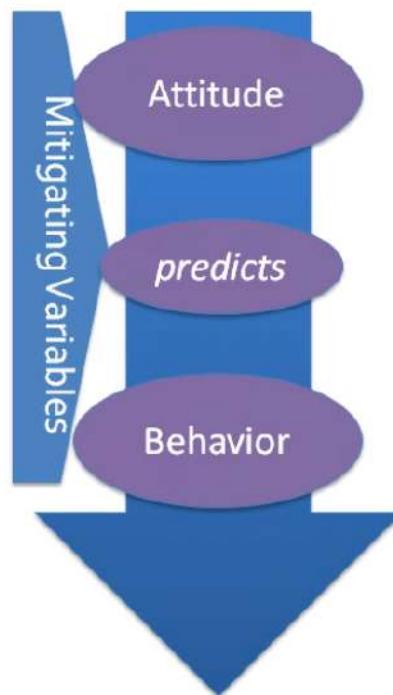
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and 5 more

17

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You S

Relationship Between Attitudes and Behavior



Attitude strength.

strong attitudes are stable, resistant to persuasion, guide information processing, and predict behavior

Indicators:

1. Importance (personal values)
2. Accessibility (knowledge, familiarity -> quick response)
3. Extremity (deviates from mid point)



visiting faculty8

P

Pranjali Pandey

S

Shrashti Gupta

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Akanksha Gupta

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Roopam Sharma

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ADITYA SINGH

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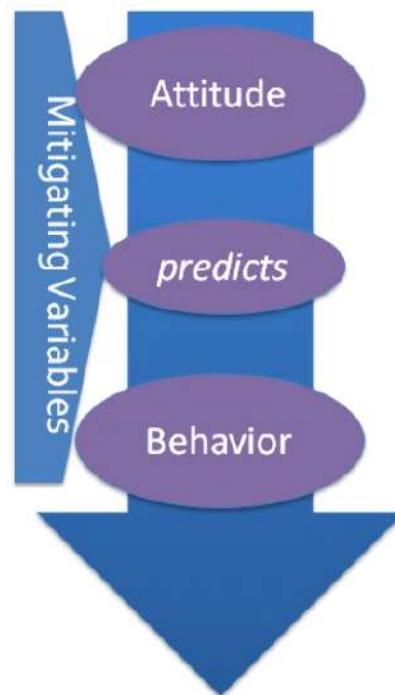
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Relationship Between Attitudes and Behavior



Attitude strength.

strong attitudes are stable, resistant to persuasion, guide information processing, and predict behavior

Indicators:

1. Importance (personal values)
2. Accessibility (knowledge, familiarity -> quick response)
3. Extremity (deviates from mid point)



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Shrashti Gupta

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Akanksha Gupta

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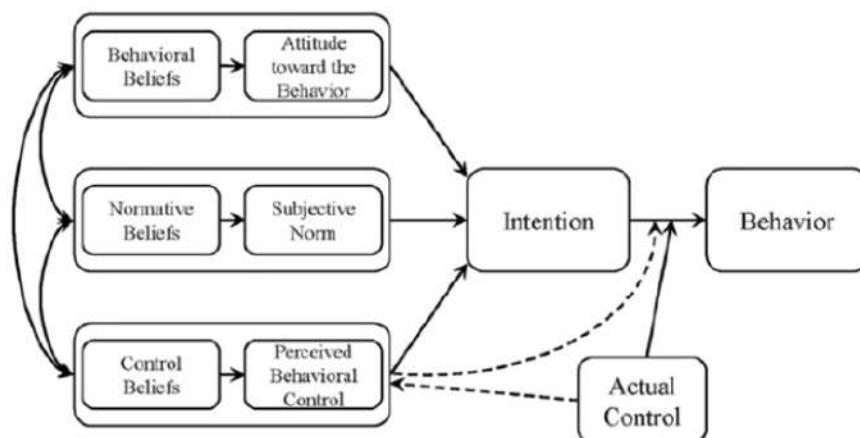
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Theory of Planned Behavior

The human action is influenced by three major factors:

1. a favorable or unfavorable evaluation of the behavior (*attitude toward the behavior*),
2. *perceived social pressure to perform or not perform the behavior (subjective norm)*, and
3. *perceived capability to perform the behavior (self efficacy or perceived behavioral control)*



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Power of persuasion

iPhone Xs / Xs Max

ANNOUNCED: Sept. 12, 2018
RELEASED: Sept. 21, 2018
KEY FEATURES: 5.8-and 6.5-in. all-screen designs; Super Retina OLED displays; improved scratch-/splash-/water-resistance; TrueDepth; faster Face ID; 12MP dual-camera system; wider stereo sound; dual SIM support; A12 Bionic Chip (2nd-generation Neural Engine)
PRICE: \$999+ / \$1,099+

OPPO F5 Capture the real you
Selfie expert and leader

Rs. 31,899/-

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Elaboration Likelihood Model (ELM)

- Persuasion: formation or change of attitudes through information processing, usually in response to a message about the attitude object.

Central vs peripheral processes

1. Motivation
2. Ability
3. Strong argumentation

SSSP
Richard E. Petty
John T. Cacioppo
Communication and Persuasion
Central and Peripheral Routes to Attitude Change
Springer-Verlag

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graph LR; PM[Persuasive message] --> IM[Important Message, process capacity high]; PM --> UM[Unimportant Message, process capacity low]; IM --> CR[Central route (careful processing of info)]; UM --> PR[Peripheral route (Heuristic processing of info)]; CR --> AC1[Attitude change depends on strength of arguments in message]; PR --> AC2[Attitude change depends on persuasion cues which trigger heuristic processing]
```

The slide displays a flowchart on the left side. It starts with a box labeled "Persuasive message". From this box, two arrows branch out to two separate boxes: "Important Message, process capacity high" and "Unimportant Message, process capacity low". From each of these boxes, an arrow points to another box: "Central route (careful processing of info)" for the important message and "Peripheral route (Heuristic processing of info)" for the unimportant message. Finally, arrows from these four boxes point to two outcome boxes: "Attitude change depends on strength of arguments in message" for the central route and "Attitude change depends on persuasion cues which trigger heuristic processing" for the peripheral route.

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Attitudes -> Behaviour or vice versa???

Cognitive Dissonance

- A state of anxiety that occurs when an individual's beliefs, feelings and behaviors are inconsistent with one another
- Most common when behavior is:
 - known to others
 - done voluntarily
 - can't be undone

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Roopam Sharma Pranjali Pandey

Nikhil V Kumar Akanksha Gupta

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What if attitude is congruent with behavior?

Selfperception

- people develop their attitudes by observing their own behavior and inferring what attitudes must have caused it.
 - when there is no previous attitude and when the emotional response is ambiguous
- Applications?
 - Tourism , marketing and persuasion
 - Changing attitudes and beliefs



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Power Distance

High Power Distance

- Malaysia ►
- Venezuela ►
- Japan ►
- U.S. ►
- Denmark ►
- Israel ►

Low Power Distance

The degree to which people in a country accept that power in institutions and organizations is distributed unequally



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Hofstede's Six Value Dimensions Of National Culture



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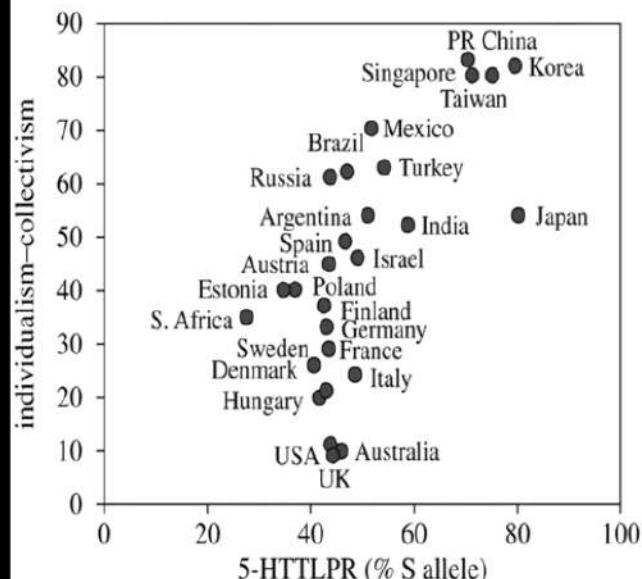
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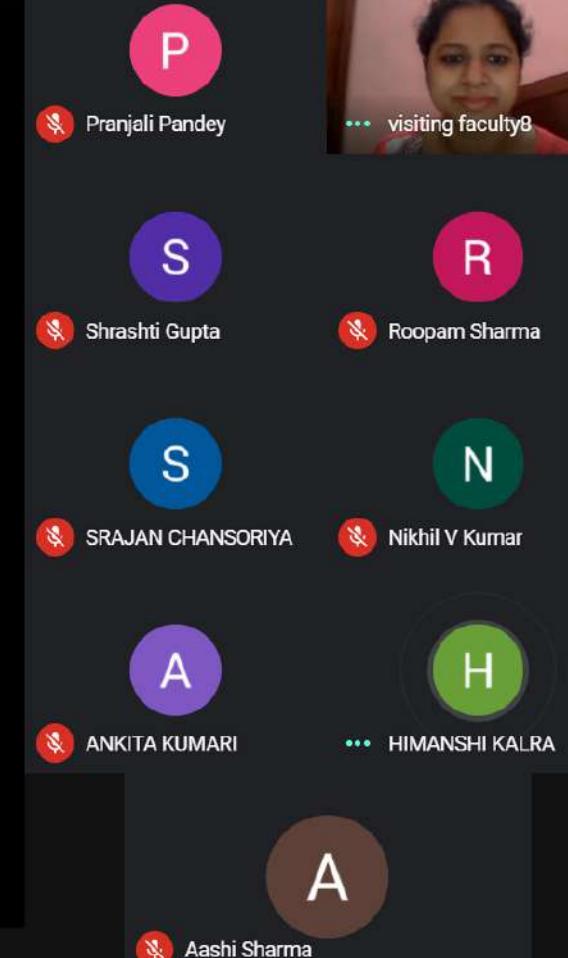
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Individualism versus collectivism



- **Individualism**
 - the degree to which people in a country prefer ***to act as individuals*** rather than as members of groups.
- **Collectivism**
 - emphasizes a tight social framework in which ***people expect others in groups in which they are a part to look after them and protect them***

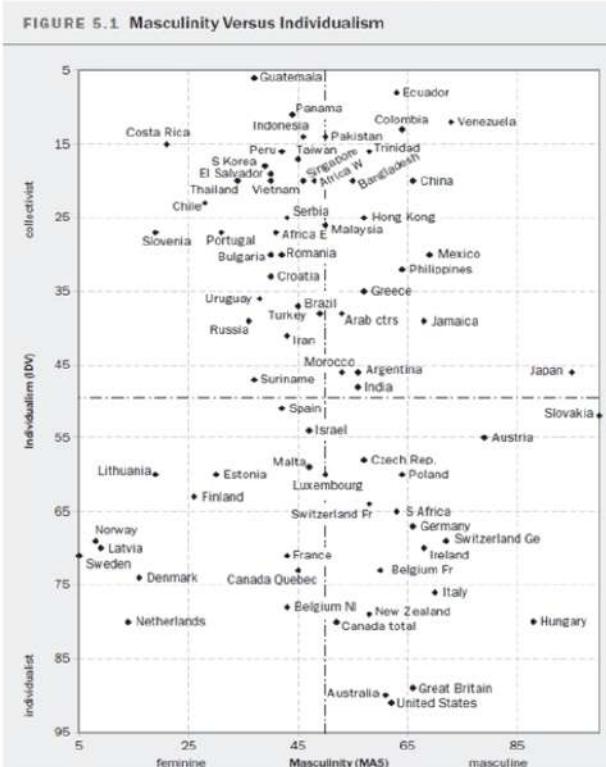


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Masculinity versus femininity

- Masculinity
 - Culture favors traditional masculine work roles of **achievement, power and control** as opposed to viewing men and women as equals
 - values such as the acquisition of money and material goods prevail.
- Femininity
 - little differentiation between male and female roles
 - people value **relationships** and show **sensitivity and concern for others**, give importance to **quality of life**.



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Uncertainty avoidance

High U. A.

Greece ►

Japan ►

Italy ►

U.S. ►

Singapore ►

Low U. A.

- the degree to which people in a country feel threatened by uncertain situations and tries to avoid them
- prefer structured over unstructured situations.



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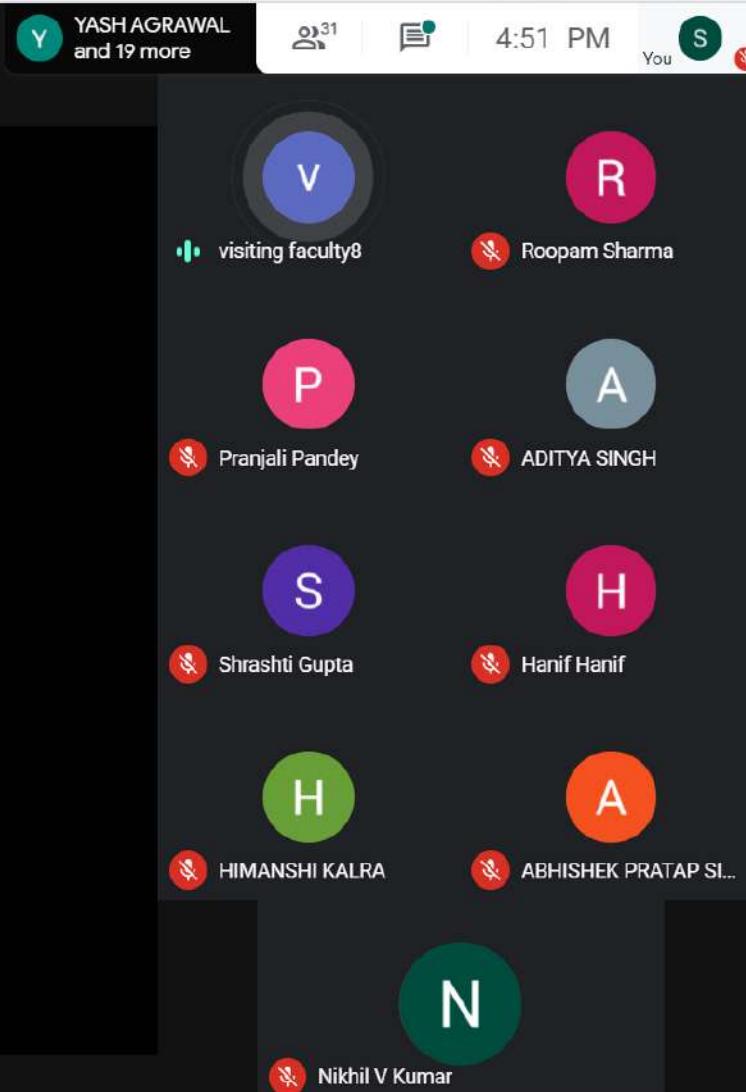
Long-term versus short-term orientation

Long-Term Orientation

- China ►
- Japan ►
- Netherlands ►
- U.S. ►
- Philippines ►

Short-Term Orientation

- Long-term orientations
 - Maintain links with the past
 - Measures society's devotion to traditional values
 - Look to the future and value ***thrift and persistence***
- Short-term orientation
 - Values the here and now;
 - They accept change more readily
 - They don't see commitments as impediments to change – value quick results



Indulgence versus Restraint

Some Indulgence versus Restraint (IVR) scores, out of 93

<i>Indulgent</i>	<i>Restrained</i>
97 Mexico	48 France
84 Nigeria	42 Japan
78 Sweden	40 Germany
71 Australia	30 Italy
69 Britain	26 India
68 Netherlands	24 China
68 U.S.A.	20 Russia
59 Brazil	04 Egypt

- Indulgence:
 - Degree to which it is alright for people to enjoy life, have fun and fulfill natural human desires
 - Restraint:
 - Degree to which there are social norms governing the gratification of basic human desires

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A comparative study

The chart displays six cultural dimensions: Power Distance, Individualism, Masculinity, Uncertainty Avoidance, Long Term Orientation, and Indulgence. For each dimension, the value for Denmark is shown in blue and for India in purple.

Cultural Dimension	Denmark	India
Power Distance	18	77
Individualism	74	48
Masculinity	16	56
Uncertainty Avoidance	23	40
Long Term Orientation	35	51
Indulgence	70	26

Denmark India

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Values

- Values
 - Basic convictions about what is right, good, or desirable
 - STABLE, evaluative beliefs that guide our preferences
 - Values & personality (Allport & Vernon)
 1. Theoretical: truth, intellect, criticism, and individualism
 2. Economic: usefulness, frugality, practicality
 3. Aesthetic: harmony, beauty, form
 4. Religious: a sense of unity with the world, a quest for unity through spiritual development
 5. Social: love, respect, help for people
 6. Political: power, control over people



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Schwartz's Theory of Values

- What differentiates among values is their motivational content
 - Unique hierarchy of values that determines the trade-offs
 - They have an inherent structure
 - adjacent values are motivationally compatible
 - the similarity between values decreases with the distance between them around the circle
 - motivationally opposed values are located on opposite sides of the circle



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Values in gist

- Influences our choices
- Beliefs linked to emotions
- Refer to desirable goals that motivate action
- Transcend specific actions and situations
- Serve as standards for evaluating actions, policies, people, and events
- Form a relatively enduring hierarchical system ordered by importance
- The impact of values on everyday decisions is rarely conscious
- Any action or attitude is guided by the relative importance of multiple, competing values, that is, by trade-offs among relevant values.



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Barrett Value assessment reflections

Barrett Seven Levels of Consciousness Model



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Linking individual personality and values to workplace

Person-Organization Fit

- People high on *extraversion* fit well with *aggressive and team-oriented cultures*.
- People high on *agreeableness* match up better with a *supportive organizational climate* than one focused on *aggressiveness*.
- People high on *openness to experience* fit better in organizations that emphasize *innovation rather than standardization*.



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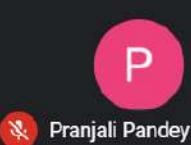
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Mystery behind Cyrus Mistry



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Mystery behind Cyrus Mistry

- Ethics in dealing with Odisha politics - 10 crore funding
- “Interference”



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Employee value proposition

- EVP - what employees gain in return from working at your organisation.
 - Include compensation, benefits, career development, work envt and company culture.
 - Ur job ads meet employee experience?



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Shrashti Gupta



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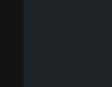
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Attribution Theory

Attributions decide whether an individual's behavior is caused by the person (internally) or by the environment (externally).

Attribution errors

- **Fundamental attribution error** - tendency to perceive others actions as internal attributions
- **Self-serving bias:** The tendency to attribute our favorable outcomes to internal factors and our failures to external factors.

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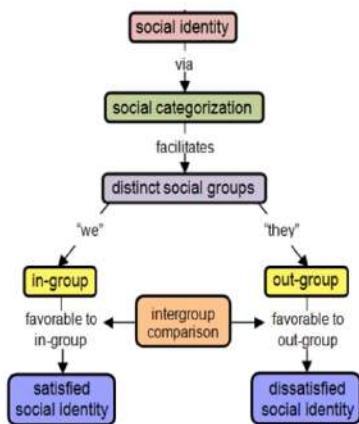
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Social Identity theory

- Explains the dynamics of social perception – **how we perceive others**
- **People define themselves by the groups to which they belong or have an emotional attachment**
- How do you manage negative social identities!!!



Priyanshu Sharma and 9 more

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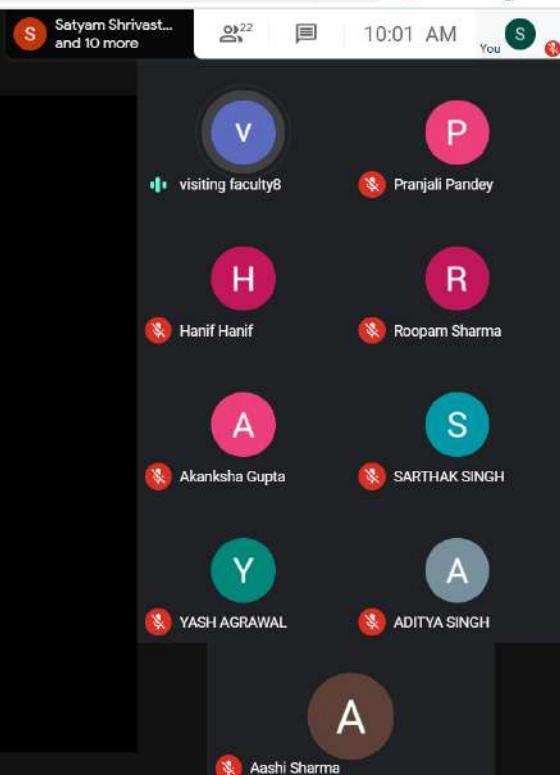
Stereotyping – extension of social identity

- The process of ***assigning traits to people*** on the basis of their ***membership*** in a social category.
- Why do we stereotype?



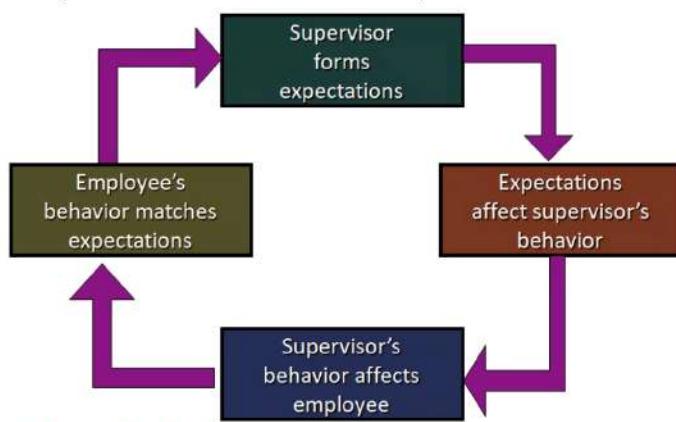
Stereotyping – extension of social identity

- The process of **assigning traits to people** on the basis of their **membership** in a social category.
- Why do we stereotype?
 - **Categorical thinking** - unconscious “energy-saving” process that simplifies our world view
 - Strong need to understand and anticipate others’ behavior – **link missing pieces** – need for cognitive closure



Self fulfilling prophecy

- Happens when our expectations about a person cause that person to act in a way that is consistent with our expectations



- Implications to leaders/managers?*

Shrashuti Gupta and 10 more

22 participants

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Other perceptual errors – Halo effect



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Other perceptual errors – Halo effect

- *One trait forms a general impression*
- A perceptual error - general impression of a person (mostly) based on one prominent characteristic - colors our perception of other characteristics of that person.



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and 10 more

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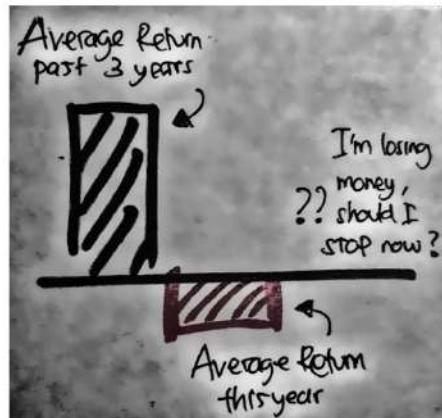
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Other perceptual errors – Recency effect



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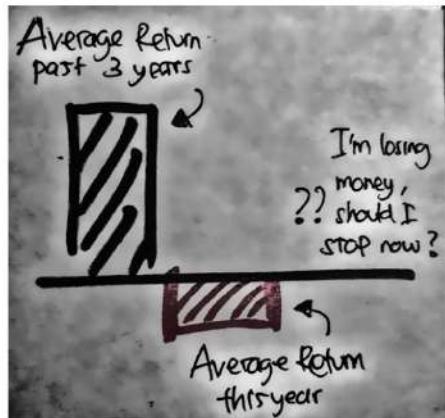
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Other perceptual errors – Recency effect

- A perceptual error in which the most recent information dominates our perception of others.



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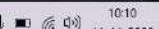
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Other perceptual errors – False-consensus effect



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Other perceptual errors – False-consensus effect



A perceptual error in which we overestimate the extent to which others have beliefs and characteristics similar to our own

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Aashi Sharma	

Mental models

- ***Images, assumptions and stories we carry in our minds of ourselves and of the external world***
- Mental models are usually tacit – exist below our level of awareness – mostly untested and unexamined
- Mental models vary and are flawed
- Mental models of an organization's key decision makers matter!!!!

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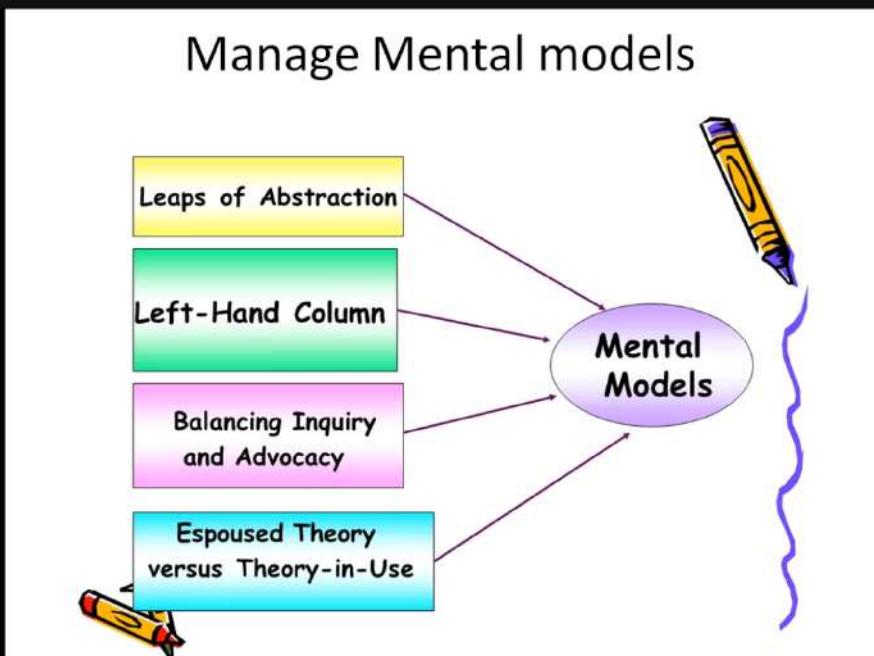
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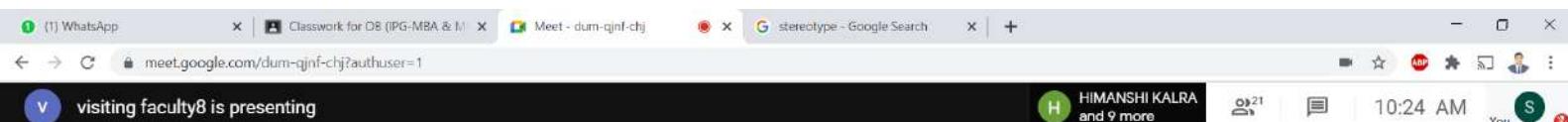
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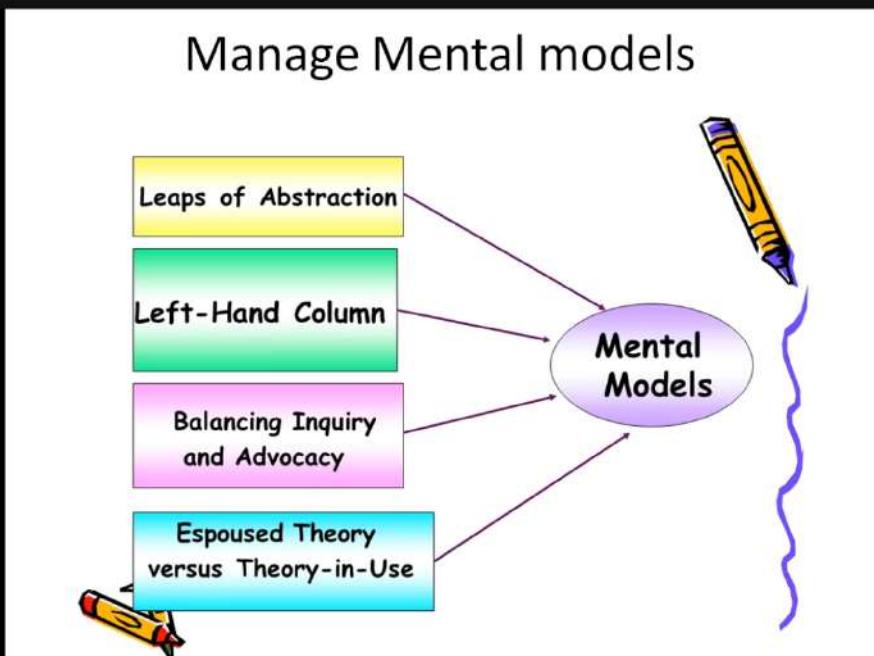


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and 9 more

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Leaps of abstraction

Reflection skill starts with recognizing our leaps of abstraction – what is our ladder of inference?

The reflexive loop (our belief about what we select and time)

Actions
I will not invite David to the next meeting

Assumptions
If people don't care they shouldn't be invited to future meetings.

Add Meaning
When someone doesn't contribute it means they don't care.

Observable Data
One committee member is looking at his phone and not contributing to the meeting.

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M Mohita Jain Y YASH AGRAWAL
Aashi Sharma

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v visiting faculty8 is presenting T Tripurari Tiwari and 9 more 21 10:26 AM You

Deepak Kejriwal (Foreman)

1 Advt. executive: Aziz Qureshi

2 Bank clerk: Amitabh Srivastava

3 Businessman: Pankaj Kapur

4 Broker: S. M. Zaheer

5 Subhash Udghate (grew up in slum)

6 Painter: Hemant Mishra

7 Salesman: M. K. Raina

8 Architect: K. K. Raina

9 Old man: Annu Kapoor

10 Garage owner: Shailendra Goel

11 South Indian: Subbiraj

12 Advrt. executive: Aziz Qureshi

V visiting faculty8 P Pranjali Pandey

H Hanif Hanif R Roopam Sharma

A Akanksha Gupta S Shrasti Gupta

M Mohita Jain Y YASH AGRAWAL

Aashi Sharma

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Deepak Kejriwal (Foreman)

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A Akanksha Gupta S Shrashsti Gupta

M Mohita Jain Y YASH AGRAWAL

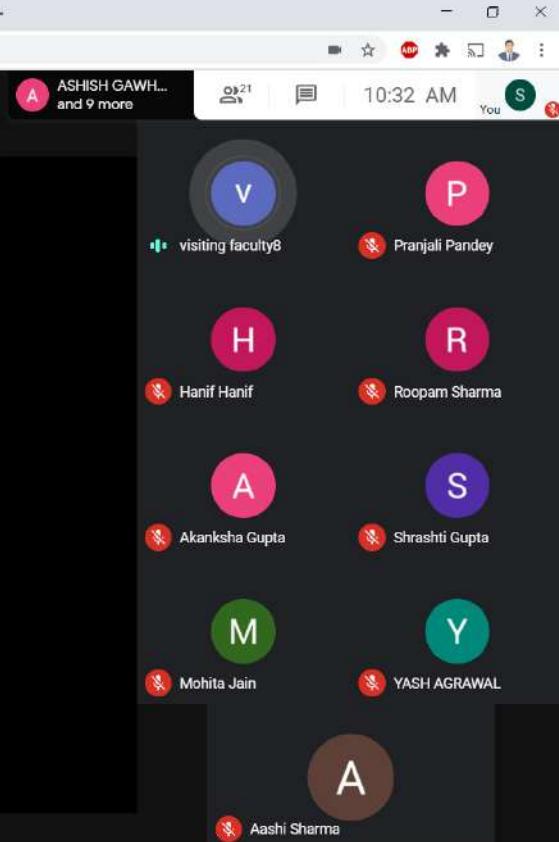
S SHUBHAM BHAWSAR joined Aashi Sharma

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Know your left hand column

Your right hand column:

- Bill, after a big presentation to our boss on a project we are doing together. I had to miss the presentation, but I've heard that it was poorly received.
- ME: HOW did the presentation go?
- BILL: Well, I don't know. It's really too early to say. Besides, we're breaking new ground here.
- ME: Well, what do you think we should do. I believe that the issues you were raising are important.
- BILL: I'm not so sure. Let's just wait and see what happens.
- ME: YOU may be right, but I think we may need to do more than; just wait.



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Know your left hand column

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V P
visiting faculty8 Pranjali Pandey
H R
Hanif Hanif Roopam Sharma
A S
Akanksha Gupta Shrashsti Gupta
M Y
Mohita Jain YASH AGRAWAL
A Aashi Sharma

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Left-hand column tool

WHAT I'M THINKING

Everyone says the presentation was a bomb.

Does he really not know how bad it was? Or is he not willing to face up to it?

He really is afraid to see the truth. If he only had more confidence, he could probably learn from a situation like this.

I can't believe he doesn't realize how disastrous that presentation was to our moving ahead.

I've got to find some way to light a fire under the guy.

WHAT IS SAID

ME: How did the presentation go?

BILL: Well, I don't know. It's really too early to tell. Besides, we're breaking new ground here.

ME: Well, what do you think we should do? I believe that the issues you were raising are important.

BILL: I'm not so sure. Let's just wait and see what happens.

ME: You may be right, but I think we may need to do more than just wait.

V visiting faculty8 P Pranjali Pandey

H Hanif Hanif R Roopam Sharma

A Akanksha Gupta S Shrashsti Gupta

M Mohita Jain Y YASH AGRAWAL

Aashi Sharma

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Left-hand column tool

- Nobody learns
- No best way to handle difficult situations

BUT

- ***Know your own assumptions*** and the facts behind them

WHAT I'M THINKING

Everyone says the presentation was a bomb. Does he really not know how bad it was? Or is he not willing to face up to it?

He really is afraid to see the truth. If he only had more confidence, he could probably learn from a situation like this.

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ME: You may be right, but I think we may need to do more than just wait.

A ASHISH GAWH...
and 8 more

20



10:35 AM
You

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visiting faculty8

Pranjali Pandey

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Hanif Hanif

Roopam Sharma

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Akanksha Gupta

Shrashti Gupta

M

Mohita Jain

YASH AGRAWAL

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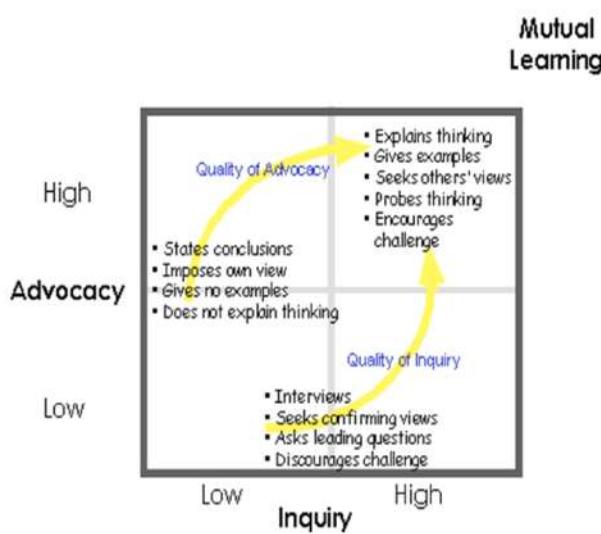
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Balancing inquiry and advocacy



A ANKITA KUMARI
and 8 more

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V	P
visiting faculty8	Pranjali Pandey
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Hanif Hanif	Roopam Sharma
A	S
Akanksha Gupta	Shrashti Gupta
M	Y
Mohita Jain	YASH AGRAWAL
A	
Aashi Sharma	

Espoused theory vs theory in use

- Acknowledge the gap
- Problem: not in the gap, but failing to know the truth behind the gap
- No learning without recognizing the gap
- Do I really value my espoused theory? "Is it really part of my vision"?

The screenshot shows a Google Meet interface. At the top, there are four tabs: WhatsApp, Classwork for OB (IPG-MBA & M), Meet - dum-qjnf-chj, and stereotype - Google Search. The main title of the meeting is 'Espoused theory vs theory in use'. A participant named 'visiting faculty8' is currently presenting. The participant list includes:

- HIMANSHI KALRA and 8 more
- Pranjali Pandey (P)
- Hanif Hanif (H)
- Roopam Sharma (R)
- Akanksha Gupta (A)
- Shrashti Gupta (S)
- Mohita Jain (M)
- YASH AGRAWAL (Y)
- Aashi Sharma (A)

The bottom of the screen shows the Windows taskbar with various pinned icons and the system tray indicating battery level at 63% and the date/time as 10:49 AM on 11-11-2020.

v visiting faculty8 is presenting

I ILAPANDA ABHIL...
and 6 more

4:14 PM

You

Motivation theory typology

Content Theories

“What” motivates people?

Concerned with individual needs and goals

Process Theories

Deal with the “process” of motivation

Concerned with “how” motivation occurs

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Satyam Shrivastava

P

Pranjali Pandey

R

Roopam Sharma

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Akanksha Gupta

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Aashi Sharma

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SIDDHARTH VAISH

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Tripurari Tiwari

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A ABHISHEK SINGH
and 12 more

4:24 PM

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Maslow's Need Hierarchy



KM KAVITA
and 15 more

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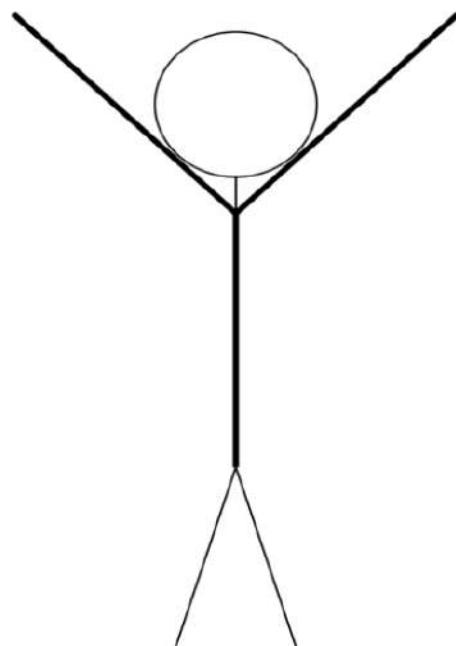
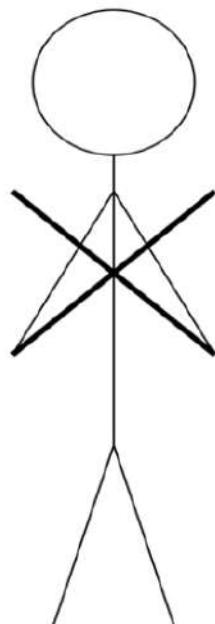


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What needs drive you???



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visiting faculty8

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Aashi Sharma

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Akanksha Gupta

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Theory X and Theory Y

Theory X	Dimensions	Theory Y
<p>Employees driven by primary needs -motivated by fear, financial as well as safety concerns - need to be enticed by rewards to achieve goals.</p>	MOTIVATION	<p>Higher order needs dominate employees Motivated by the desire to develop oneself & contribute to the world</p>
<p>Employees dislike work, finds it boring, Avoid when they can</p>	ATTITUDE	<p>Work is play – Need to work</p>
<p>Employees need to be coerced and controlled, threatened to achieve desired goals (require external control of behavior)</p>	DIRECTION	<p>Employees have self direction and control when they are committed to objectives</p>

Attitudes matter --- drives performance



visiting faculty8



Roopam Sharma



Pranjali Pandey



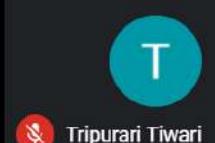
Aashi Sharma



Satyam Shrivastava



ADITYA SINGH



Tipurari Tiwari



Akanksha Gupta



SIDDHARTH VAISH

WhatsApp OB (IPG-MBA & MBA) Meet - znk-bbeh-vit

meet.google.com/znk-bbeh-vit?authuser=1

YASH AGRAWAL and 15 more 27 4:56 PM You

v visiting faculty8 is presenting

The image shows a Google Meet session. On the left, a white rectangular area displays the text "What do employees want from their jobs???" in large black font. To the right, a dark sidebar lists participants with their initials in colored circles (V, R, P, A, S, A, T, A, M) and names: visiting faculty8, Roopam Sharma, Pranjali Pandey, Aashi Sharma, Satyam Shrivastava, ADITYA SINGH, Tripurari Tiwari, Akanksha Gupta, and Mohita Jain. The top of the screen shows the browser tabs and the Windows taskbar at the bottom.

What do employees want from their jobs???

YASH AGRAWAL and 15 more 27 4:56 PM You

v visiting faculty8

R Roopam Sharma

P Pranjali Pandey

A Aashi Sharma

S Satyam Shrivastava

A ADITYA SINGH

T Tripurari Tiwari

A Akanksha Gupta

M Mohita Jain

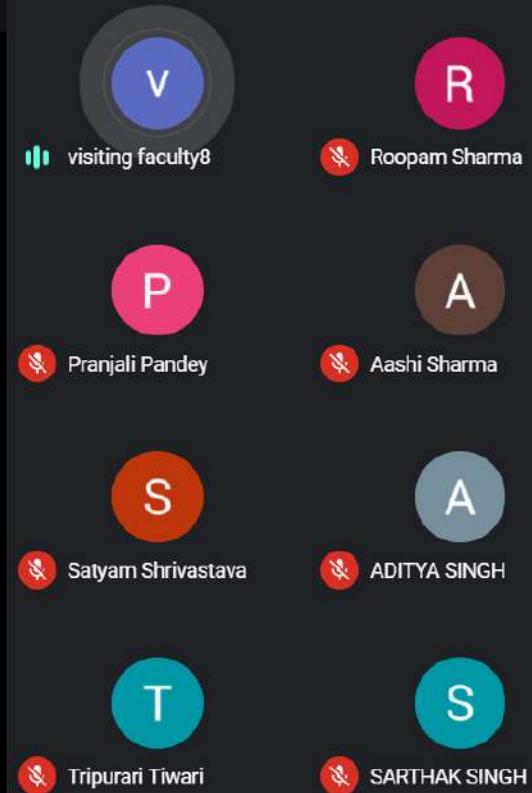
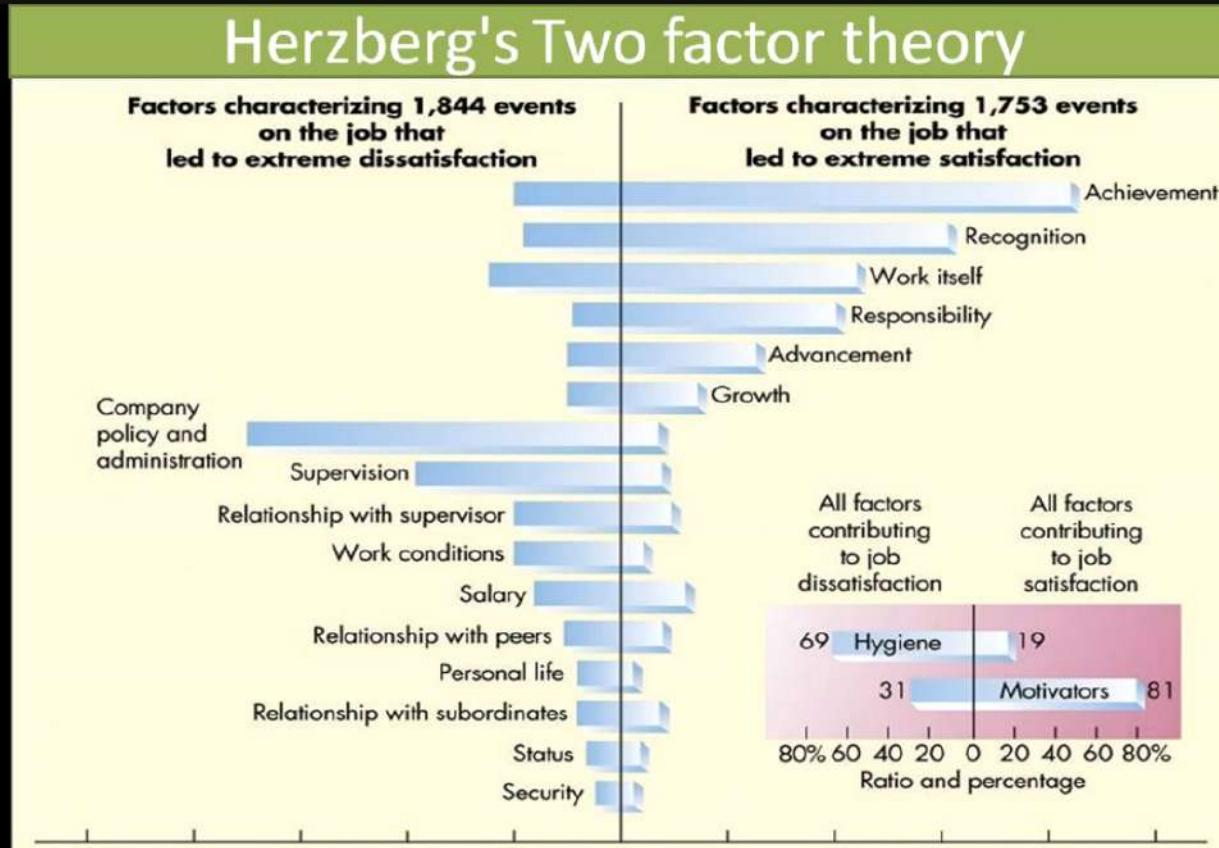
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v visiting faculty8 is presenting

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and 15 more

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is presenting16:56
12-11-2020

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A ANKITA KUMARI
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McClelland's Theory of Needs

Some needs can be learned!!!!

- Need for achievement (nAch)
 - Desire for challenging and somewhat risky goals, feedback, recognition
 - Money a motivator?
- Need for affiliation (nAff)
 - Desire to seek approval, conform, and avoid conflict
 - Try to project a favorable self-image
 - Decision making skill?
- Need for power (nPow)
 - Desire to control one's environment
 - Personalized versus socialized power



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and 13 more

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You

Lawrence & Nohria Four-Drive Theory

Drive to Acquire

- Need to amass objects/commodities and experiences to enhance self-concept
- Basis of hierarchy and status

Drive to Bond

- Need to form relationships and social commitments
- Basis of social identity

Drive to Comprehend

- Need to satisfy curiosity and resolve conflicting information
- Basis of self-actualization

Drive to Defend

- Need to protect ourselves, our physical selves, possessions, beliefs, relationships
- Reactive (not proactive) drive
- Basis of fight or flight



... visiting faculty8



SARTHAK SINGH

M

Mohita Jain

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Satyam Shrivastava

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Aashi Sharma

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Roopam Sharma



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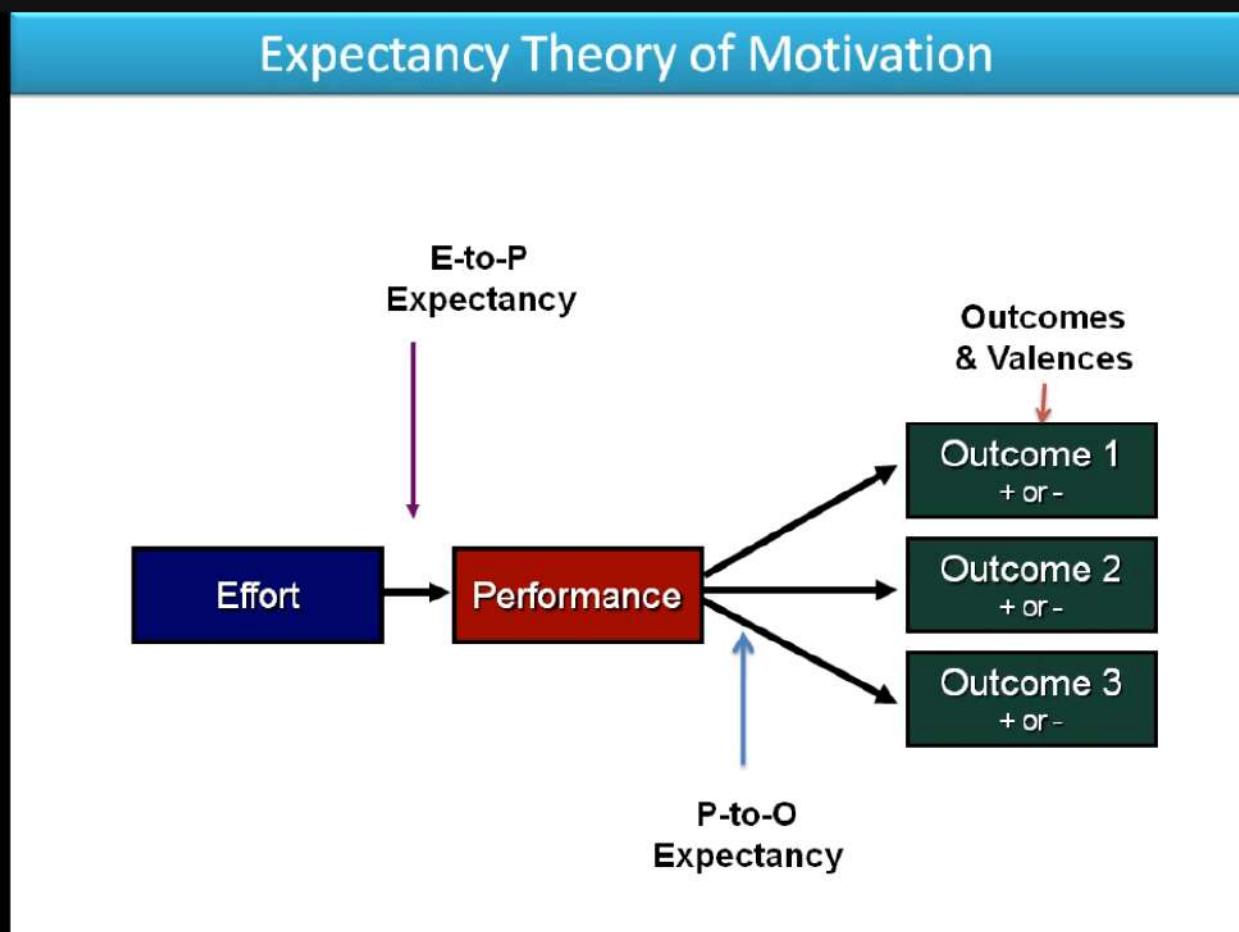
YASH AGRAWAL
and 9 more

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A ABHISHEK PRATAP SI...
and 10 more

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Expectancy theory in workplace

- Variable pay plans
 - Piece-rate plans
 - Bonus
 - Stock options
 - Gain sharing

How do employees learn these expectancies????



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KUMAR SHASH... and 10 more

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Reinforcement theory

- Reinforcements condition behavior
- OB Modification
 - 4 consequences of OB Mod
 - Positive reinforcement
 - Punishment
 - Negative reinforcement
 - Extinction
 - Other reinforcers in practice

Antecedents → Behaviors → Consequences

visiting faculty8 Satyam Shrivastava

Mohita Jain HIMANSHI KALRA

Pranjali Pandey ADITYA SINGH

Aashi Sharma Roopam Sharma

Nikhil V Kumar

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A ANKITA KUMARI and 8 more

20 6:01 PM You S

Goal Setting Theory

Setting performance objectives - motivate employees and clarifies their role perceptions

```
graph LR; A[Specific] --- B[Measurable]; B --- C[Achievable]; C --- D[Relevant]; D --- E[Time framed]; E --- F[Exciting]; F --- G[Reviewed/Feedback]; G --> H[Task Effort]; H --> I[Task Performance]
```



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Self efficacy theory

Self-efficacy theory is an individual's belief that he or she is capable of performing a task.

Ways to increase self efficacy?

- Enactive mastery
- Vicarious modeling
- Verbal persuasion – Pigmalion effect
- Arousal



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Equity Theory

Equality Principle	Need principle	Equity principle
• Same outcome to everyone	• More outcomes to those with greatest needs	• Outcome in proportion to contribution

Ratio Comparisons*

$\frac{O}{I_A} < \frac{O}{I_B}$	Inequity due to being underrewarded
$\frac{O}{I_A} = \frac{O}{I_B}$	Equity
$\frac{O}{I_A} > \frac{O}{I_B}$	Inequity due to being overrewarded

*Where $\frac{O}{I_A}$ represents the employee; and $\frac{O}{I_B}$ represents relevant others

Inputs	Outputs
<ul style="list-style-type: none"> Skills Effort Performance Reputation Hours Experience 	<ul style="list-style-type: none"> Pay/benefits Recognition Promotion Learning Promotion

```

graph TD
    A[Perceived Inequity] --> B[Inequity tensions]
    B --> C[Motivation to reduce tension]
    C --> D[Actions to reduce inequity tension]
  
```

Participants:

- visiting faculty8
- Satyam Shrivastava
- Mohita Jain
- HIMANSHI KALRA
- Pranjali Pandey
- ADITYA SINGH
- Aashi Sharma
- Roopam Sharma
- Nikhil V Kumar

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A ADITYA TANWAR and 16 more 28 4:27 PM You

... visiting faculty8 P Pranjali Pandey

A Aashi Sharma N Nikhil V Kumar

K KUMAR SHASHWAT A ANKITA KUMARI

R RIYA JAIN S SIDDHARTH VAISH

M MARGANI NAGA SAI NISHIDHA SRI

Organizational Justice - a refinement of Equity Theory

Model of Organizational Justice

Distributive Justice
Definition: perceived fairness of outcome
Example: I got the pay raise I deserved.

Procedural Justice
Definition: perceived fairness of process used to determine outcome
Example: I had input into the process used to give raises and was given a good explanation of why I received the raise I did.

Interactional Justice
Definition: perceived degree to which one is treated with dignity and respect
Example: When telling me about my raise, my supervisor was very nice and complimentary.

Organizational Justice
Definition: overall perception of what is fair in the workplace
Example: I think this is a fair place to work.

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A ABHISHEK PRATAP SI... and 18 more

30 4:45 PM You

Self determination theory

Can rewards demotivate you?

- *People prefer to feel that they have control over their actions*
- Demotivated: *Enjoying task -> obligatory*
- *Extrinsic Rewards appear coercive*
- *Relevance to practice?*

P Pranjali Pandey

A Aashi Sharma N Nikhil V Kumar

K KUMAR SHASHWAT A ANKITA KUMARI

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A Akanksha Gupta joined

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Self determination theory

Can rewards demotivate you?

- *People prefer to feel that they have control over their actions*
- Demotivated: *Enjoying task -> obligatory*
- *Extrinsic Rewards appear coercive*
- *Relevance to practice?*

Self-concordance: Are the goals congruent to my core values and interests?

Extrinsic Rewards as feedback about competence -> enhances intrinsic motivation

P Pranjali Pandey S SARTHAK SINGH A Aashi Sharma N Nikhil V Kumar K KUMAR SHASHWAT A ANKITA KUMARI R RIYA JAIN M Mohita Jain joined

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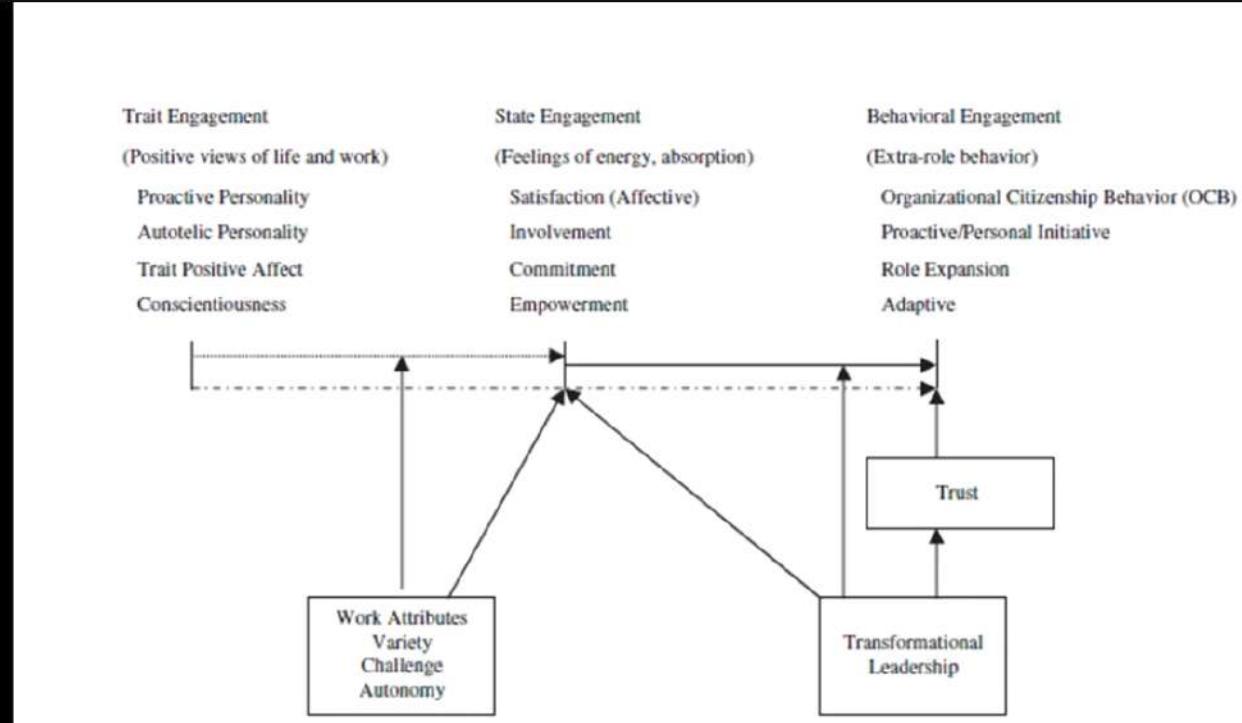


Figure 1. Framework for understanding the elements of employee engagement.

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A ADITYA SINGH and 15 more

27 5:05 PM You

Why to engage employees?

High performance work practices

Customer loyalty

Business growth

Profitability

Pranjali Pandey

SARTHAK SINGH

Mohita Jain

KUMAR SHASHWAT

ANKITA KUMARI

RIYA JAIN

HIMANSHI KALRA

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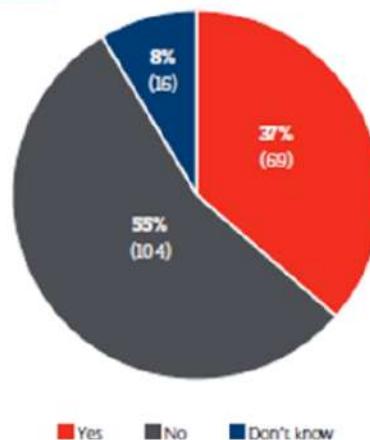
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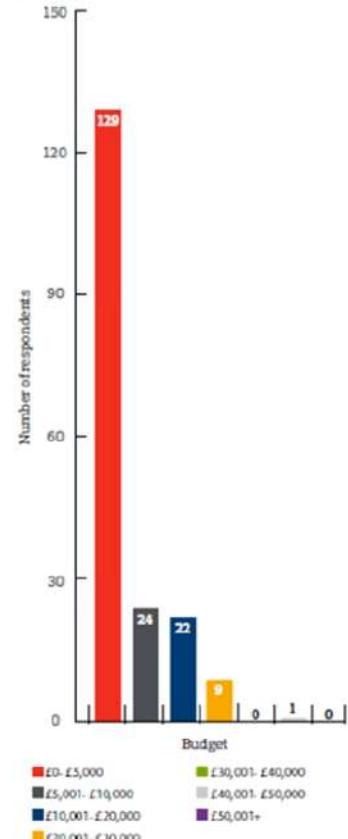
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MARGANI NAGA SAI NISHIDHA SRI

Do you have an engagement strategy in place?



How much do you budget annually for engagement and communication of your benefits?



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and 16 more

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Employee engagement – Kincentric (AON)



Mohita Jain has left the meeting

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Pranjali PandeyS
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MARGANI NAGA SAI NI...K
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ANKITA KUMARIR
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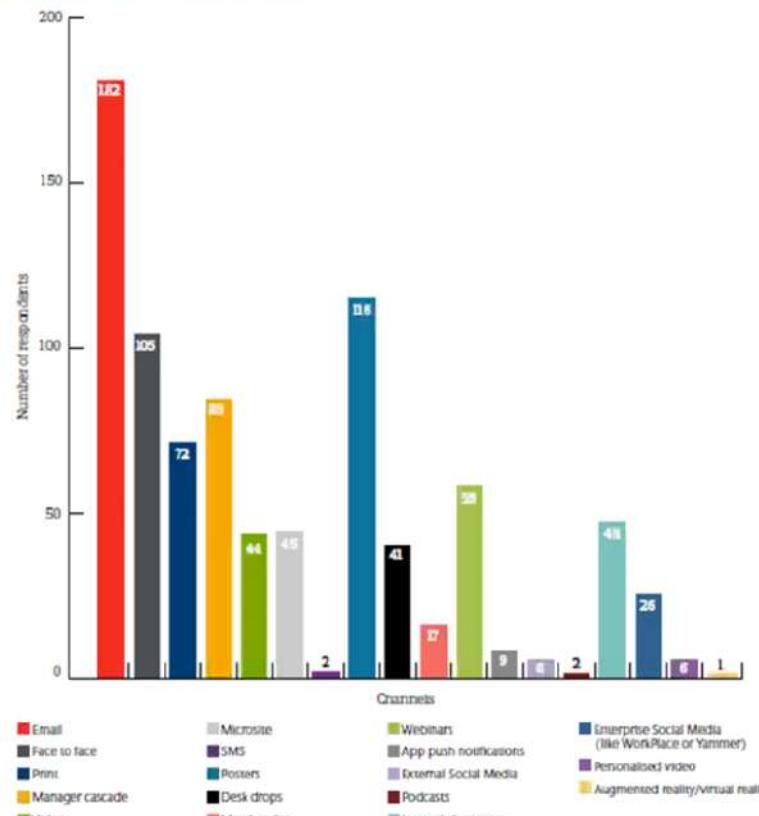
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Which channels do you currently use or are planning to use when communicating benefits and/or health and financial wellbeing?



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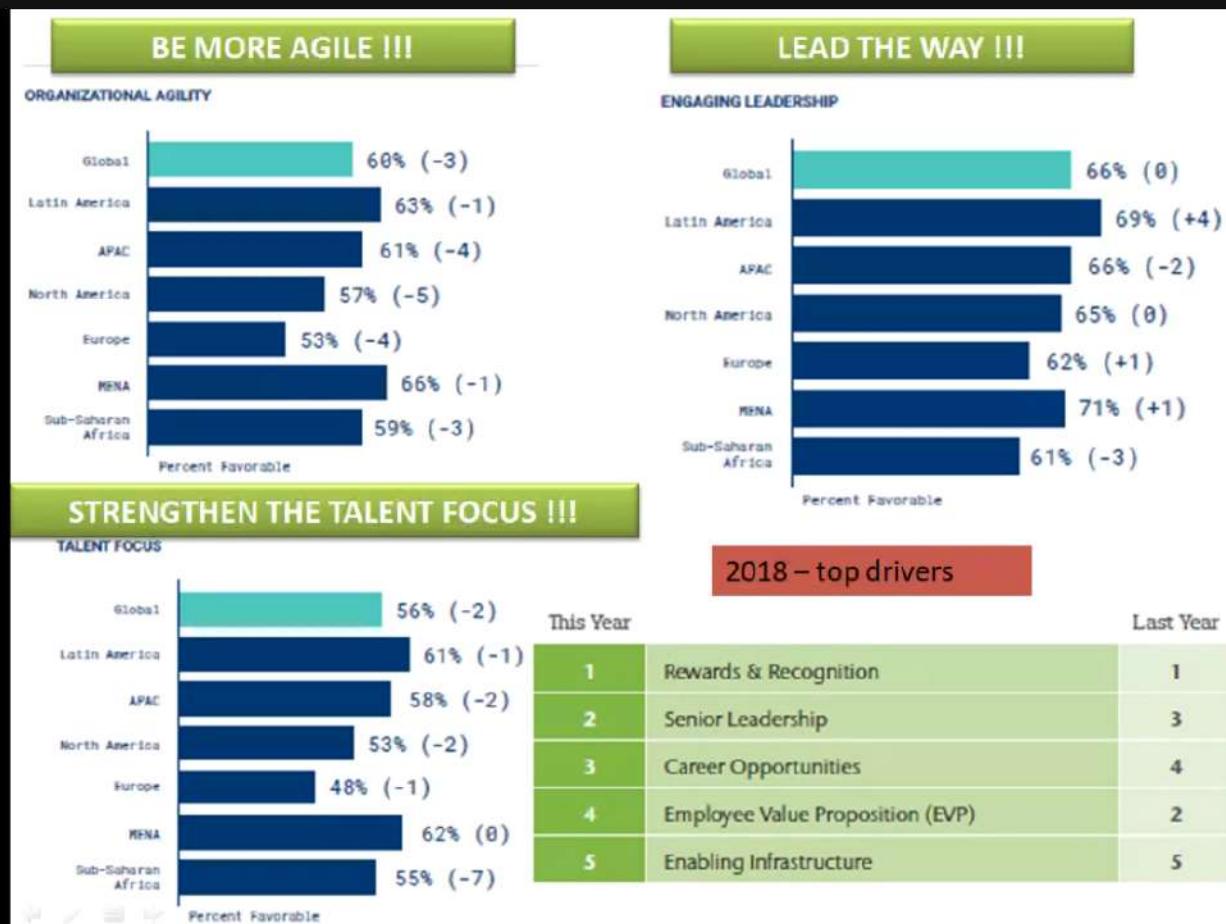


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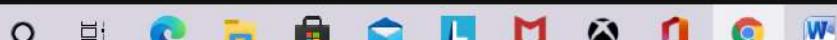
Mohita Jain joined



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Aon (Kincentric)'s "Say, Stay, Strive EE model"

The Aon Engagement Model

Engagement Drivers	Engagement Outcomes	Business Outcomes
<ul style="list-style-type: none"> Engaging Leadership: Collaboration, Customer focus, Decision-making, Diversity & Inclusion, Enabling Infrastructure. Agility: Enaging Leadership, Senior Leadership, The Manager. The Basics: Job security, Risk, Safety, Survey follow-up. The Work: Empowerment/Autonomy, Work tasks, Work/Life Balance, Job Satisfaction. 	<ul style="list-style-type: none"> Say: Collaboration, Customer focus, Decision-making, Diversity & Inclusion, Enabling Infrastructure. Stay: Enaging Leadership, Senior Leadership, The Manager. Strive: Talent Focus, Brand, Career & Development, Performance Management, Rewards & Recognition, Talent & Staffing. 	<ul style="list-style-type: none"> Talent: Retention, Absenteeism, Wellness. Operational: Productivity, Safety. Customer: Satisfaction, NPS, Retention. Financial: Revenue/sales growth, Op. Income/margin, Total shareholder return.

visiting faculty8 SARTHAK SINGH

H Hanif Hanif A ANKITA KUMARI

A ABHISHEK PRATAP SI... A ANKIT ANKIT

R RIYA JAIN P Pranjali Pandey

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Classwork for OB (IPG-MBA & M

Meet - phe-qbrz-swy

meet.google.com/phe-qbrz-swy?authuser=1

v visiting faculty8 is presenting

M MARGANI NAGA SAI NISHIDH... and 18 more

30 5:26 PM You

SARTHAK SINGH S

HANIF HANIF Hanif Hanif A ANKITA KUMARI A

ABHISHEK PRATAP SI... A ANKIT ANKIT A

RIYA JAIN P Pranjali Pandey P

HIMANSHI KALRA H

Harvard Business Review

COMPENSATION

Research: How Incentive Pay Affects Employee Engagement, Satisfaction, and Trust

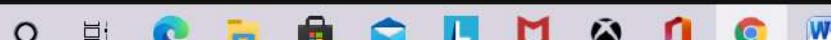
by Chidiebere Ogbonnaya, Kevin Daniels and Karina Nielsen
MARCH 15, 2017



- face-to-face structured interviews conducted in 1,293 private-sector workplaces
- performance-related pay was positively associated with job satisfaction, organizational commitment, and trust in management
- Profit related – negative association on trust and commitment – depends on employee participation



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KUMAR SHASH... and 16 more

28 5:28 PM You

Role of intrinsic motivation

- *People care about more than money and self-interest at work!!! – have higher order needs*
- *Intrinsic motivation involves rewards you are getting **right now***
- *Intrinsic rewards are about positive emotions*

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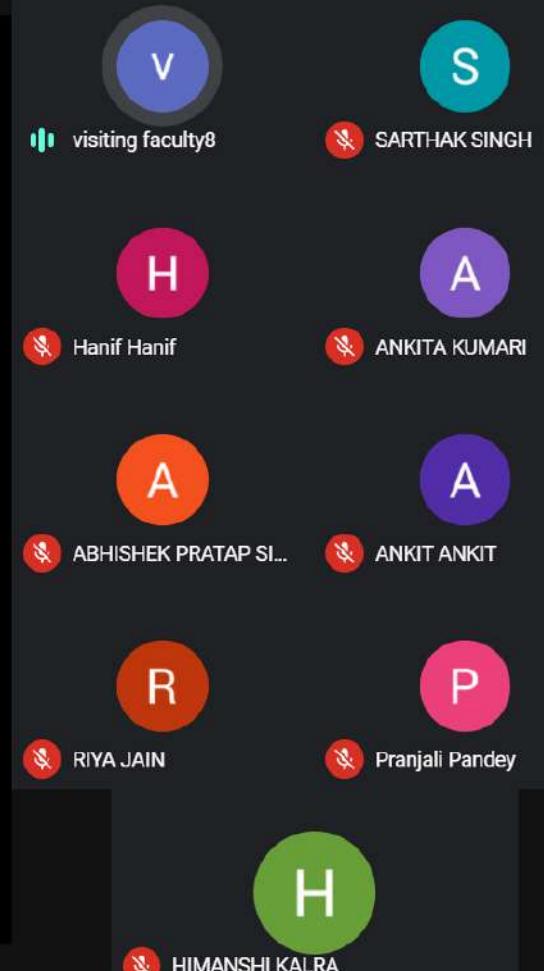
Diagnostic framework for employee engagement

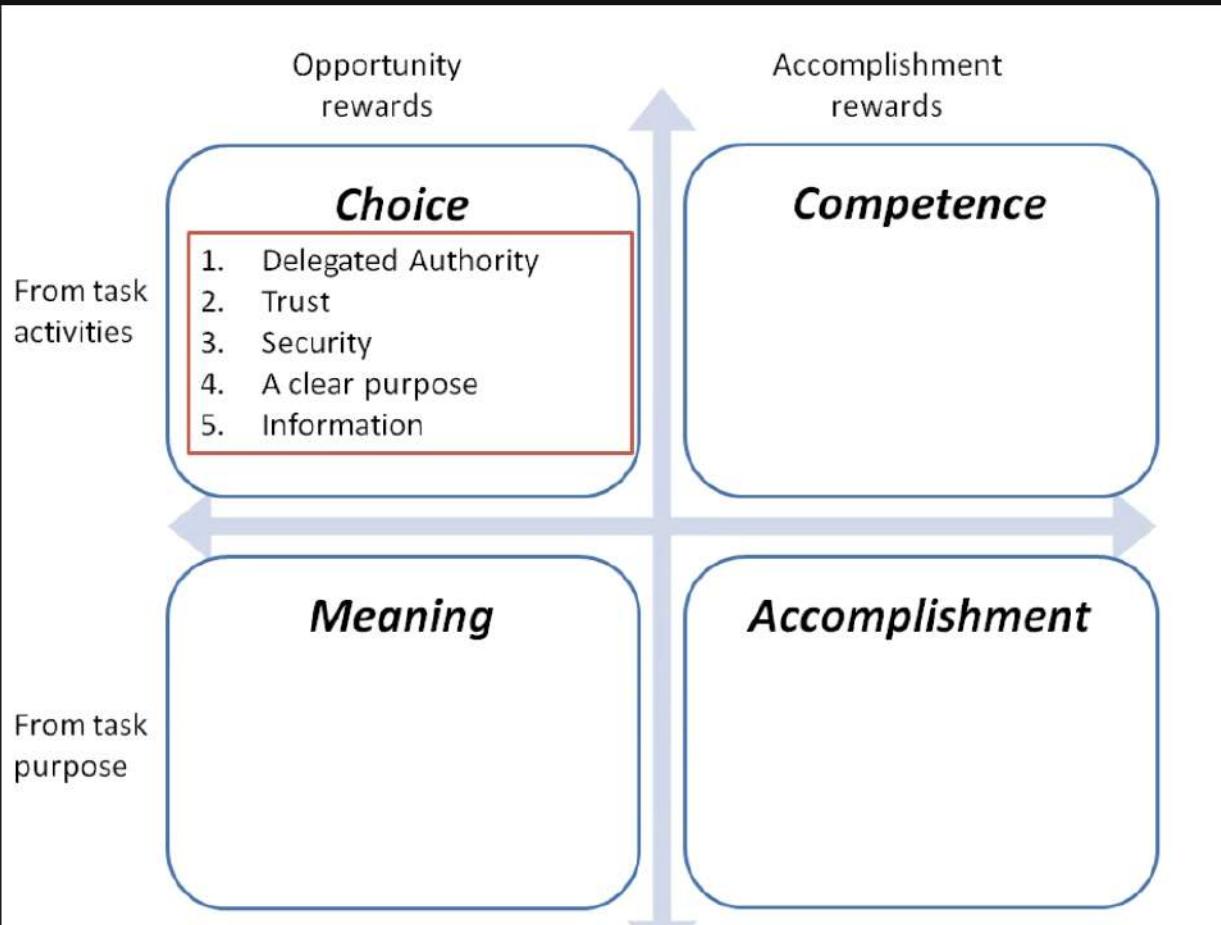


Step 1: Gauging the Strength of the Intrinsic Rewards – which needs attention

Step 2: Addressing the Building Blocks for the Reward

To note: These building blocks are co-determined



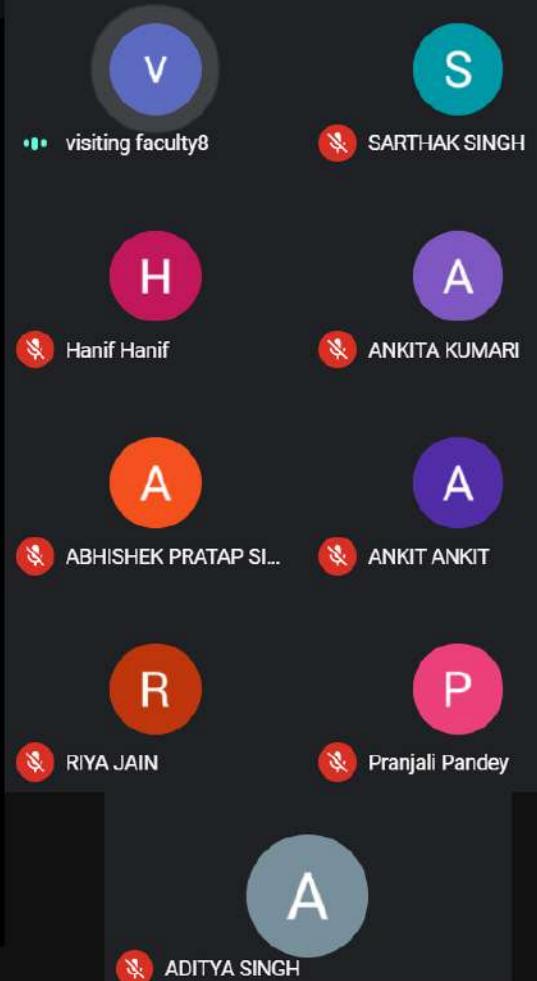
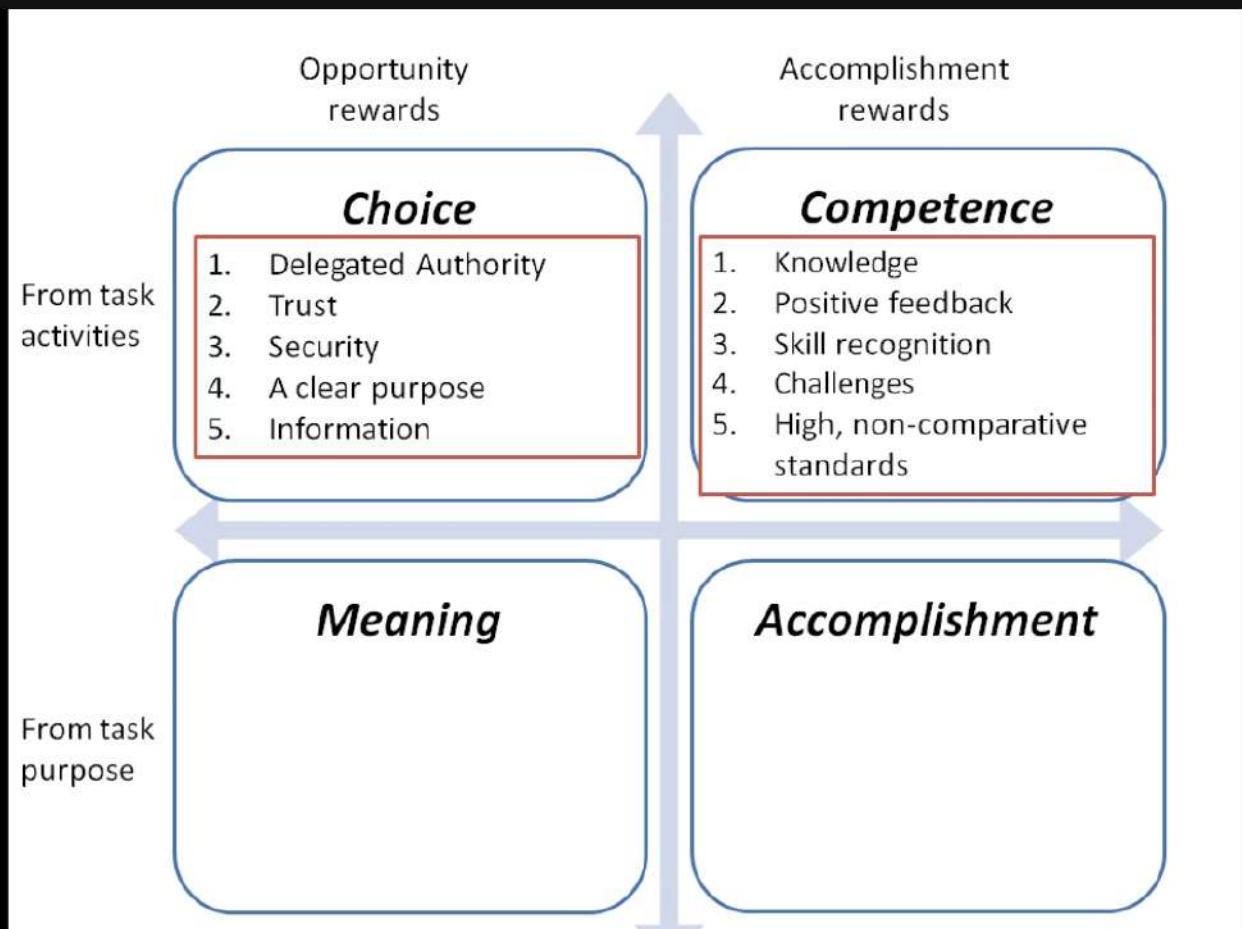


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v visiting faculty8 is presenting

Mohita Jain and 15 more

27 5:36 PM You

Opportunity rewards

Accomplishment rewards

From task activities

From task purpose

Choice

- 1. Delegated Authority
- 2. Trust
- 3. Security
- 4. A clear purpose
- 5. Information

Competence

- 1. Knowledge
- 2. Positive feedback
- 3. Skill recognition
- 4. Challenges
- 5. High, non-comparative standards

Meaning

- 1. A non-cynical climate
- 2. Clearly identified passions
- 3. Relevant task purposes
- 4. An exciting vision
- 5. Know the whole

Accomplishment

V S

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RIYA JAIN Pranjali Pandey

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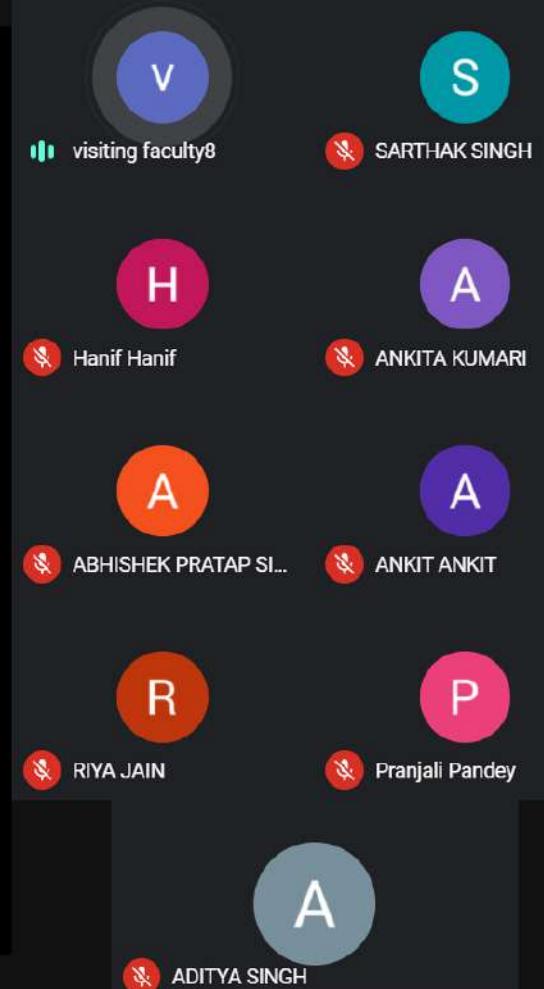
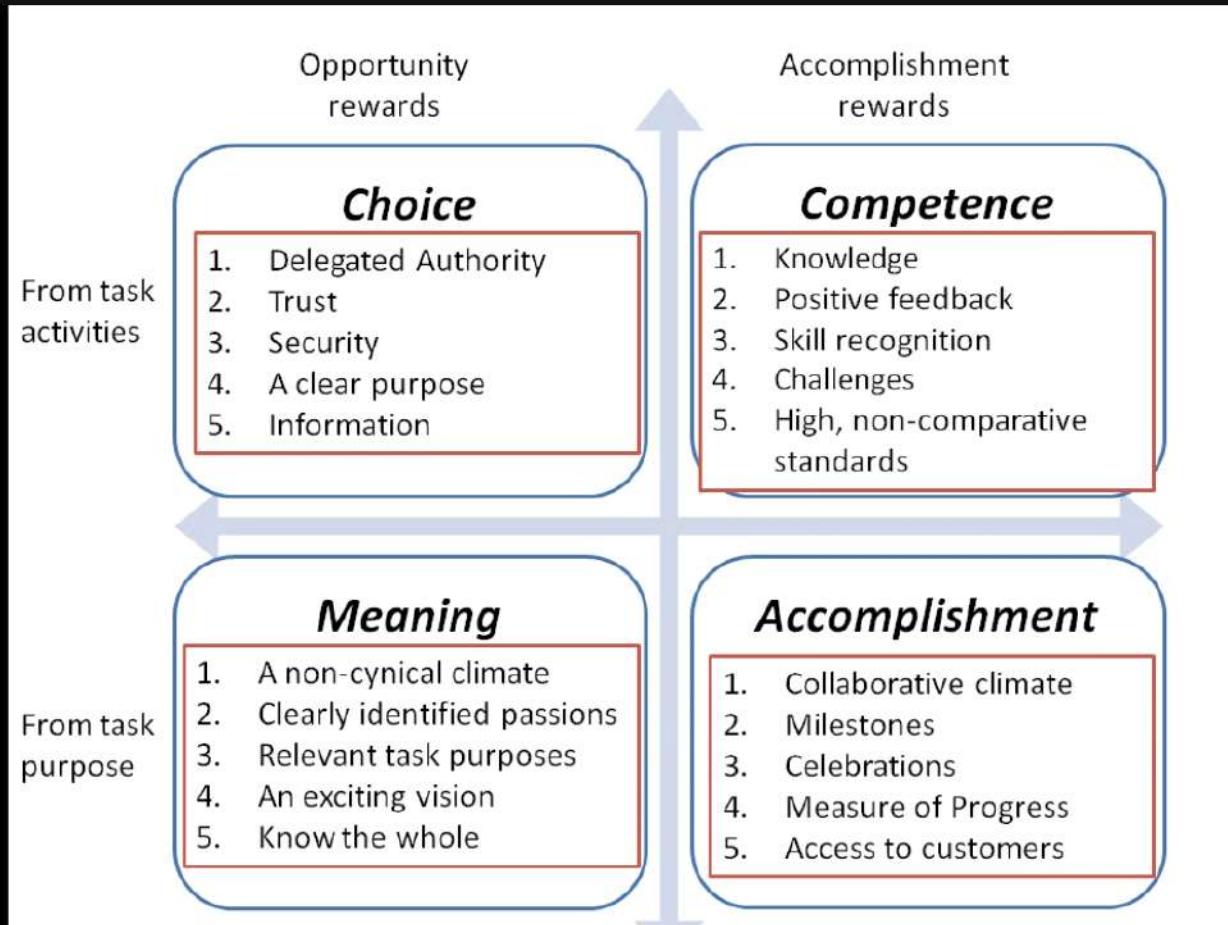
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N Nikhil V Kumar
and 15 more

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Regulatory focus theory

Discriminates between two regulatory foci among individuals

Promotion focused	Prevention focused
Individuals are motivated by growth and development needs	Individuals are responsive to security needs, the responsibility for safety and protection
Have strong ideals	Have strong emphasis on obligations
Prefer gain to the avoidance of losses	Prefer the avoidance of loss to gains

Role of environment in influencing these foci among employees?

- V ... visiting faculty8 S SARTHAK SINGH
- H Hanif Hanif A ANKITA KUMARI
- A ABHISHEK PRATAP SI... A ANKIT ANKIT
- R RIYA JAIN P Pranjali Pandey
- A ADITYA SINGH

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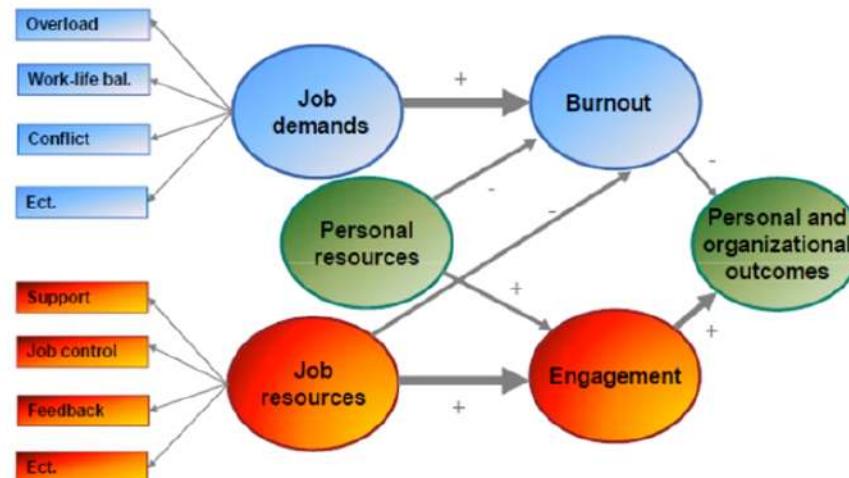
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You

JDR



Schaufeli & Bakker (2004; 2009); Hakanen et.al. (2006, 2008); Korunka et al. (2009); Llorens et al (2006)



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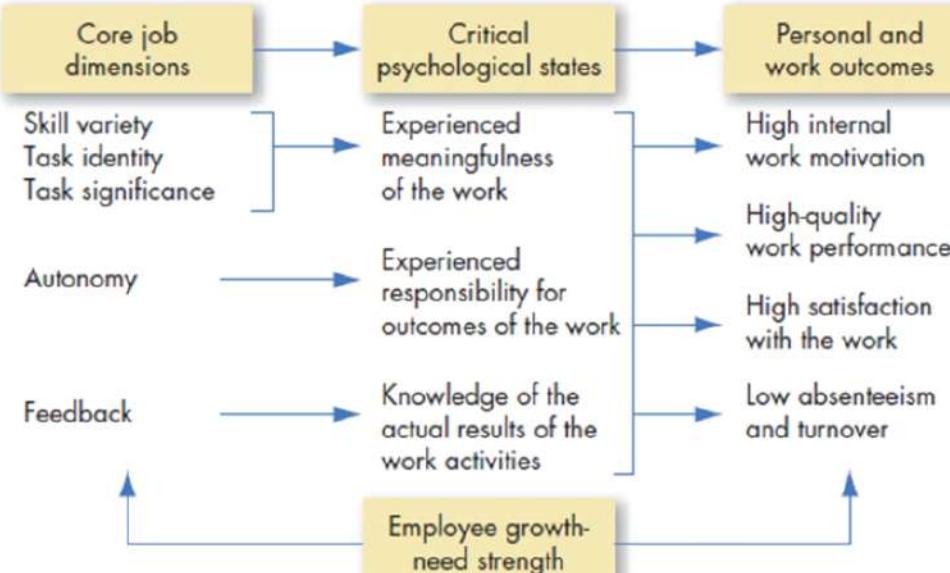
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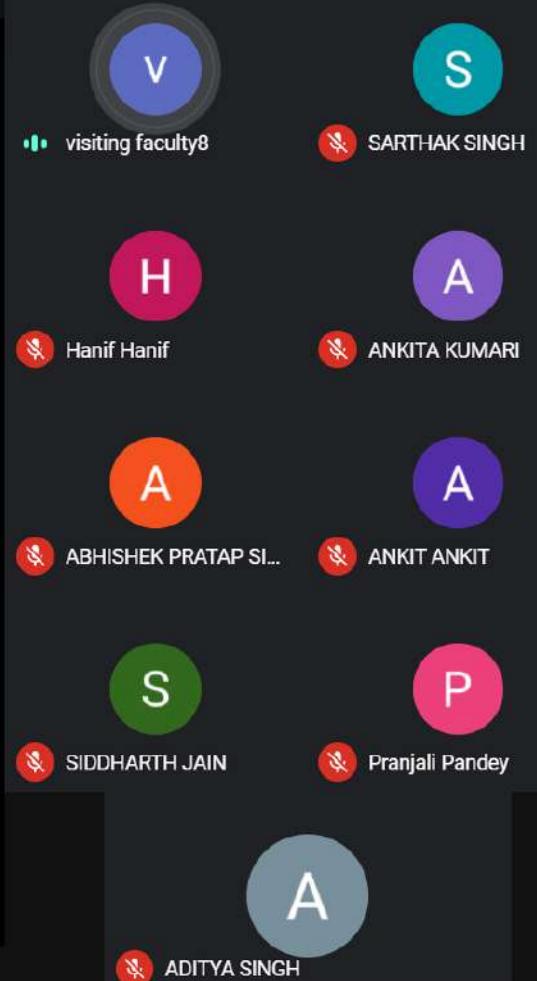
YASH AGRAWAL
and 16 more

Job Characteristics model



$$MPS = (\text{Skill Variety} + \text{Task Identity} + \text{Task Significance}) \times \text{Autonomy} \times \text{Feedback}$$

3



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v visiting faculty8 is presenting Saurabh Singh and 16 more 28 5:52 PM You S

The dark side of EE

- “too much of a good thing”!!!
 - ambition becomes greed,
 - self-esteem becomes narcissism
 - creativity turns into odd eccentricity
- **Embracing the status quo**
- **Pushing employees into burnout**
- **Giving an unfair edge to certain personality types**
- **Undermining the benefits of negative thinking.**



BLE MBA and IPG Meet - rdk-ihov-dwb Why is the understanding of business important? Explain 5 benefits of understanding business Top 10 Important Nature/Characteristics of Business

v visiting faculty8 is presenting A AMIT KUMAR BAR... and 21 more 33 4:17 PM You

Power of positive emotions

visitng faculty8 Shrashti Gupta S Saurabh Singh MARGANI NAGA SAI NI... D DEEPAK PALIWAL P Pranjali Pandey S SRAJAN CHANSORIYA R RAVURI UPENDRA S SIDDHARTH VAISH

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What factors determine your happiness/wellbeing ?

Genetic /
dispositional

Result of life's
circumstances

Intentional
activity

?

?

?

50%

10%

40%

Large portion under our control !!!

A ANKITA KUMARI
and 23 more

35



4:29 PM



S

visiting faculty8 ... Shrasti Gupta

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Saurabh Singh

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ABHISHEK PRATAP SI...

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Pranjali Pandey

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Satyam Shrivastava

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HIMANSHI KALRA

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Mohita Jain

What makes you happy?

- Three types of happy life
 - Pleasant life – positive emotions
 - How can you lead a pleasant life?
 - Problems?
 - Hereditary
 - Diminishing marginal utility
 - malleable
 - Good life – Theory of flow – the world stops
 - How can you experience flow? (authenticityhappiness.com)
 - Meaningful life
- Impact of all 3 happy life on life satisfaction?

K

KUMAR SHASH...
and 23 more

35



4:42 PM

S



visiting faculty8



Shrashtri Gupta



Pranjali Pandey



Mohita Jain



ABHISHEK PRATAP SI...



HIMANSHI KALRA



Saurabh Singh



MARGANI NAGA SAI NI...



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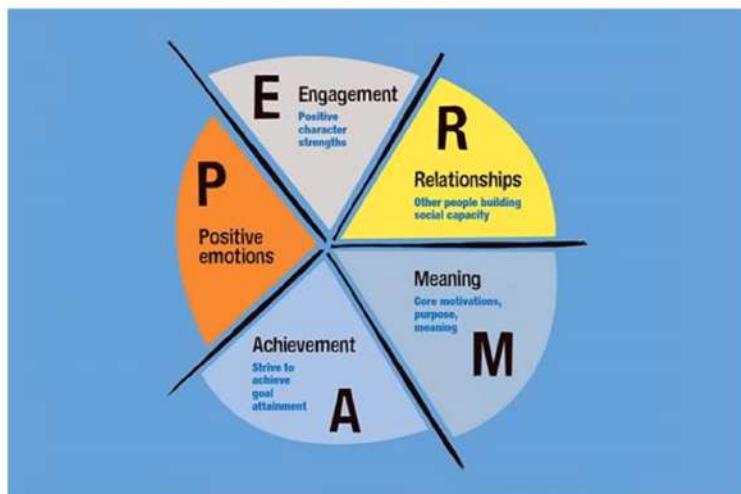


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Theory of happiness/wellbeing – PERMA model

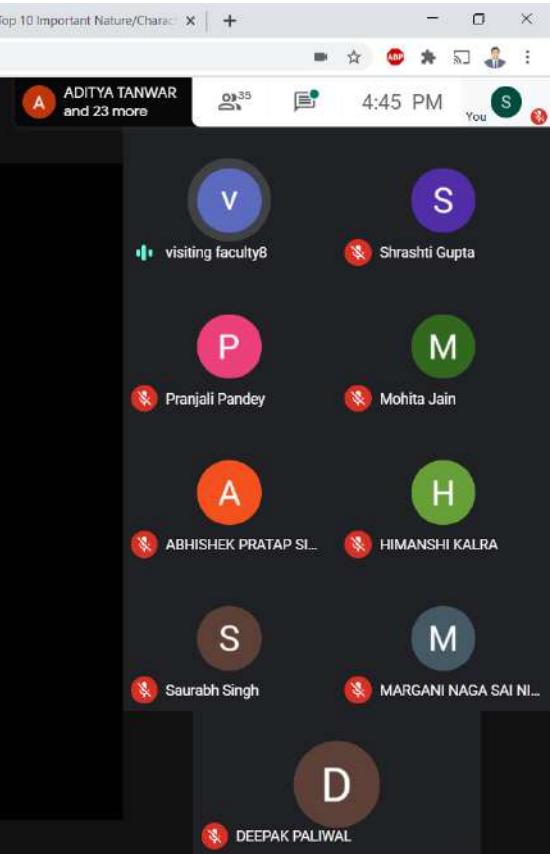


Psychological contract

- Encompasses the actions employees believe are expected of them and what response they expect in return from the employer.
 - Personal deal – exchange, expectations, consequences & employee voluntary behavior

Table 2.5 Changes in the psychological contract

<i>Old bureaucratic psychological contract</i>	<i>New adhocracy psychological contract</i>
Organisation is 'parent' to employee 'child'	Organisation and employee are both 'adult'
Organisation defines employees worth and identity	Employee defines their own worth and identity
Those who stay are good and loyal, others are disloyal	Regular flow of people in and out of the organisation is healthy
Employees who do as they are told will work until they retire	Long-term employment is unlikely – expect and prepare for multiple employments
Promotion is the primary route for growth	Growth is through personal accomplishment



Trust matters...

- Why do we trust each other? - To Trust Is Human?
 - Experiment: sharing money & nasal spray
 - Your oxytocin levels -> trust, empathy, social connections

Zak, P. J. (2017). The neuroscience of trust. *Harvard Business Review*, 95(1), 84-90.



Trust matters...

- Why do we trust each other? - To Trust Is Human?
 - Experiment: sharing money & nasal spray
 - Your oxytocin levels -> trust, empathy, social connections
- Biases that blind trust
 - Similar to me!!!
 - Confirmation bias
 - Illusion of personal invulnerability
 - Illusion of unrealistic optimism

Zak, P. J. (2017). The neuroscience of trust. *Harvard Business Review*, 95(1), 84-90.



BLE MBA and IPG Meet - rdk-ihov-dwb Why is the understanding of business important? Explain 5 benefits of understanding business Top 10 Important Nature/Characteristics of Business

v visiting faculty8 is presenting A ASHISH GAWHAR and 20 more 32 5:09 PM You

Outer Ring: Name of network member
2nd Ring: Competence-based trust score (1 = no trust to 5 = complete and unwavering trust)
3rd Ring: Contractual-based trust score (1 = no trust to 5 = complete and unwavering trust)
4th Ring: Communication-based trust score (1 = no trust to 5 = complete and unwavering trust)

V visiting faculty8 S Shrasti Gupta
P Pranjali Pandey M Mohita Jain
S SARTHAK SINGH H HIMANSHI KALRA
A ADITYA SINGH S Satyam Shrivastava
N Nikhil V Kumar

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Competence-Based Trust
Respecting and having confidence in another's knowledge, skills, abilities and judgments
Technical competence: know what to do
Operational competence: how to apply
Political competence: knowing who does what and how to influence

Contractual-Based Trust
Demonstrating confidence in the character of others and a willingness to presume that they will meet expectations, fulfill promises and agreements, and demonstrate consistent behavior

Communication-Based Trust
Willingness to share information, tell the truth, give/receive constructive feedback, and maintain confidentiality.



ABHISHEK PRATAP S...
and 19 more



P31



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visiting faculty8

Shrashtri Gupta

Pranjali Pandey

Mohita Jain

SARTHAK SINGH

HIMANSHI KALRA

ADITYA SINGH

Satyam Shrivastava



Nikhil V Kumar

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17-11-2020

How to trust wisely? 7 Rules

1. Know yourself
2. Start small – Act of reciprocity, take risks; be vulnerable
3. Write an escape clause.
4. Send strong signals: we feel they know its obvious!!!
5. Recognize the other person's dilemma
6. Look at roles as well as people.
 1. Integrity vary with circumstances matter – long term vs short term cost + Anonymity exercise
7. Remain vigilant and always question

Source: Kramer, R. M. (2009). Rethinking trust. *Harvard business review*, 87(6), 68-77.

A screenshot of a Google Meet video conference interface. At the top, there are tabs for different sessions: 'BLE MBA and IPG', 'Meet - rdk-ihov-dwb', 'Why is the understanding of bus...', 'Explain 5 benefits of understand...', and 'Top 10 Important Nature/Charac...'. The main area shows a participant list with profile icons and names. On the left, a message from 'visiting faculty8' says 'is presenting'. On the right, the host 'RIYA JAIN and 19 more' is shown, along with a participant 'Shrasti Gupta'. Below them are rows of other participants with initials and names: Pranjali Pandey (P), Mohita Jain (M), SARTHAK SINGH (S), HIMANSHI KALRA (H), ADITYA SINGH (A), ABHISHEK PRATAP SI... (A), and Nikhil V Kumar (N). The bottom of the screen shows the Windows taskbar with various pinned icons and the date/time '17.11.2020 17:36'.

Should organizations trust employee
more than what they really are?



Classwork for OB (IPG-MBA & M x Meet - pwv-wzmv-tdv + Exclusion - Google Sheets x | +

meet.google.com/pvw-wzmv-tdv?authuser=1

v visiting faculty8 is presenting

YASH AGRAWAL and 14 more 26 5:04 PM You S

What is inclusion?

- The degree to which an employee perceives that he or she is an esteemed member of the work group through experiencing treatment that satisfies his or her needs for belongingness and uniqueness (Shore et al., 2011; 2018)*

Inclusion Framework		
	Low Belongingness	High Belongingness
Low Value in Uniqueness	Exclusion Individual is not treated as an organizational insider with unique value in the work group but there are other employees or groups who are insiders.	Assimilation Individual is treated as an insider in the work group when they conform to organizational/dominant culture norms and downplay uniqueness.
High Value in Uniqueness	Differentiation Individual is not treated as an organizational insider in the work group but their unique characteristics are seen as valuable and required for	Inclusion Individual is treated as an insider and also allowed/encouraged to retain uniqueness within the work group.

V ... visiting faculty8 N Nikhil V Kumar

A Akanksha Gupta S SRAJAN CHANSORIYA

Aashi Sharma H Hanif Hanif

Mohita Jain S Shrashti Gupta

Raise hand Turn on captions visiting faculty8 is presenting

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Classwork for OB (IPG-MBA & M X Meet - pwv-wzmv-tdv WhatsApp X +

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Priyanshu Sharma and 14 more

26 5:11 PM You S

visiting faculty8 Satyam Shrivastava

N Nikhil V Kumar ADITYA SINGH

A Akanksha Gupta SRAJAN CHANSORIYA

A Aashi Sharma Hanif Hanif

M Mohita Jain

TRIBUTE!!!

A FINISH WE NEVER EXPECTED

REST IN PEACE
SUSHANT SINGH RAJPUT



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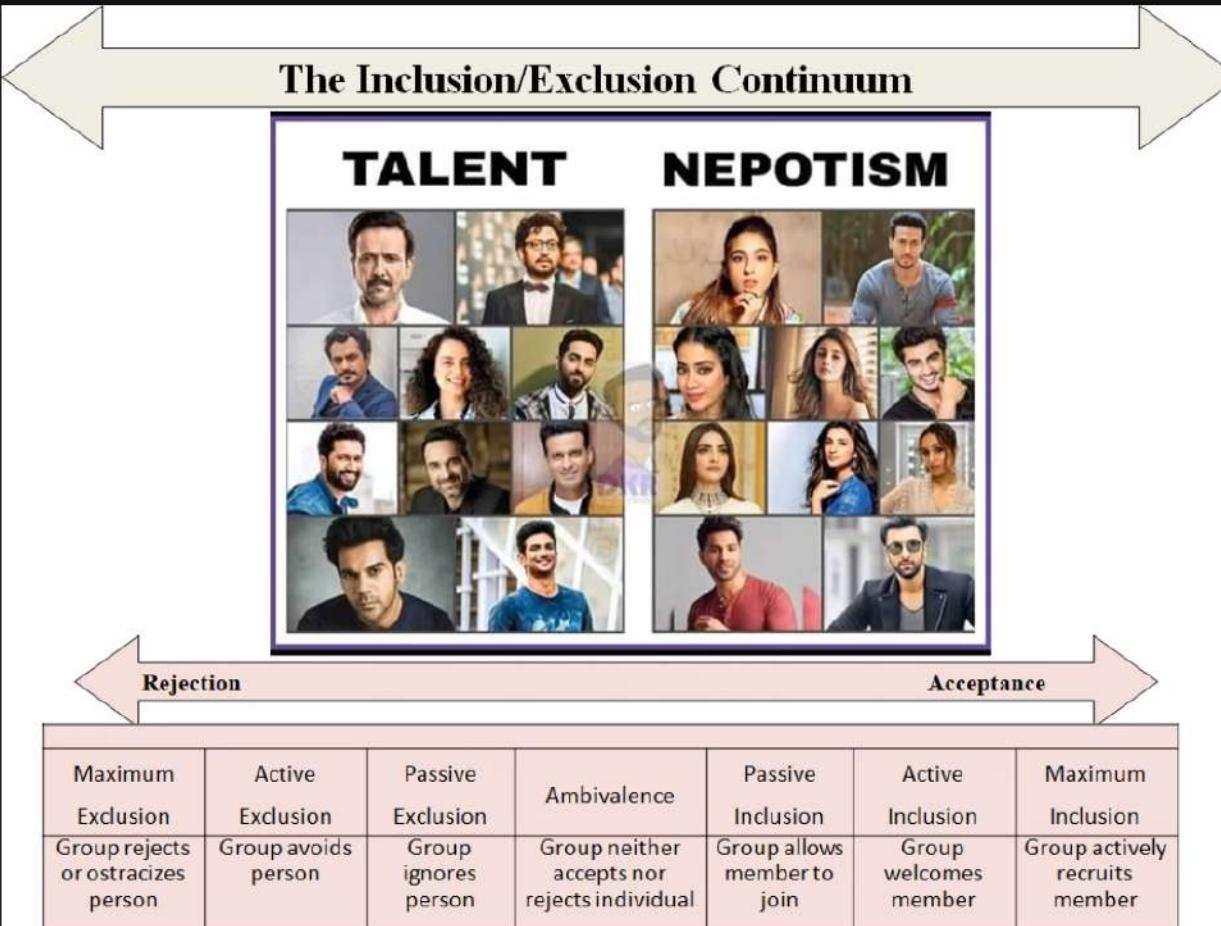


v visiting faculty8 is presenting

S Saurabh Singh
and 14 more

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visiting faculty8 Satyam Shrivastava

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Classwork for OB (IPG-MBA & M x Meet - pwv-wzmv-tdv WhatsApp x +

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v visiting faculty8 is presenting

M MANISH MAVI and 14 more

26 5:12 PM You S

Types of exclusion

- Age
- Culture
- Education
- Gender
- Race
- Sexual orientation
- Intelligence
- Job function
- Geographic

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Classwork for OB (IPG-MBA & M) x Meet - pwv-wzmv-tdv x Exclusion - Google Sheets x WhatsApp x +
 meet.google.com/pvw-wzmv-tdv?authuser=1

v visiting faculty8 is presenting A ANKITA KUMARI and 12 more 24 5:19 PM You S

The Temporal Need-Threat Model of Ostracism:
Williams, 2009

```

graph LR
    A[Minimal Signal] --> B[Pain]
    B --> C[Negative affect  
• Sadness  
• Anger]
    B --> D[Need threat]
    C --> E[Attend, appraise,  
and attribute:  
• Motives  
• Meaning  
• Relevance]
    E --> F[Need fortification]
    D --> F
    F --> G[Resignation Stage]
    G --> H[Depleted resources:  
Inability to fortify needs  
• Alienation  
• Depression  
• Helplessness  
• Unworthiness]
    H --> I[If ostracism episodes  
persist over  
extended time]
  
```

Minimal Signal

- Detection of ostracism
- Need threat

Reflexive Stage

- Pain
- Negative affect
 - Sadness
 - Anger

Reflective Stage

- Attend, appraise, and attribute:
 - Motives
 - Meaning
 - Relevance

Resignation Stage

- Depleted resources: Inability to fortify needs
 - Alienation
 - Depression
 - Helplessness
 - Unworthiness

If ostracism episodes persist over extended time

visiting faculty8 Nikhil V Kumar ADITYA SINGH Akanksha Gupta SRAJAN CHANSORIYA Aashi Sharma Hanif Hanif Mohita Jain

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v visiting faculty8 is presenting

S SHIVAM PRASH... and 12 more

24 5:23 PM You

Theories of inclusion

- Darwin's theory of natural selection - Why we seek inclusion?
 - Herd instinct – belongingness to groups enhanced chances of survival and reproduction
- *"I was dependent on those 2 friends"..... "My Inability to influence them to take me in their in-group"....*
- Sociometer theory – Determinant of extent of inclusion?
 - Degree of acceptance in a group / inclusion depends on one's self esteem; self esteem is act as a monitor of inclusion
 - People have high self esteem not just because they think high of themselves; they are also mindful of maintaining inclusion in social groups
- Pain due to exclusion = physical pain

Participants visible in the video grid:

- visiting faculty8 (blue circle)
- Sat�am Shrivastava (red circle)
- Nikhil V Kumar (red circle)
- ADITYA SINGH (grey circle)
- Akanksha Gupta (pink circle)
- SRAJAN CHANSORIYA (blue circle)
- Aashi Sharma (brown circle)
- Hanif Hanif (pink circle)
- Mohita Jain (green circle)

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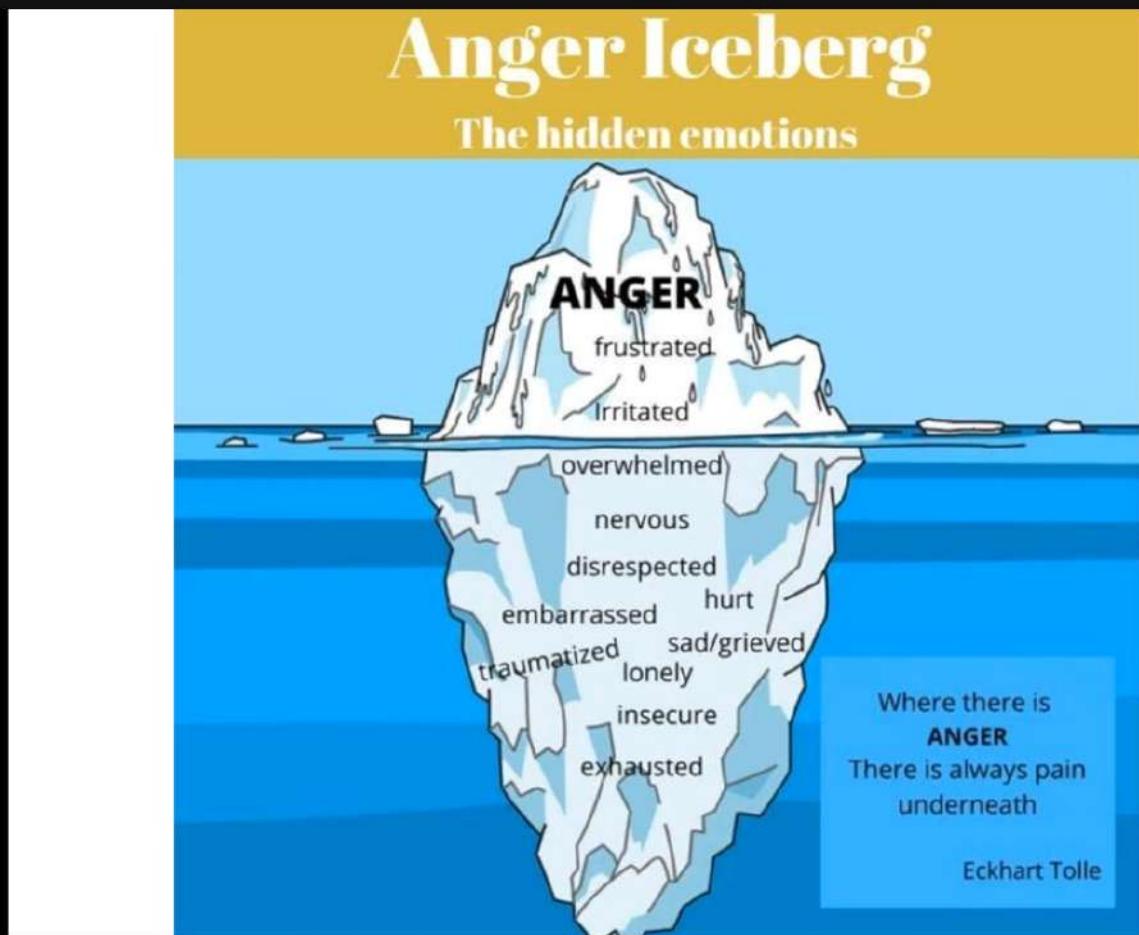
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- Windows icon
- Start button
- Taskbar icons: File Explorer, Edge, Mail, OneDrive, Google Chrome
- System tray: Battery (100%), Network, Volume, Date (17:23, 18-11-2020), Notifications

v visiting faculty8 is presenting

KM KM KAVITA
and 12 more

5:23 PM

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Satyam Shrivastava

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Nikhil V Kumar

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ADITYA SINGH

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Akanksha Gupta

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Mohita Jain

Classwork for OB (IPG-MBA & M X Meet - pwv-wzmv-tdv

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v visiting faculty8 is presenting R RIYA JAIN and 12 more 24 5:24 PM You S

Biochemical underpinnings of human behaviour

1. Endorphin: the pain-masking chemical
2. Dopamine: the goal achieving chemical
3. Serotonin: the leadership chemical
4. Oxytocin: the chemical of love

... visiting faculty8 S Satyam Shrivastava

N Nikhil V Kumar A ADITYA SINGH

A Akanksha Gupta S SRAJAN CHANSORIYA

A Aashi Sharma H Hanif Hanif

M Mohita Jain

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v visiting faculty8 is presenting

A ABHISHEK PRATAP SI...
and 12 more

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5:26 PM

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Satyam Shrivastava

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Mohita Jain

Facilitating inclusion

M Manoj Patwardhan is presenting

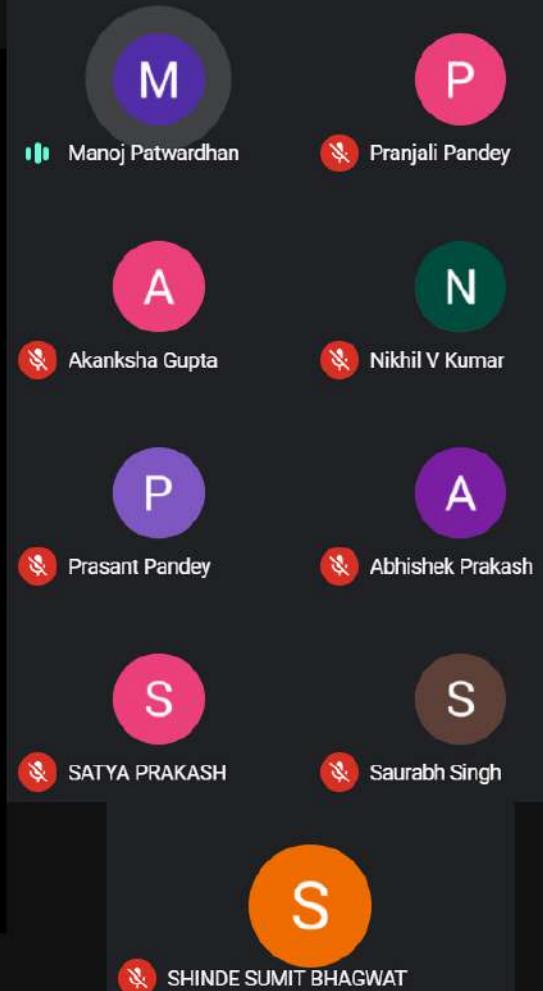
H Hanif Hanif and 3 more

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Classwork for PPM MBA and IPG x Meet - ift-iiji-pjy x +

meet.google.com/ift-iiji-pjy?authuser=1

M Manoj Patwardhan is presenting S SHINDE SUMIT BHAG... and 11 more 2:47 PM You S

Managers Versus Leaders

"Not all leaders are managers, nor are all managers leaders."

- Managers
 - Persons whose influence on others is limited to the appointed managerial authority of their positions to reward and punish.
- Leaders
 - Persons with managerial and personal power who can influence others to perform actions beyond those that could be dictated by those persons' formal (position) authority alone.

The participant list on the right shows 13 individuals:

- M Manoj Patwardhan
- H Hanif Hanif
- P Prasant Pandey
- P Pranjali Pandey
- P PANKAJ KUMAR SAINI
- A Akanksha Gupta
- M MANISH MAHAWAR
- N NIKETAN MANGULLEY
- A Abhishek Prakash

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meet.google.com/ift-iiji-pjy?authuser=1

M Manoj Patwardhan is presenting K KAWALJEET SINGH BA... and 12 more 24 2:48 PM You S

Six Traits That Differentiate Leaders from Nonleaders

1. Drive
2. Desire to lead
3. Honesty and integrity
4. Self-confidence
5. Intelligence
6. Job-relevant knowledge

M Manoj Patwardhan H Hanif Hanif

P Prasant Pandey P Pranjali Pandey

P PANKAJ KUMAR SAINI A Akanksha Gupta

M MANISH MAHAWAR N NIKETAN MANGULLEY

A Abhishek Prakash

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M Manoj Patwardhan is presenting R RISHABH VERMA and 12 more 2:55 PM You S

Leadership Behaviors or Styles

- Autocratic style of leadership
 - A leader who centralizes authority, dictates work methods, makes unilateral decisions, and limits employee participation.
- Democratic style of leadership
 - A leader who involves employees in decision making, delegates authority, encourages participation in deciding work methods and goals, and uses feedback to coach employees.
 - ❖ **A democratic-consultative leader** seeks input and hears the concerns and issues of employees but makes the final decision him or herself.
 - ❖ **A democratic-participative leader** often allows employees to have a say in what's decided.



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meet.google.com/ift-iiji-pjy?authuser=1

M Manoj Patwardhan is presenting R RISHABH VERMA and 11 more 23 3:01 PM You S

Leadership Behaviors or Styles

- Free Rein or Laissze faire
 - In this style of leadership, leaders normally takes a passive role.
 - He is busy in making the relationship outside the organization.
 - It is also known as Indirect Leadership.





Classwork for PPM MBA and IPG x Meet - ift-iiji-pjy +

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M Manoj Patwardhan is presenting D DHOBALE YASH NAM... and 12 more 24 3:07 PM You S

The Challenge of Team Leadership

- Becoming an effective team leader requires:
 - Learning to share information.
 - Developing the ability to trust others.
 - Learning to give up authority.
 - Knowing when to leave their teams alone and when to intercede.
- New roles that team leaders take on
 - Managing the team's external boundary
 - Facilitating the team process

M Manoj Patwardhan H Hanif Hanif

P Prasant Pandey P Pranjali Pandey

P PANKAJ KUMAR SAINI A Akanksha Gupta

K KAWALJEET SINGH BA... N Nikhil V Kumar

S SHINDE SUMIT BHAGWAT

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Classwork for PPM MBA and IPG x Meet - ift-iiji-pjy +

meet.google.com/ift-iiji-pjy?authuser=1

M Manoj Patwardhan is presenting

PANKAJ KUMAR S... and 12 more

24 3:09 PM You

Team Leader Roles

```
graph TD; A[Coaches] --> C((Effective Team Leadership Roles)); B[Liaisons with external constituents] --> C; D[Conflict managers] --> C; E[Troubleshooters] --> C;
```

M Manoj Patwardhan H Hanif Hanif

P Prasant Pandey P Pranjali Pandey

A ABHINAV PATHAK A Akanksha Gupta

K KAWALJEET SINGH BA... N Nikhil V Kumar

S SHINDE SUMIT BHAGWAT

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Classwork for OB (IPG-MBA & M x Meet - odj-eorr-pjp x meet.google.com/odj-eorr-pjp?authuser=1

v visiting faculty8 is presenting A ASHISH GAWH... and 10 more 22 4:23 PM You S

Individual exercise

- Read each statement that you have written and then classify it into one of two categories.
 - **Collectivistic Qualities (CQs)** are any descriptions that refer to the self in relationship to others. It includes roles (“I am a student,”), family relations (“I am a son/daughter”), ethnicity, race, gender, and origins (“I am a Punjabi,”), and religion.
 - **Individualistic Qualities (IQs)** are qualities that apply to you personally, such as traits, attitudes, habits, and mood (“I am a good student”, “I am intelligent,” or “I like to play cricket”)
- Summarize your self-concept by computing the percentage of your self that is individualistic versus collectivistic.
 - Is your self-concept more individualistic or collectivistic?
 - Did you tend to list collectivistic qualities earlier in the list than individualistic ones?
 - Which qualities are more central to your identity: the collectivistic components or the individualistic components?

V visiting faculty8 A Akanksha Gupta
A ABHISHEK PRATAP SI... S Shrashti Gupta
N Nikhil V Kumar H HIMANSHI KALRA
S SIMRAN KUREEL K KUMAR SHASHWAT
A ASHISH ASHOK SINGH

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Individualism vs. Collectivism

Iyengar & Lepper's study on Asian And American girls & Study on American and French parents

- Individualism
 - The individual is primary
 - His or her rights must be recognized and prioritized above group rights/goals.
 - If the group's goals aren't compatible with the individual's goals, then the individual is free to go his or her own way.
- Collectivism
 - The group is primary
 - Its rights must be recognized and put above the right of the individual.
 - The individual belongs to the group.



A ADITYA SINGH
and 11 more

23



4:36 PM

You

- V visiting faculty8
- A Akanksha Gupta
- P Pranjali Pandey
- S Shrashsti Gupta
- N Nikhil V Kumar
- H HIMANSHI KALRA
- M Mohita Jain
- A ABHISHEK PRATAP SI...
- S SIMRAN KUREEL

Classwork for OB (IPG-MBA & M X Meet - odj-eorr-pjp

meet.google.com/odj-eorr-pjp?authuser=1

v visiting faculty8 is presenting

A ABHISHEK PRATAP SI... and 12 more

24 4:46 PM You

The image shows a Google Meet session. On the left, a white slide with a black border displays the text "Does membership in a group change a person's self-concept?". On the right, a list of participants is shown in a grid. Each participant has a colored circular icon with their initial (V, A, P, S, N, H, K, A, S) and a small microphone icon. To the right of each initial is the participant's name: visiting faculty8, Akanksha Gupta, Pranjali Pandey, Shrashti Gupta, Nikhil V Kumar, HIMANSHI KALRA, KUMAR SHASHWAT, ASHISH ASHOK SINGH, and SIMRAN KUREEL. The participant "visiting faculty8" is highlighted with a blue circle and a green microphone icon, indicating they are currently presenting. The top right corner shows the time as 4:46 PM and the user as "You". The bottom of the screen shows the Windows taskbar with various pinned icons and the date/time as 19-11-2020 16:46.

Does membership in a group change a person's self-concept?

ABHISHEK PRATAP SI... and 12 more

24 4:46 PM You

V visiting faculty8

A Akanksha Gupta

P Pranjali Pandey

S Shrashti Gupta

N Nikhil V Kumar

H HIMANSHI KALRA

K KUMAR SHASHWAT

A ASHISH ASHOK SINGH

S SIMRAN KUREEL

Classwork for OB (IPG-MBA & M x Meet - odj-eorr-pjp x meet.google.com/odj-eorr-pjp?authuser=1

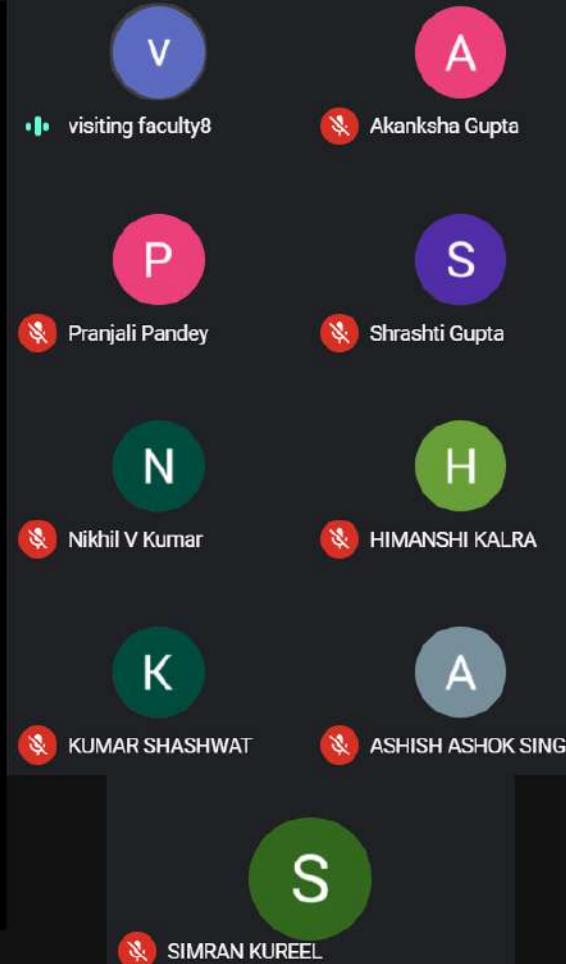
v visiting faculty8 is presenting A ABHISHEK PRATAP SI... and 12 more 24 4:52 PM You

Social Identity Formation

Social identity theory:
self-concept is determined by group membership

$$= \text{Categorization} + \text{Identification}$$

- Classification of people (& self) into groups
- An automatic cognitive process
- Bonding with the group
- Incorporating group characteristics
- Group membership is personally very significant
- Feeling of connectedness & interdependence with other members
- Increased involvement in the group's activities
- Depersonalization & Self-stereotyping
- Increased self-esteem & sense of self-worth (derived from group membership)



Classwork for OB (IPG-MBA & M X Meet - odj-eorr-pjp

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A ABHISHEK SINGH and 10 more

22 5:00 PM You

Story - 1

The slide features the Harvard Business Review logo at the top. Below it is a title card with the text "The Ordinary Heroes of the Taj".

P Pranjali Pandey

V visiting faculty8

S Shrasti Gupta

A Aashi Sharma

A Akanksha Gupta

N Nikhil V Kumar

H HIMANSHI KALRA

S SIMRAN KUREEL

K KUMAR SHASHWAT

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Classwork for OB (IPG-MBA & M x Meet - odj-eorr-pjp x Google Search x +

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SRAJAN CHANSO... and 10 more 22 5:04 PM You S

- Why was "I" forgotten?
- **A Values-Driven Recruitment System**
 - Frontline staff from smaller cities – traditional Indian values – 3 traits
 - Recruit from 2nd and 3rd tier business schools
- **Training Customer (not company) Ambassadors**
 - 18 month training
 - Customer learning in unsupervised envt
 - Reflection of learnings
- **Recognition-as-Reward System**
- Special Thanks and Recognition System (STARS)
- 3 criteria:
 - compliments from guests,
 - compliments from colleagues, and
 - their own suggestions
- 5 perf levels:
 - the managing director's club; the COO's club; and the platinum, gold, and silver levels

P Pranjali Pandey V visiting faculty8

S Shrasti Gupta A Aashi Sharma

A Akanksha Gupta N Nikhil V Kumar

H HIMANSHI KALRA S SIMRAN KUREEL

K KUMAR SHASHWAT

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Classwork for OB (IPG-MBA & M X Meet - odj-eorr-pjp X

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v visiting faculty8 is presenting

YASH AGRAWAL and 11 more 23 5:12 PM You S

The image shows a Google Meet session. On the left, a white rectangular area displays the title 'Story 2' and 'Research on Indian Call center workers – why identity matters!!!!'. To the right, a dark sidebar lists participants with their initials in colored circles and names below them. The participants are: Pranjali Pandey (P), visiting faculty8 (V), Shrashti Gupta (S), Aashi Sharma (A), Akanksha Gupta (A), Nikhil V Kumar (N), HIMANSHI KALRA (H), SIMRAN KUREEL (S), and KUMAR SHASHWAT (K). The sidebar also shows a notification for 'visiting faculty8 is presenting'. The top bar includes standard browser controls and the URL 'meet.google.com/odj-eorr-pjp?authuser=1'. The bottom bar shows the Windows taskbar with various pinned icons and system status.

Story 2

Research on Indian Call center workers
– why identity matters!!!!

P Pranjali Pandey

V visiting faculty8

S Shrashti Gupta

A Aashi Sharma

A Akanksha Gupta

N Nikhil V Kumar

H HIMANSHI KALRA

S SIMRAN KUREEL

K KUMAR SHASHWAT

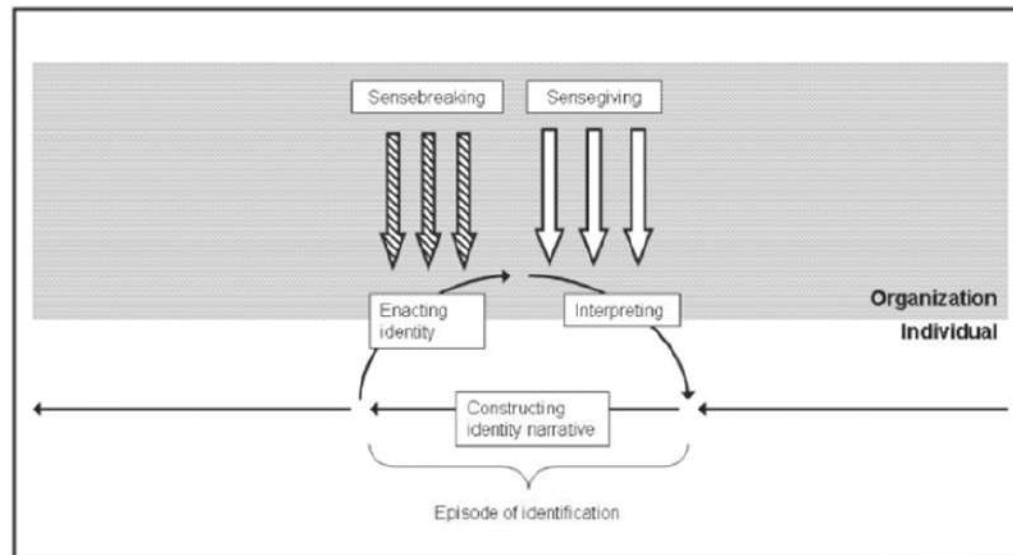
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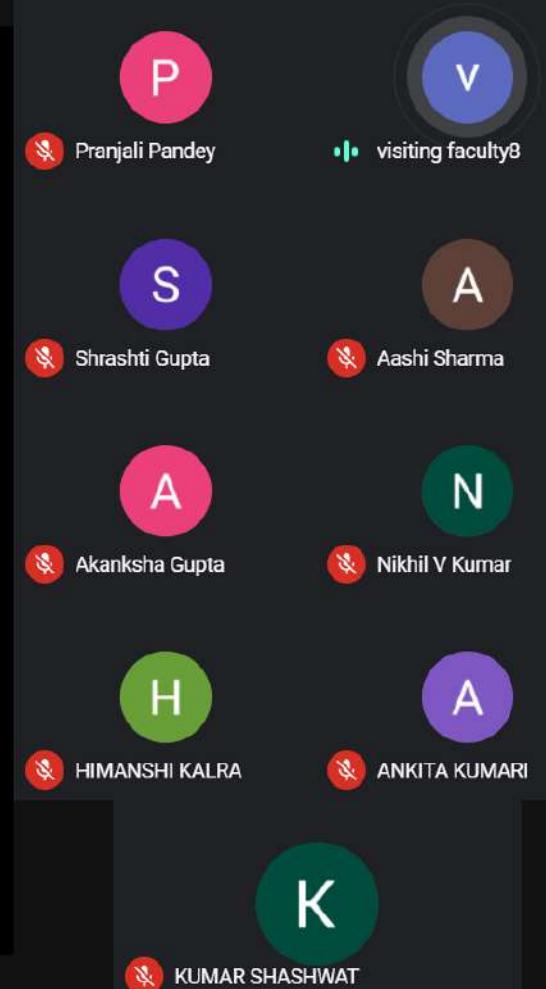
meet.google.com/odj-eorr-pjp?authuser=1

v visiting faculty8 is presenting ABHISHEK PRATAP SI... and 9 more 21 5:22 PM You S

Process Model of identification



Source: Ashforth, B. E., Harrison, S. H., & Corley, K. G. (2008). Identification in organizations: An examination of four fundamental questions. *Journal of management*, 34(3), 325-374.



 visiting faculty8 is presentingSaurabh Singh
and 8 more

5:30 PM



You

Story 3- The Stanford Prison Experiment



Pranjali Pandey



visiting faculty8



Shrashti Gupta



Aashi Sharma



Akanksha Gupta



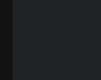
Nikhil V Kumar



HIMANSHI KALRA



ANKITA KUMARI



KUMAR SHASHWAT

Classwork for OB (IPG-MBA & M x Meet - odj-eorr-pjp New Tab x | +

meet.google.com/odj-eorr-pjp?authuser=1

v visiting faculty8 is presenting

YASH AGRAWAL and 9 more 21 5:38 PM You S

The psychology of evil | Philip Zimbardo

FOREWARNING:
In our Case Study of Evil some images are **Violent** or **Sexual--**
"Digitally Documented Depravity"
from cameras of U.S. M. P. guards at Abu Ghraib Prison,
Tier I-A -- Night Shift

FOREWARNING:
In our Case Study of Evil some images are **Violent** or **Sexual--**
"Digitally Documented Depravity"
from cameras of U.S. M. P. guards at Abu Ghraib Prison,
Tier I-A -- Night Shift

4:16 4:17 / 23:10

Scroll for details CC Settings

V Pranjali Pandey P

A Akanksha Gupta S Shrashti Gupta

N Nikhil V Kumar H HIMANSHI KALRA

K KUMAR SHASHWAT A Aashi Sharma

A ANKITA KUMARI A

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2 WhatsApp x | BMW Group - global revenue | x | Classwork for OB (IPG-MBA & M... x | Meet - kbk-jngr-pcw x

meet.google.com/kbk-jngr-pcw?authuser=1

v visiting faculty8 is presenting

A ABHISHEK SINGH and 13 more

25 4:38 PM You S

Factors predicting group formation...

- Gender
- Social motivation
 - Need for affiliation
 - Need for intimacy
 - Need for power
- Experience
- Social anxiety & shyness
- Attachment style



V visiting faculty8 P Pranjali Pandey

H Hanif Hanif H HIMANSHI KALRA

N Nikhil V Kumar A ADITYA SINGH

T Tripurari Tiwari A ASHISH ASHOK SINGH

M Mohita Jain

Type here to search 16:38 23-11-2020

v visiting faculty8 is presenting

A

ABHISHEK SINGH
and 11 more

23



5:20 PM

You

Schachter's studies of affiliation

1. Misery loves company
2. Misery loves miserable company
3. Embarrassed misery avoids company

	Interaction	Action	Withdrawal	Nonreaction	Escape
Fear	.290	.133	.125	.394	.058
Embarrassment	.085	.116	.306	.471	.021
Ambiguity	.121	.061	.203	.483	.133

(Morris et al. 1976)

4. Misery loves more miserable company (sometimes)



P

... visiting faculty8
Pranjali Pandey

HIMANSHI KALRA

A

ASHISH GAWHADE



Aashi Sharma

H

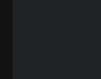
Hanif Hanif



... Nikhil V Kumar

P

Priyanshu Sharma



ADITYA SINGH

A

 Smita Gupta
and 11 more

23



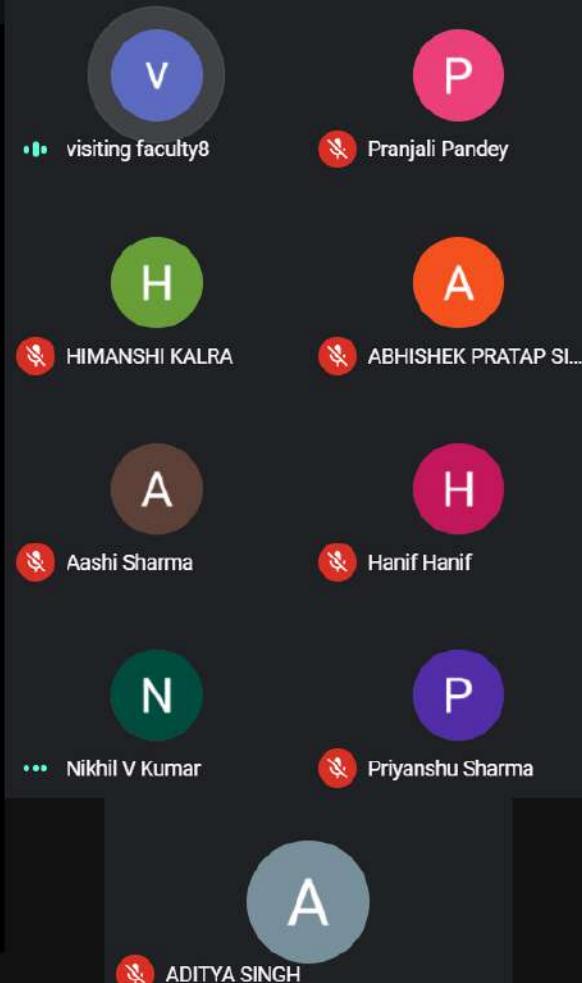
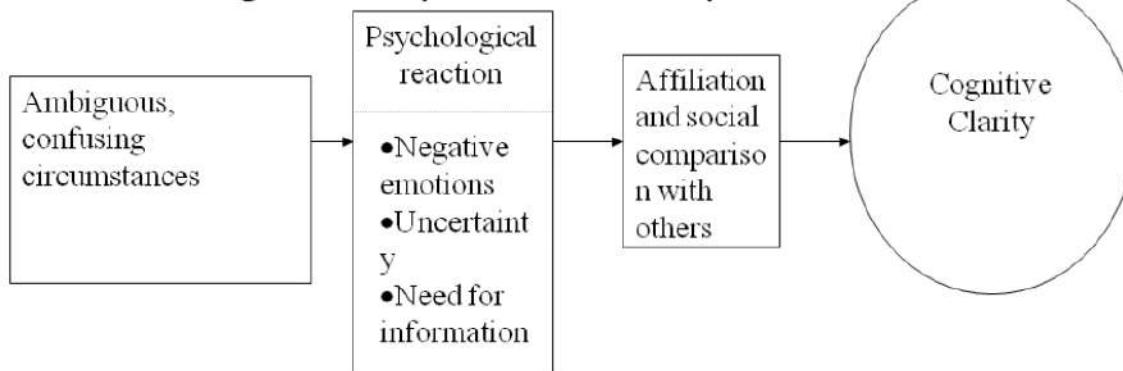
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You



Story of AAP formation

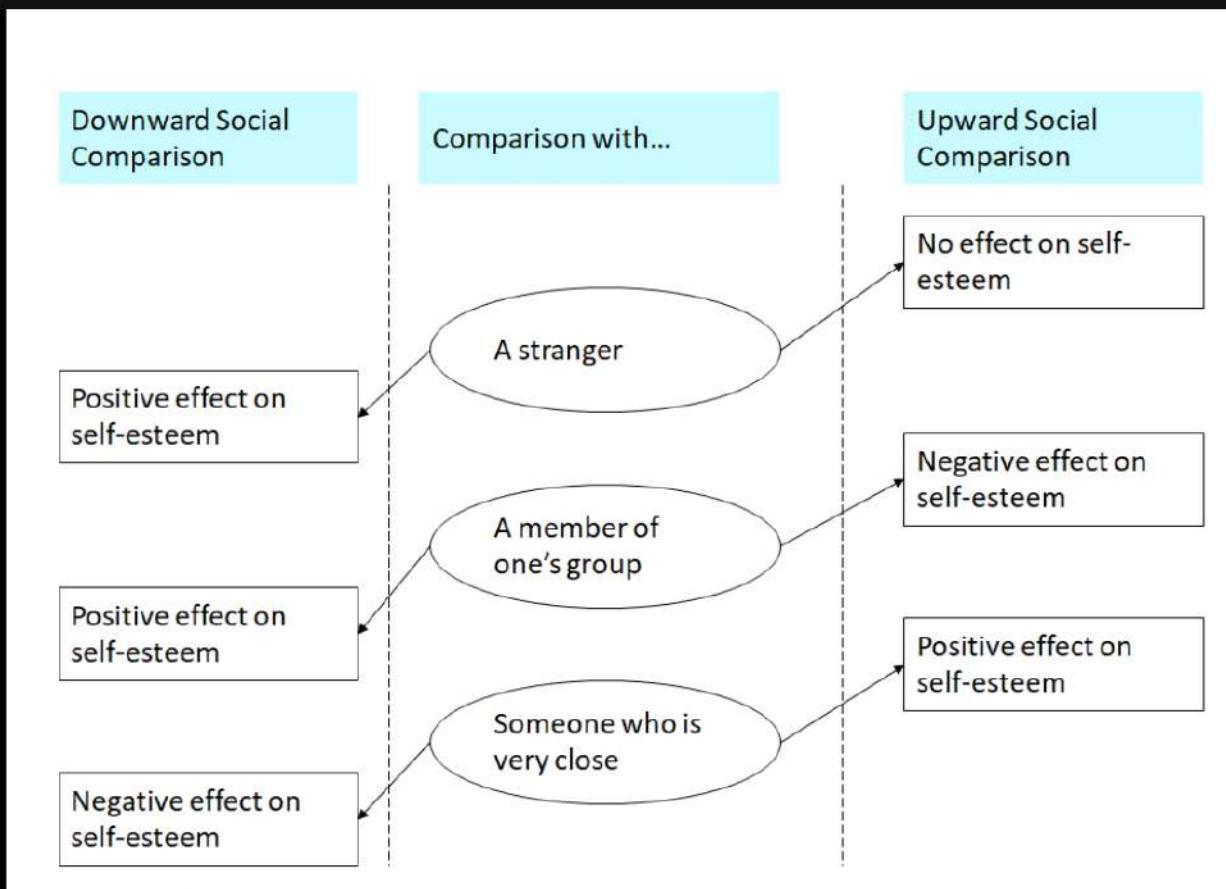
- Situational factors?
 - Social Support -> Social movement
 - Sense of Urgency
 - Festinger theory of social comparison



v visiting faculty8 is presenting

A ABHISHEK SINGH
and 12 more

24



visiting faculty8

P

Pranjali Pandey

H

HIMANSHI KALRA

A

ASHISH GAWHADE

A

Aashi Sharma

H

Hanif Hanif

N

... Nikhil V Kumar

P

Priyanshu Sharma

A

ADITYA SINGH

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v visiting faculty8 is presenting

KM KAVITA and 10 more

5:45 PM You S

What processes generate bonds of attraction - Principles

1. Proximity
2. Elaboration
3. Similarity
4. Complementarity
5. Reciprocity
6. Minimax



Pranjali Pandey

HIMANSHI KALRA ASHISH GAWHADE

Aashi Sharma Hanif Hanif

Saurabh Singh ABHISHEK SINGH

ADITYA SINGH

Windows Taskbar: Type here to search, Edge browser icon, Mail icon, OneDrive icon, Google Chrome icon, Microsoft Excel icon, 100% zoom, 17:45, 23-11-2020, notification icon.

Classwork for OB (IPG-MBA & M x Meet - tyi-qegn-drz x (1) WhatsApp x +

meet.google.com/tyi-qegn-drz?authuser=1

v visiting faculty8 is presenting

YASH AGRAWAL and 6 more

18 4:22 PM You

Andes Plane Crash – Lessons about group structure



... visiting faculty8

HIMANSHI KALRA

Aashi Sharma Pranjali Pandey

Saurabh Singh Shrashtri Gupta

SIDDHARTH VAISH ASHISH ASHOK SINGH

KM KM KAVITA

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v visiting faculty8 is presenting

A ANKITA KUMARI and 9 more

21 4:16 PM You S

Sherif's (1936) autokinetic effect studies



Participants judged the distance a dot of light moved in a darkened room

H HIMANSHI KALRA

Aashi Sharma Pranjali Pandey

Mohita Jain Saurabh Singh

Shrashti Gupta SIDDHARTH VAISH

Akanksha Gupta

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A Abhishek Prakash and 6 more

18 4:22 PM You

... visiting faculty8 HIMANSHI KALRA H

Aashi Sharma Pranjali Pandey A P

Saurabh Singh Shrashiti Gupta S S

SIDDHARTH VAISH ASHISH ASHOK SINGH A

KM KM KAVITA

100% 16:22 26-11-2020

The screenshot shows a Google Meet interface. At the top, there are three tabs: 'Classwork for OB (IPG-MBA & M)', 'Meet - tyi-qegn-drz', and '(1) WhatsApp'. Below the tabs, the URL 'meet.google.com/tyi-qegn-drz?authuser=1' is visible. A message 'v visiting faculty8 is presenting' is displayed. In the top right, a participant list shows 'A Abhishek Prakash and 6 more' with a count of '18' participants, the time '4:22 PM', and the user 'You'. A video feed of a woman, identified as 'visiting faculty8' and 'HIMANSHI KALRA', is shown. The main content area displays a slide titled 'Autokinetic effect: the stationary dot of light will seem to move'. The slide features a silhouette of a person's head facing right, with a yellow speech bubble containing the text 'It moved about 3.5 inches'. A small yellow dot of light is positioned near the tip of the nose in the background. The Windows taskbar at the bottom includes icons for Start, Task View, Edge browser, File Explorer, Mail, OneDrive, and Google Chrome, along with system status indicators like battery level and signal strength.

Type here to search



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Conformity!
Initially, they differ; but over trials, they converge

Average distance estimates

Alone

Person A

Person B

Person C

HIMANSHI KALRA H

Aashi Sharma A

Pranjali Pandey P

Saurabh Singh S

Shrashti Gupta S

SIDDHARTH VAISH S

ASHISH ASHOK SINGH A

KM KAVITA KM

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meet.google.com/tyi-qegn-drz?authuser=1

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A ABHISHEK SINGH and 8 more 20 4:24 PM You

Sherif put in a confederate in some groups who made exaggerated distance judgments others conformed

Session	Confederate	Person B	Person C
Alone	High	Low	Very Low
Group Session 1	High	Medium-Low	Medium-Low
Group Session 2	High	Medium-High	Medium-High
Group Session 3	High	High	High

HIMANSHI KALRA H

Aashi Sharma A

Pranjali Pandey P

Saurabh Singh S

Shrashti Gupta S

SIDDHARTH VAISH S

ASHISH ASHOK SINGH A

Padhayi related 😊 F Shrashti Gupta: Hahhaa Google Chrome • web.whatsapp.com

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Classwork for OB (IPG-MBA & M) Meet - tyi-qegn-drz WhatsApp

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Sherif put in a confederate in some groups who made exaggerated distance judgments others conformed

Average distance estimates

Session	Confederate	Person B	Person C
Alone	High	Low	Low
Group Session 1	High	Medium-High	Medium-Low
Group Session 2	High	Medium-High	Medium-Low
Group Session 3	High	Medium-High	Medium-Low

Alone Group Session 1 Group Session 2 Group Session 3

visiting faculty8 H HIMANSHI KALRA Aashi Sharma Pranjali Pandey Saurabh Singh Shrashti Gupta SIDDHARTH VAISH ASHISH ASHOK SINGH KM KAVITA

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A ANKITA KUMARI and 8 more 20 4:25 PM You S

Even when the confederate was replaced, the norm remained

Average distance estimates

Person B

Person C

Person D

New member

Group Session 4

Group Session 1

Group Session 2

Group Session 3

HIMANSHI KALRA

Aashi Sharma

Pranjali Pandey

Saurabh Singh

Shrashti Gupta

SIDDHARTH VAISH

ASHISH ASHOK SINGH

Screenshot saved
The screenshot was added to your OneDrive.
OneDrive

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R RAJARAM KHAT... and 10 more

22 4:30 PM You

Andes Plane Crash – Lessons about group structure

- Norms
- Identity as a rugby team - Transmission of norms
- Norm typology
- Internalization of norms
- Development of new norms
- Conformity to norms

visiting faculty8

HIMANSHI KALRA

Aashi Sharma

Pranjali Pandey

Saurabh Singh

Shrashti Gupta

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A ANKITA KUMARI and 10 more

22 4:31 PM You S

Andes Plane Crash – Other Lessons about group structure

- Roles

What were the initial roles that were taken by survivors?

- Role taking
- Role differentiation
- Role types



ANKITA KUMARI and 10 more

visiting faculty8

HIMANSHI KALRA

Aashi Sharma

Pranjali Pandey

Saurabh Singh

Shrashti Gupta

SIDDHARTH VAISH

ASHISH ASHOK SINGH

KM KAVITA

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TEAM ROLE	CONDITIONS IN WHICH ROLE IS APPROPRIATE
	→ Work ambiguity, tech complex, little experience
	→ Existing strategies fail, Creative & strategic stagnation, new team
	→ Distributed expertise
	→ Individual-oriented work
	→ Unscrutinized concurrence/Decision making dilemma
	→ Scrutinized concurrence
	→ Social sensitivity
	→ Nonfunctional team processes
	→ External resource dependence
	→ External activity dependence

Mumford, T. V., Van Iddekinge, C. H., Morgeson, F. P., & Campion, M. A. (2008). The Team Role Test: Development and validation of a team role knowledge situational judgment test. *Journal of Applied Psychology, 93*(2): 250-267.



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v visiting faculty8 is presenting

A Akanksha Gupta and 9 more 21 4:35 PM You S

TEAM ROLE	CONDITIONS IN WHICH ROLE IS APPROPRIATE
Contractor	Work ambiguity, tech complex, little experience
Creator	Existing strategies fail, Creative & strategic stagnation, new team
Contributor	Distributed expertise
Completer	Individual-oriented work
Critic	Unscrutinized concurrence/Decision making dilemma
Cooperator	Scrutinized concurrence
Communicator	Social sensitivity
Calibrator	Nonfunctional team processes
Consul	External resource dependence
Coordinator	External activity dependence

Mumford, T. V., Van Iddekinge, C. H., Morgeson, F. P., & Campion, M. A. (2008). The Team Role Test: Development and validation of a team role knowledge situational judgment test. *Journal of Applied Psychology, 93*(2): 250-267.

V visiting faculty8

H HIMANSHI KALRA

A Aashi Sharma

P Pranjali Pandey

S Saurabh Singh

S Shrasti Gupta

S SIDDHARTH VAISH

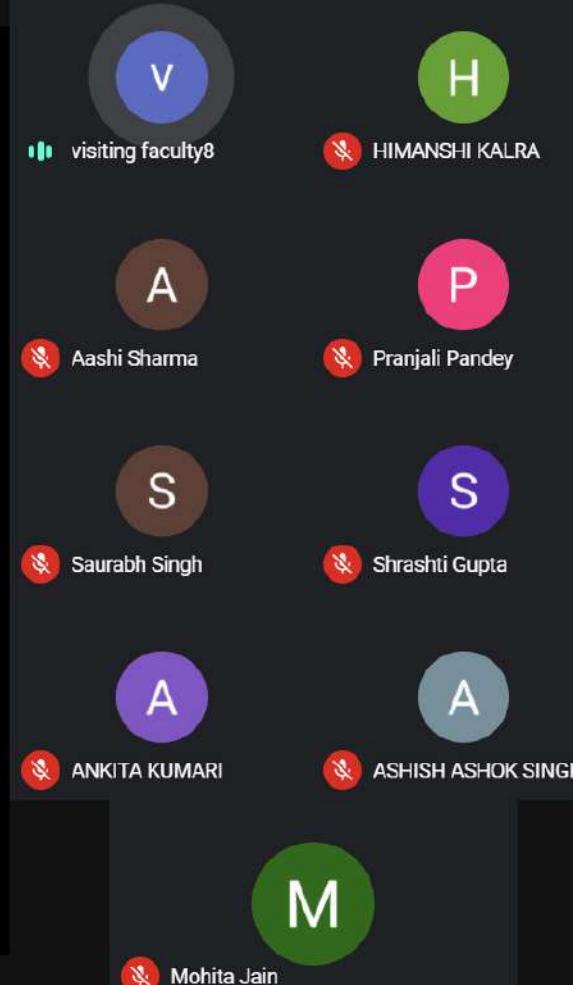
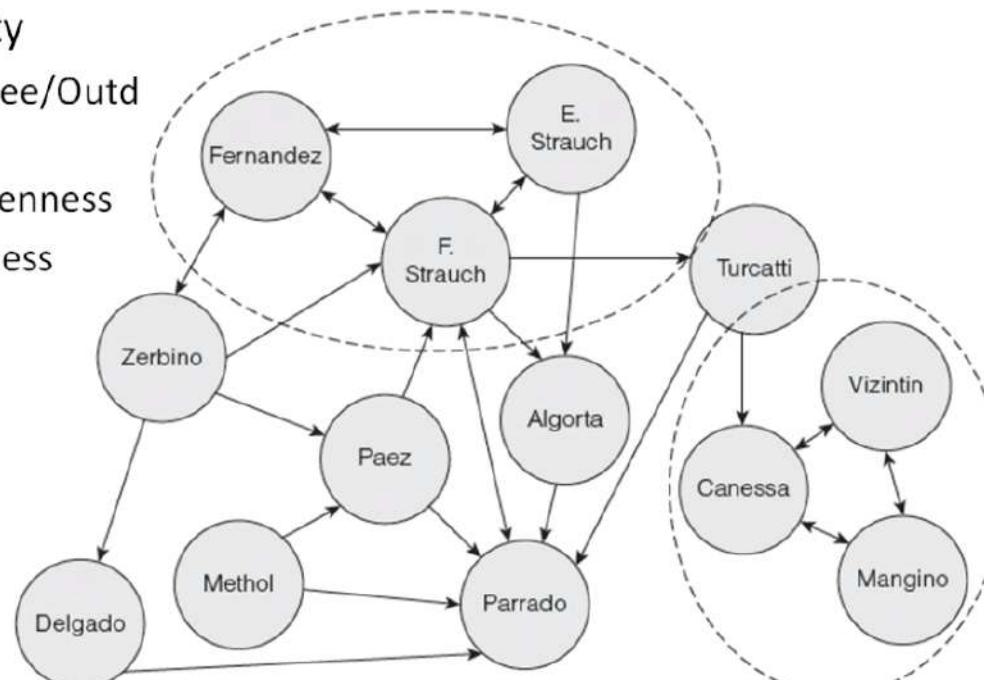
A ASHISH ASHOK SINGH

M Mohita Jain

Type here to search 100% 16:35 26-11-2020 1

FEATURES OF SOCIAL NETWORK ANALYSIS

- Centrality
 - Indegree/Outdegree
 - Betweenness
 - Closeness
- Size
- Density
- Cliques
- Holes



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meet.google.com/tyi-qegn-drz?authuser=1

v visiting faculty8 is presenting

A Akanksha Gupta and 8 more

20 5:01 PM You S

The image shows a Google Meet session. On the left, a presentation slide with a black background and white text asks 'What gives status ?'. On the right, a list of participants is displayed in a grid. Each participant has a colored circular icon with their initials (V, H, A, P, S, S, A, A, M) and their name below it. Some names have a red microphone icon next to them, indicating they are speaking or muted.

Participant	Status
V	visiting faculty8
H	HIMANSHI KALRA
A	Aashi Sharma
P	Pranjali Pandey
S	Saurabh Singh
S	Shrashti Gupta
A	ANKITA KUMARI
A	ASHISH ASHOK SINGH
M	Mohita Jain

Type here to search



91% 17:01
26-11-2020

Classwork for OB (IPG-MBA & M x Meet - tyi-qegn-drz x YouTube x | +

meet.google.com/tyi-qegn-drz?authuser=1

v visiting faculty8 is presenting

N Nikhil V Kumar and 8 more 20 5:05 PM You S

Status

- What gives status?
 - Generosity & helping
 - Speaking clearly & loudly
 - Pride
 - Anger (sometimes)
 - Extraversion
 - Emotional stability (for males)
 - Physical attractiveness (for males)
- Effects of low status... (Greenberg study)
 - Negative emotions (hopelessness, anxiety, & hostility)
 - Poor health & well-being
 - Perception of low competence
 - Poor performance

v visiting faculty8

HIMANSHI KALRA

Aashi Sharma

Pranjali Pandey

Saurabh Singh

Shrashuti Gupta

ANKITA KUMARI

ASHISH ASHOK SINGH

Mohita Jain

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Classwork for OB (IPG-MBA & M x Meet - tyi-qegn-drz x YouTube x +

meet.google.com/tyi-qegn-drz?authuser=1

v visiting faculty8 is presenting

A Akanksha Gupta and 8 more

20 5:06 PM You S

Self-effacers are more socially acceptable

The chart displays two bars representing average levels of social acceptance. The y-axis is labeled 'Social acceptance (z-scored)' and ranges from -0.3 to 0.3. The x-axis has two categories: 'Self-effacers' and 'Self-enhancers'. The 'Self-effacers' bar is positioned above the zero line at approximately 0.25, while the 'Self-enhancers' bar is positioned below the zero line at approximately -0.15.

Group	Social acceptance (z-scored)
Self-effacers	~0.25
Self-enhancers	~-0.15

Figure 1. Study 2: The social consequences of status self-enhancement. For illustrative purposes, presented are average levels of acceptance for status self-enhancers, or individuals whose self-perceived status was higher than their actual (or peer-rated) status, and for status self-effacers, or individuals whose self-perceived status was lower than their actual status. No individuals perceived their status with perfect accuracy. We used regression analyses to test the significance of the effect of status self-enhancement on social acceptance.

Anderson, C., Srivastava, S., Beer, J. S., & Spataro, S. E. (2006). Knowing your place: Self-perceptions of status in face-to-face groups. *Journal of Personality and Social Psychology*, 91(6), 1094-1110.

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V visiting faculty8

H HIMANSHI KALRA

A Aashi Sharma

P Pranjali Pandey

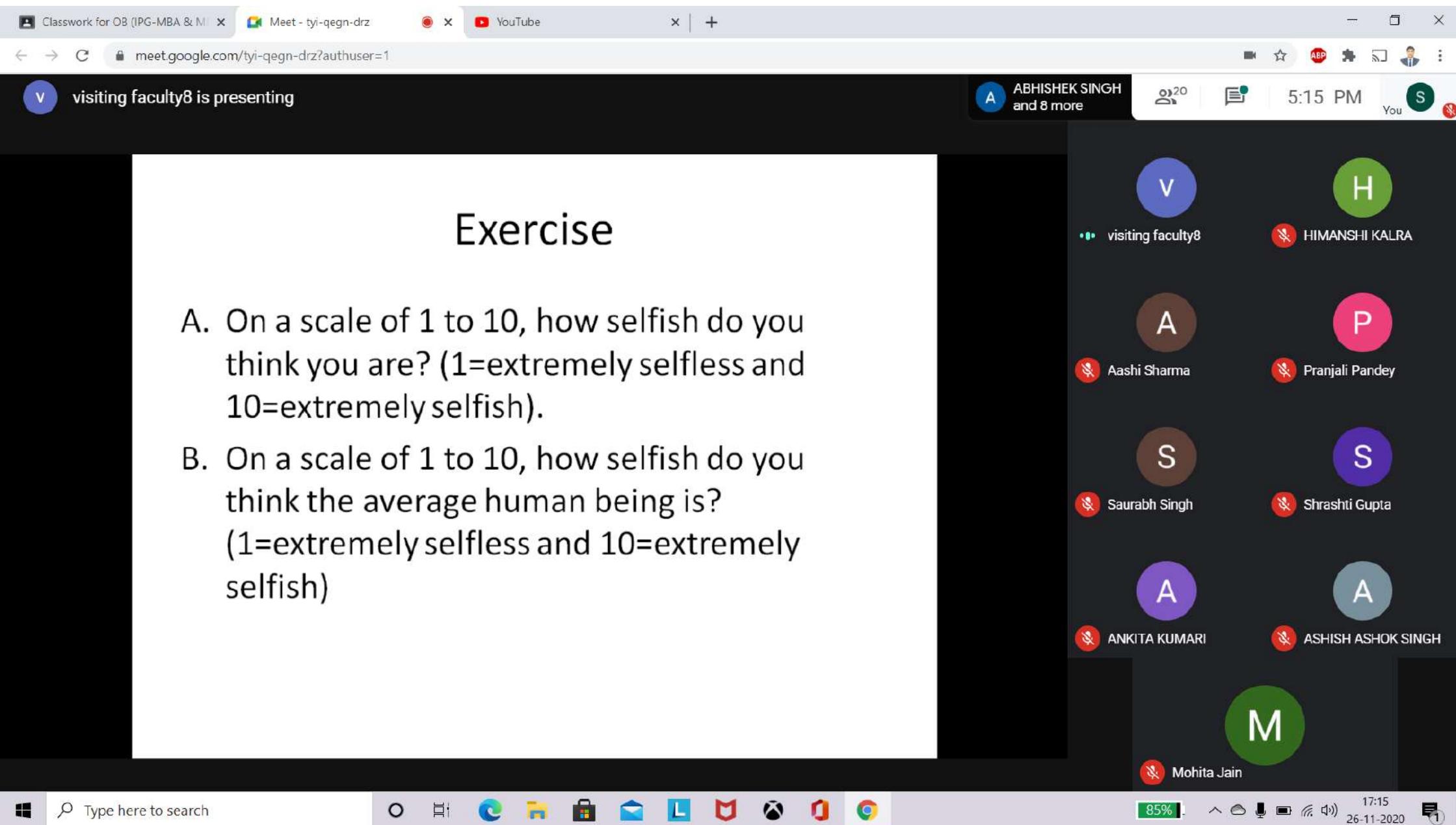
S Saurabh Singh

S Shrashiti Gupta

A ANKITA KUMARI

A ASHISH ASHOK SINGH

M Mohita Jain



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v visiting faculty8 is presenting

A ADITYA SINGH and 7 more 19 5:17 PM You

Evidence of the norm of self-interest is often misinterpreted by us as evidence of the motive of self-interest

The norm of self-interest...

1. People are self-interested (descriptive)
2. People ought to be self-interested (prescriptive)

This evidence further strengthens the norm of self-interest



People act publicly in ways that maximize their material interests whether or not they are so inclined privately

Others see this behavior & consider this to be evidence of the motive of self-interest

Miller, D. T. (1999). The norm of self-interest. *American Psychologist*, 54, 1053-1060.

Aashi Sharma A Aash Saurabh Singh S Shrashti Gupta S Ankita Kumari A Nikhil V Kumar N Mohita Jain M Pranjali Pandey P Himanshi Kalra H

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A Abhishek Prakash and 7 more

19 5:21 PM You

HIMANSHI KALRA

Aashi Sharma

Pranjali Pandey

Saurabh Singh

Shrashti Gupta

ANKITA KUMARI

ASHISH GAWHADAE

Nikhil V Kumar

Norm of Self Interest → Pluralistic ignorance
(May be that's the social norm!!!)

Type here to search

82% 17:21 26-11-2020

v visiting faculty8 is presenting

YASH AGRAWAL
and 7 more

19



5:22 PM

You

Pluralistic Ignorance at Princeton University!

Pluralistic ignorance: a belief that one's private attitudes are different from others even through one's behavior is identical to others.

Ratings of own and others' comfort with alcohol drinking				
Group	September		December	
	Self	Average Student	Self	Average Student
Women	6.08	7.16	5.94	7.74
Men	5.84	7.48	7.08	7.58
Total	5.96	7.32	6.51	7.66

Drinking behavior of men increased from 5.74 drinks to 6.44 drinks per week while for women it reduced from 3.60 to 1.79 drinks per week.

Prentice, D. A., & Miller, D. T. (1993). Pluralistic ignorance and alcohol use on campus: Some consequences of misperceiving the social norm. *Journal of Personality & Social Psychology*, 64(2), 243-256.



visiting faculty8



HIMANSHI KALRA



Aashi Sharma



Pranjali Pandey



Saurabh Singh



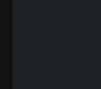
Shrashti Gupta



ANKITA KUMARI



ASHISH GAWHADAE



Nikhil V Kumar

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meet.google.com/tyi-qegn-drz?authuser=1

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A Akanksha Gupta and 7 more

19 5:22 PM You

HIMANSHI KALRA

Kitty Genovese

Winstrom Moseley

37 who saw murder, did not call

1 2

Nikhil V Kumar

81% 17:22 26-11-2020

The image shows a Google Meet video call in progress. The main content is a presentation slide titled "37 who saw murder, did not call". The slide features two black and white portraits: one of Kitty Genovese and another of Winstrom Moseley. Below these portraits is a night-time photograph of a city street with buildings on both sides. Two white arrows are overlaid on the image, labeled '1' and '2', pointing to specific spots on the building facades. To the right of the slide, a participant video feed for "visiting faculty8" is visible, along with their name. The participant list on the right side of the screen shows several other users, each with a colored circular icon and their name: Akanksha Gupta (pink), Aashi Sharma (red), Pranjali Pandey (red), Saurabh Singh (red), Shrashiti Gupta (red), Ankita Kumari (purple), Ashish Gawhade (pink), and Nikhil V Kumar (green). The video call interface includes standard controls like volume and camera, and the overall theme is dark.

Classwork for OB (IPG-MBA & M x Meet - tyi-qegn-drz x YouTube x +

meet.google.com/tyi-qegn-drz?authuser=1

v visiting faculty8 is presenting

A ABHISHEK PRATAP SI... and 7 more

19 5:25 PM You S

Latane & Darley's experiments – Bystander effect

→ Why does bystander effect happen...

- Diffusion of responsibility: subjective division of responsibility over the number of members present
- Evaluation apprehension: fear of being judged by others when we act publicly
- Pluralistic ignorance: tendency to rely on overt reactions of others when defining the situation

The image shows a Google Meet interface. At the top, there are tabs for 'Classwork for OB (IPG-MBA & M)', 'Meet - tyi-qegn-drz', and 'YouTube'. Below the tabs is a URL bar with the text 'meet.google.com/tyi-qegn-drz?authuser=1'. The main video feed shows a woman identified as 'visiting faculty8'. To her right is a participant list with icons and names: 'HIMANSHI KALRA' (green H), 'Aashi Sharma' (brown A), 'Pranjali Pandey' (pink P), 'Saurabh Singh' (purple S), 'Shrashti Gupta' (blue S), 'ANKITA KUMARI' (purple A), 'ASHISH GAWHADAE' (pink A), and 'Nikhil V Kumar' (teal N). The bottom of the screen shows the Windows taskbar with various pinned icons and system status indicators like battery level (80%) and date/time (17:25, 26-11-2020).

Classwork for OB (IPG-MBA & M x Meet - tyi-qegn-drz x YouTube x | +

meet.google.com/tyi-qegn-drz?authuser=1

v visiting faculty8 is presenting

A ABHISHEK SINGH and 7 more

19 5:29 PM You

HIMANSHI KALRA

Aashi Sharma Pranjali Pandey

Saurabh Singh Shrashiti Gupta

ANKITA KUMARI Abhishek Prakash

Nikhil V Kumar

17:29 26-11-2020

Norm of Self Interest → Pluralistic ignorance → Bystander effect

The screenshot shows a Google Meet interface. At the top, there are three tabs: 'Classwork for OB (IPG-MBA & M)', 'Meet - tyi-qegn-drz', and 'YouTube'. Below the tabs, the URL 'meet.google.com/tyi-qegn-drz?authuser=1' is displayed. A message 'v visiting faculty8 is presenting' is shown. In the top right, a participant list is visible with 19 people, including the host and 7 others. The participants are represented by colored circles (blue, green, red, orange, purple, pink) with initials (A, H, P, S, A, S, A, N). Some participants have their names listed below their initials: 'ABHISHEK SINGH and 7 more', 'HIMANSHI KALRA', 'Aashi Sharma', 'Pranjali Pandey', 'Saurabh Singh', 'Shrashiti Gupta', 'ANKITA KUMARI', 'Abhishek Prakash', and 'Nikhil V Kumar'. The main content area displays the text 'Norm of Self Interest → Pluralistic ignorance → Bystander effect'. The bottom of the screen shows the Windows taskbar with various icons and a search bar.

Classwork for OB (IPG-MBA & M x Meet - tyi-qegn-drz x YouTube x | +

meet.google.com/tyi-qegn-drz?authuser=1

v visiting faculty8 is presenting

A ADITYA SINGH and 7 more

19 5:30 PM You

HIMANSHI KALRA

Aashi Sharma Pranjali Pandey

Saurabh Singh Shrashiti Gupta

ANKITA KUMARI Abhishek Prakash

Nikhil V Kumar

Bystander effect reduces (helping increases) when...

- Circumstances are clearly dangerous (not ambiguous)
- Bystanders are not strangers to each other
- Bystanders are trained to handle the situation (or include at least one male)
- Individuals are aware of the bystander effect
- Bystanders are made “responsible”

Fischer, et. al., (2011). Bystander-effect: A meta-analytic review on bystander intervention in dangerous and non-dangerous emergencies. *Psychological Bulletin*, 137(4), 517-5.

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78% 17:30 26-11-2020

Lecture 13



Date @Dec 2, 2020

Cohesion

Cohesion

- Attraction
 - Between members
 - To the group as a whole
- Unity
 - Entitativity
 - Belongingness to the group
- Teamwork
 - Task cohesion/Collective efficacy
 - Morale



“We must hang together or we shall all hang separately.” - Benjamin Franklin, 1776



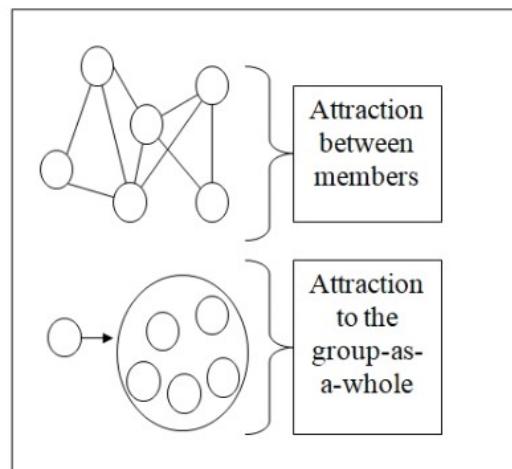
Social Cohesion

Sources of Cohesion

- Components



- Levels



Task Cohesion

Sources of Cohesion

- Components



- Processes

Shared commitment to group goals

Collective efficacy

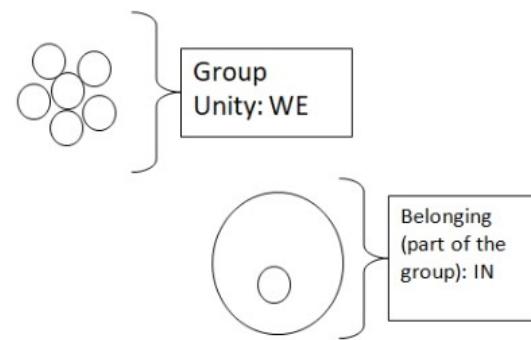
Group potency



Collective Cohesion

Sources of Cohesion

- Components



Self-group bonding
Identity fusion

Emotional Cohesion

Sources of Cohesion

• Components



Social Cohesion



Task Cohesion



Collective Cohesion



Emotional Cohesion



Structural Cohesion

Morale

Esprit de corps



Relational cohesion theory: cohesion increases as the group becomes a source of positive emotions (e.g., behavioral synchrony)

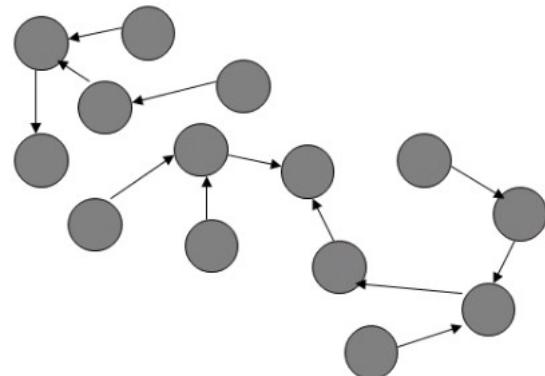
Structural Cohesion

Sources of Cohesion

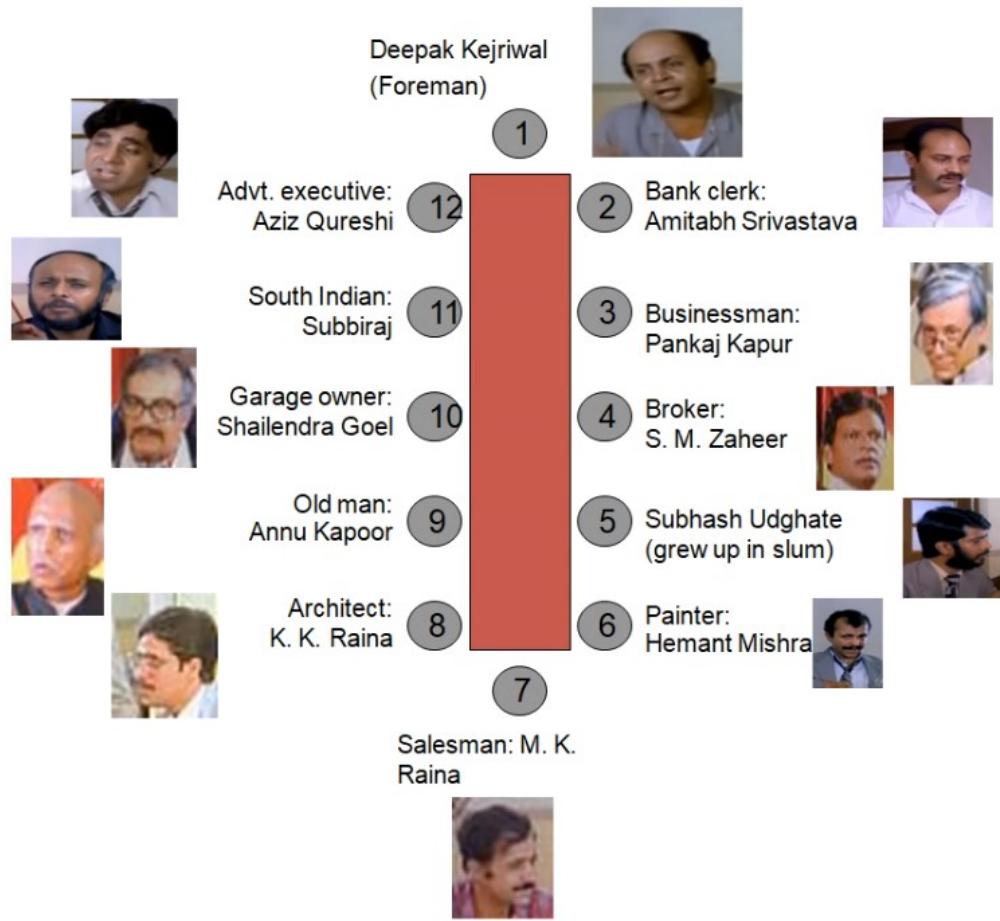
- Components



- Processes



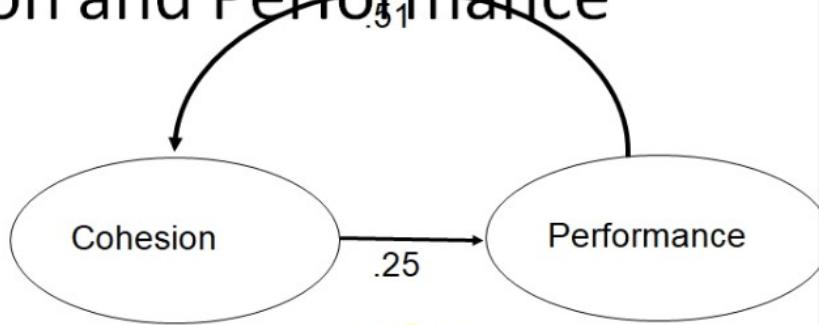
Open groups tend to be less cohesive than closed ones (e.g., e-groups)



How does cohesion develop over time?

- **Tuckman's model of group development:** forming (orientation); Storming (conflict); Norming (structure development); Performing (work); Adjourning (dissolution)
- **Bales equilibrium model:** group members strive to maintain a balance between accomplishing task & enhancing the quality of the interpersonal relationships. Thus they alternate between norming & performing stages
- **Punctuated equilibrium model:** groups change rapidly (often in response to some internal crisis). For example, the halfway point in a group's life can trigger dramatic changes as the group realizes that time is running out
- Thus, the mid-point is the best time to bring about radical changes in the team norms or to evaluate the performance of the team.

Cohesion and Performance



Moderators of this relationship include...

- Group norms
- Group size
- Group interdependence

Mullen & Copper (1994)

Cohesion a double edged sword?

What are the positive and negative consequences of cohesion?

- Cohesion tends to lead to:
 - Increased member satisfaction,
More vigor, Decreased employee
turnover, anger, tension, and stress
 - Higher performance?
- Cohesive groups can intensify emotional
and social processes & such groups can:
 - Be more emotionally demanding (e.g.,
the old sergeant syndrome)
 - Exert more conformity pressure on
members
 - Suffer from groupthink
 - Respond with more hostility

Hazing: an attempt of create cohesion?



- Intended outcomes...
 - Cultivation of group-relevant skills & attitudes
 - Reinforcing group hierarchy
 - Stimulate social dependency
- Studies of sports teams have shown that hazing does not enhance cohesion
- Hazing can lead to traumatic injuries [Finkel, M. A. (2002). Traumatic injuries caused by hazing practices. *American Journal of Emergency Medicine*, 20(3): 228-233.]

"If those above love ritual, then the common people will be easy to manage"
-Confucius, (551-479 BC)

"Men, when they receive good from whence they expect evil, feel the more indebted to their benefactor"
- Niccolo Machiavelli (1469–1527)

Keating, C. F., et al. (2005). Going to collect and unpacking hazing: A functional approach to decrypting initiation practices among undergraduates. *Group Dynamics: Theory, Research, & Practice*, 9(2): 104-126.

On which of these will cohesiveness really be an advantage?

Type of workflow	Examples
Pooled	Work activities are performed separately by all team members, & work does not flow between members of the team. Individual sales performance (which is aggregated to the group level); a wrestling/swimming/archery team at the Olympics
Sequential	Work activities that flow from one member to another (in one direction) Clerical work that proceeds in stages; factory processing line
Reciprocal	Work activities flow back & forth between members A class project conducted over email; financial budgeting; project planning
Intensive	Work flows into the team & members must collaborate as a team to accomplish the tasks Decision-making tasks; problem solving

Beal, D. J., Burke, M. J., McLendon, C. L., & Cohen, R. R. (2003). Cohesion and performance in groups: A meta-analytic clarification of construct relations. *Journal of Applied Psychology*, 88(6), 989-1004.

Steiner's Theory of Process and Productivity

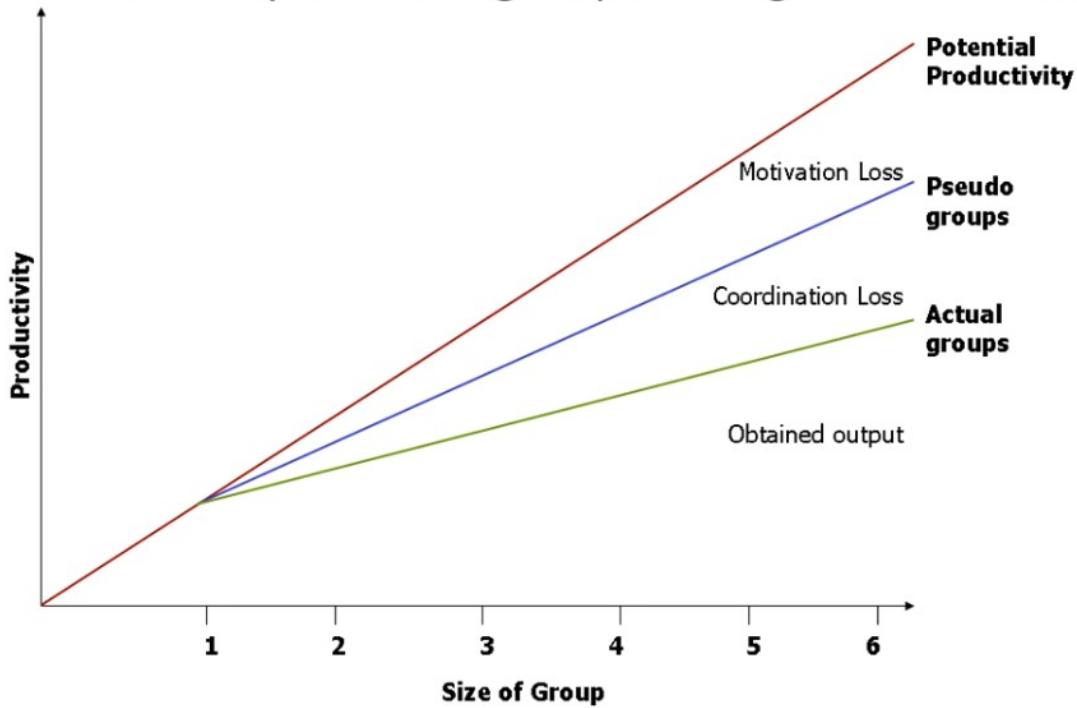
- Ivan Steiner (1972), in his classic work *Group Process and Productivity*, drew on the concept of **process loss** to predict when groups will perform well or poorly.
- Process loss: Reduction in performance effectiveness or efficiency caused by actions, operations, or dynamics that prevent the group from reaching its full potential.

Steiner's Law of Productivity

$$AP = PP - PL$$

Actual productivity is equal to Potential
Productivity Less Process Loss

Productivity losses in groups – Ringlemann effect



Anti – Ringleman effect – Kohler effect



How well will a group perform? Steiner suggests it all depends on the type of task the group is attempting

Task demands are defined by divisibility, the type of output desired, and the social combination rule used to combine individual members' inputs.

Divisibility

Can the task be broken down into sub-tasks?

Quantity or Quality?

Is quantity produced more important than the quality of the performance?

Interdependence

How are individual inputs combined to yield a group product?

Steiner's Analysis of Task Demands

Divisibility: Can the task be broken down into sub-tasks?		
Divisible	The task has subcomponents that can be identified and assigned to specific members.	<ul style="list-style-type: none">• Playing a football game• Preparing a six-course meal
Unitary	The task does not have subcomponents.	<ul style="list-style-type: none">• Pulling on a rope• Reading a book

Quantity versus quality: Is quantity produced more important than the quality of the performance?		
Maximizing	Quantity: The more produced the better the performance.	<ul style="list-style-type: none">• Generating many ideas• Lifting a great weight• Scoring the most goals
Optimizing	Quality: A correct or optimal solution is needed.	<ul style="list-style-type: none">• Developing the best answer• Solving a math problem

Interdependence

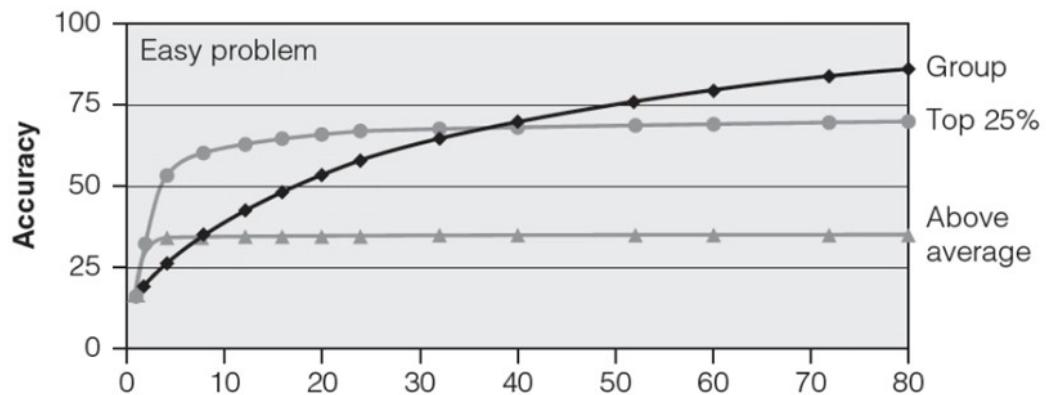
How are individual inputs combined to yield a group product?

Additive	Individual inputs are added together.	<ul style="list-style-type: none">• Pulling a rope• Shoveling snow
Compensatory	A decision is made by averaging together individual decisions.	<ul style="list-style-type: none">• Estimating an ox's weight by asking three people to guess and averaging their guesses• Averaging ratings of job applicants
Disjunctive	The group selects one solution or product from a pool of members' solutions or products.	<ul style="list-style-type: none">• Picking one answer to a math problem to be the group's answer• Letting one art project represent the entire school
Conjunctive	All group members must contribute to the product for it to be completed.	<ul style="list-style-type: none">• Climbing a mountain• Eating a meal as a group
Discretionary	The group decides how individual inputs relate to the group product.	<ul style="list-style-type: none">• Deciding to shovel snow together• Choosing to vote on the best answer to a problem

Source: Steiner, 1972, 1976

Compensatory
Tasks

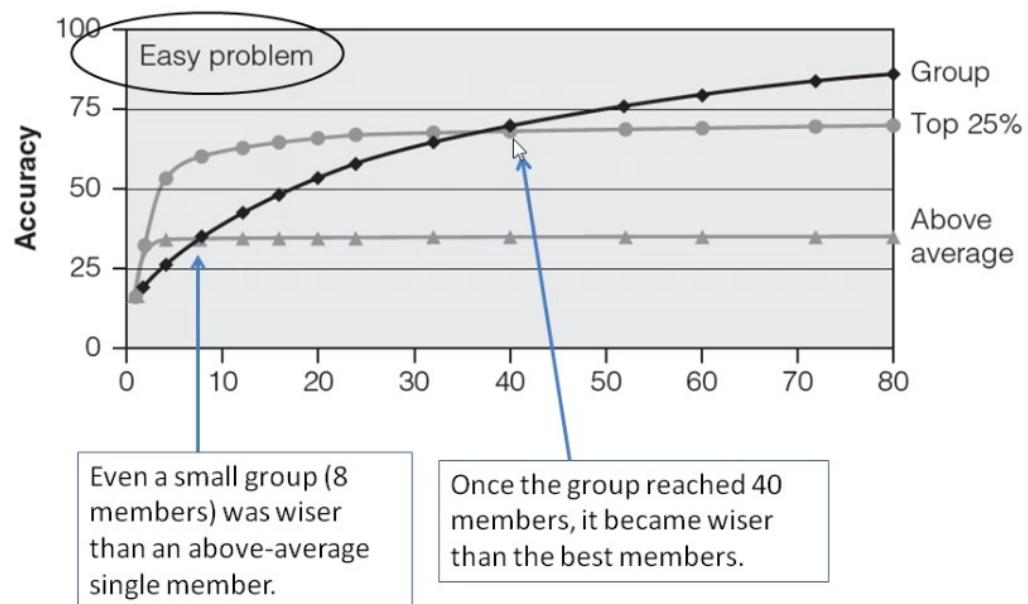
The “Wisdom of Crowds” effect occurs (sometimes) if members’ judgments are averaged



Decision made by averaging individual decisions

Compensatory Tasks

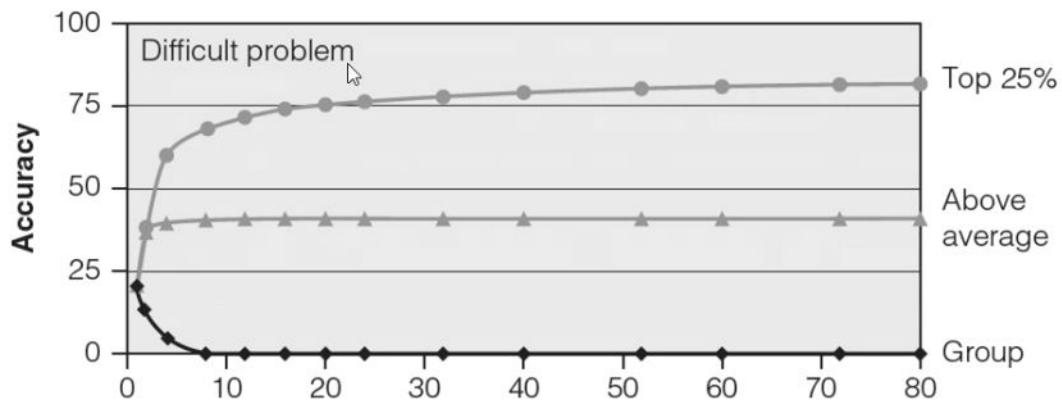
The “Wisdom of Crowds” effect occurs (sometimes) if members’ judgments are averaged



Decision made by averaging individual decisions

Compensatory Tasks

The “Wisdom of Crowds” effect did not occur if problem was very difficult



SOURCE: From "Swarm Intelligence in Humans: Diversity Can Trump Ability," by S. Krause, R. James, J. J. Faria, G. D. Ruxton, & J. Krause, *Animal Behavior*, 81, 941–948, 2011.

Disjunctive Tasks

Groups perform well on *disjunctive tasks* if the group includes at least one individual who knows the correct solution.

- The ***truth-wins rule*** usually holds for groups working on Eureka problems
- The ***truth-supported-wins rule*** holds for groups working on non-Eureka problems.
- Groups are better at problems that have a known solution (*intellective tasks*) rather than problems that have no clear right or wrong answer (*judgmental tasks*).

Task is to select one idea/ product from a pool of alternatives

Conjunctive Tasks

Groups perform poorly on conjunctive tasks since the group's outcome is substantially influenced by its "weakest link."

- ❖ Group improve at such tasks if they can be subdivided and each task assigned to the person most capable of performing it.
- ❖ When the Kohler effect occurs, the poorest performing member improves his/her performance to keep up with the others.

Discretionary
Tasks

The effectiveness of groups working on discretionary tasks covaries with the method chosen to combine individuals' inputs.



Relatively unstructured task – completed by various combination procedures – based on the discretion of group members / leader

Group Versus Individual Performance: Are $N + 1$ Heads Better Than One?

Social Facilitation

- Social facilitation - improvement in performance in the presence of others
- Occur when the audience either co acted (but not necessarily competed) or passively observed (mere presence)

Why does it happen?

- Drive processes: presence of others arouses us
- Motivational processes:
 - Evaluation apprehension enhances performance
 - Self-presentation (impression management motivates people to perform better)
- Cognitive processes:
 - Distraction by others facilitate performance
- Personality processes
 - Social orientation theory

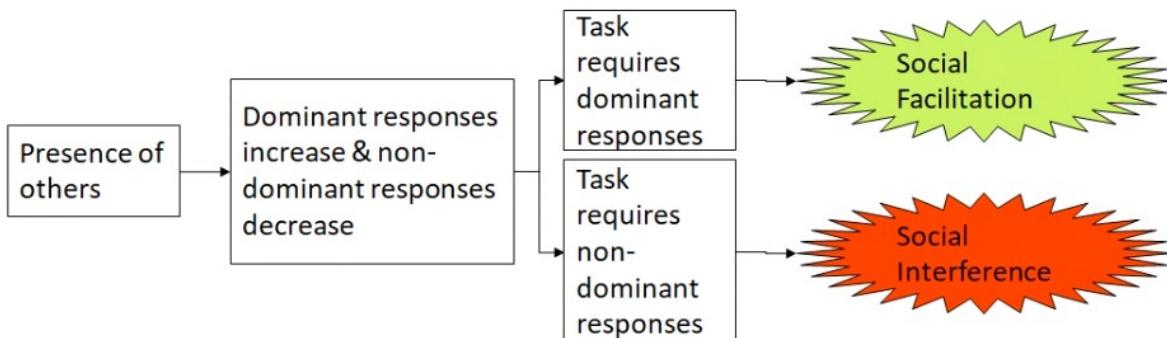
Zajonc's theory of social facilitation – Drive theory

- Zajonc theorized that “passive others” are enough to increase our arousal levels.
- Not limited to humans!
- Cockroaches performed simple or difficult task - Runway vs maze
- Measured speed when alone or with fellow roaches present
- Presence of other roaches facilitated performance on easy task and hampered it on difficult task



Drive theory implications

- Arousal enhances the production of our dominant (learned / intuitive) responses as opposed to the subordinate (unlearned/novel/unique) responses.
- Simple vs challenging tasks
 - people work faster & produce more when others are present and only when they work on simple tasks



Evaluation Apprehension

- Cottrell 1972 suggested that it was the perception of an ' audience that created arousal, not mere presence
- Social facilitation is an acquired effect based on perceived evaluations of others
- It occurs when we learn about reward/punishment contingencies based on others' evaluation

Lecture 14



Date

@Dec 3, 2020

Influence: Science and Practice

Book by Robert Cialdini

Obligating the
recipient to an act
of future
repayment

1. Rule of reciprocity

Rule compliance or
else serious social
disapproval

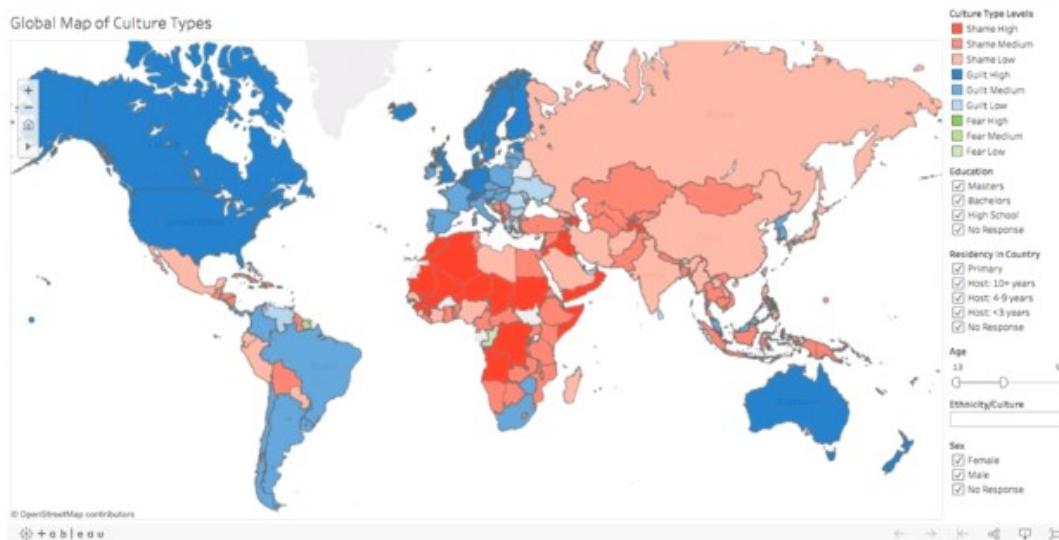
develops new ongoing relationships,
transactions, and exchanges

Obligating the
recipient to an act
of future
repayment

1. Rule of reciprocity

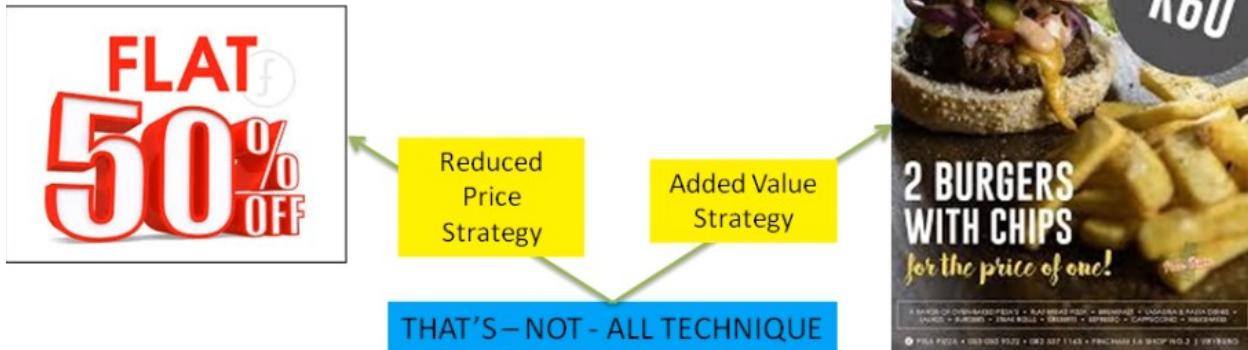
Rule compliance or
else serious social
disapproval

develops new ongoing relationships,
transactions, and exchanges



Rule of reciprocity - Strategies

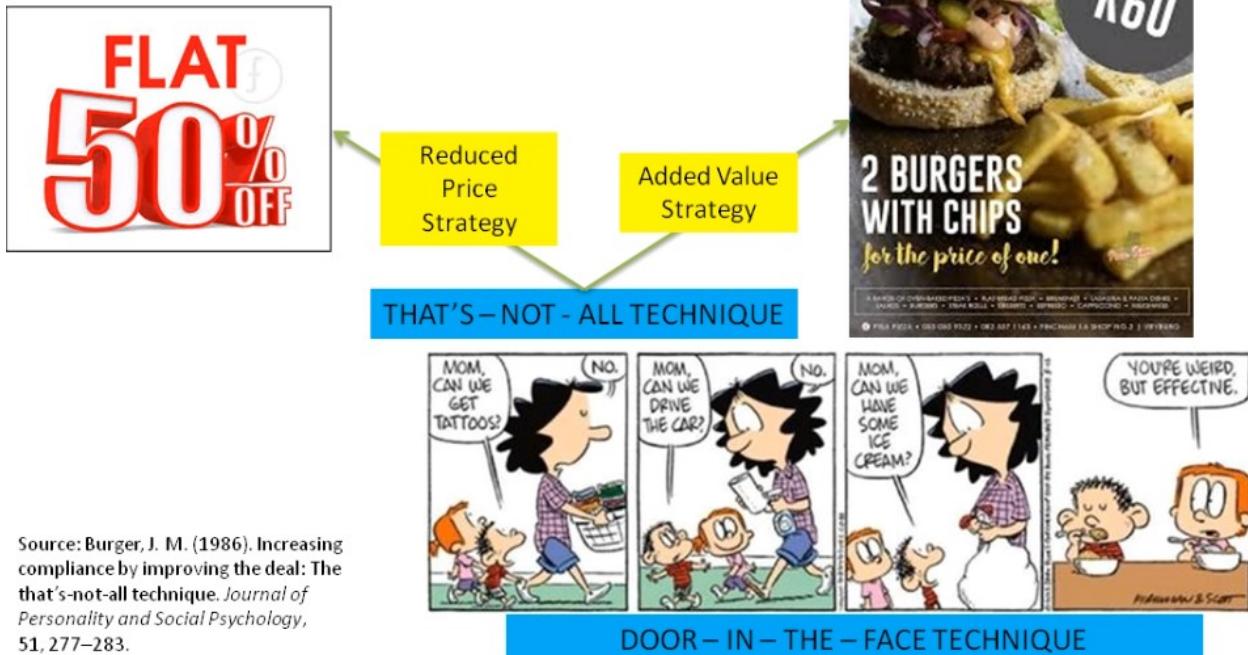
- Most powerful when compared to other principles
- Promises unequal exchanges – larger favors
- Applications of rule of reciprocity?



Source: Burger, J. M. (1986). Increasing compliance by improving the deal: The that's-not-all technique. *Journal of Personality and Social Psychology*, 51, 277–283.

Rule of reciprocity - Strategies

- Most powerful when compared to other principles
- Promises unequal exchanges – larger favors
- Applications of rule of reciprocity?



2. Commitment & Consistency

- People have a desire to look consistent through their words, beliefs, attitudes and deeds.
- Restaurant No show study
- Why do we get influenced by commitment?
 1. Good personal consistency is highly valued by society.
 2. Consistent conduct provides a beneficial approach to daily life.
 3. Shortcut – Less cognitive efforts required in similar future instances



Commitment & Consistency – Strategies



Foot-in-the-door Technique:

Following up a smaller request with an even bigger one such that the subject complies on the grounds of the bond created.



Low-Ball Technique: Pitching an attractive offer and then increasing the price.

3. Liking

- People prefer to say yes to individuals they know and like.
 - Rule 1: Come to like your customers
 - Rule 2: Make customers like you
 - Cialdini

Liking Strategies

1. *Ingratiation – Enhance self or flatter target*
2. *Personal Appeal – Appeal to feelings of trust, loyalty, friendship*
3. *Similarity*

Liking Strategies

1. *Ingratiation – Enhance self or flatter target*
2. *Personal Appeal – Appeal to feelings of trust, loyalty, friendship*
3. *Similarity*
4. *Physical attractiveness*
5. *Increased familiarity through repeated contacts*

Liking Strategies

1. *Ingratiation – Enhance self or flatter target*
2. *Personal Appeal – Appeal to feelings of trust, loyalty, friendship*
3. *Similarity*
4. *Physical attractiveness*
5. *Increased familiarity through repeated contacts*
6. *Association (wd something favorable)*

4. Social Validation / Proof - Techniques

What does Festinger's social comparison theory talk about ?

Which of the following messages is likely to be the most effective?

1. "Help this apartment save energy"
2. "Help save the environment"
3. "Join your fellow citizens in helping to save the environment"
4. "Residents in A block like you have cooperated in saving the environment"

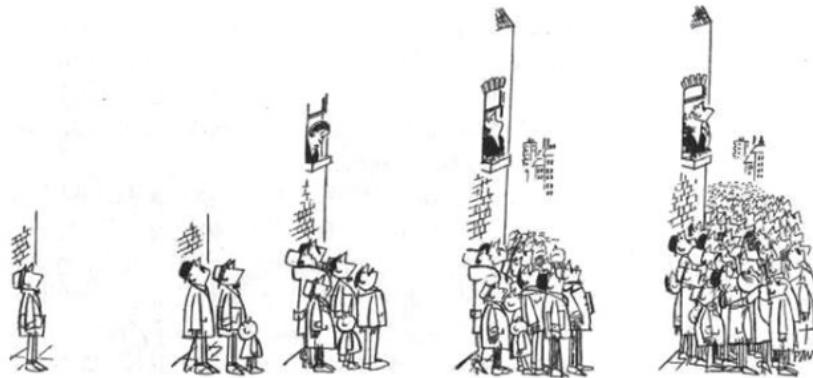
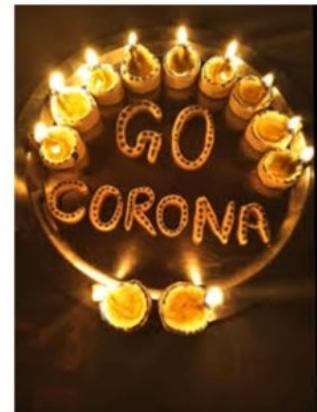
SOCIAL PROOF STRATEGY!!!!

Are u a HITIAN???

Pique technique



Curiosity / Irritation



5. Authority

- Implications of Milgram Study?
 - We listen to authority figures
- Obedience is perceived to constitute correct conduct across cultures
 - (Sanskari bahu eisa hei!!!)
- Symbols of authority (Cialdini)
 - Titles
 - Clothes
 - Automobiles
- HOW DO WE DISPLAY AUTHORITY (WITHOUT BACKFIRING)– BOASTING?
 - 3rd party technique

Authority Techniques



6. SCARCITY



TECHNIQUES

1. *Playing Hard to get Approach – Suggesting person / object is scarce*
2. *Deadline – You have limited time*
3. *Scarcity + Exclusivity technique*

Lecture 15



Date @Dec 4, 2020

Majority vs Minority influence

Particulars	Majority	Minority
Based on	Dependence	Appropriate behavioral styles
Influence through	Comparison	Conversion
Point of conflict	at the level of response (that is, the interpersonal level)	at the level of the stimulus or issue (that is, its correctness)
Time and venue of influence	powerful at the public or manifest level – evident at the outset of discussion	Occurs at a private, even latent level. If at public level, often tends to be accompanied by a private change
Decision making	Early – pressure of conformity is high – have to choose between 2 alternatives	Late – considerably motivated to reassess their position – look for alternatives – greater possibility of finding new solutions

Source: Nemeth, C. J., & Wachtler, J. (1983). Creative problem solving as a result of majority vs minority influence. *European Journal of Social Psychology*, 13(1), 45-55.

Two models of minority influence

Hollander's approach: Idiosyncrasy credits

- Conform initially (by following group norms)
- Show competence
- Acquire idiosyncrasy credits (status) amongst group members
- Then display nonconformance

Moscovici's approach: Behavioral style

- Consistent & confident nonconformance
- Prefer validation over comparison
- Majority attributes a possible knowledge of the truth to the minority & gives serious consideration to their view

Bray, R. M., Johnson, D., & Chilstrom, J. T. (1982). Social influence by group members with minority opinions: A comparison of Hollander & Moscovici. *Journal of Personality & Social Psychology, 43*(1): 78-88.

Minority Influence: When does the minority win?

- Members of the minority remain consistent to their stand
- Members of the minority must avoid appearing to be rigid & dogmatic
- The minority argues for a position that is consistent with current social trends

Baron & Byrne (2004). Social Psychology (10th edition), pg. 363.

Minority Influence: When does the minority win?

- Members of the minority remain consistent to their stand
- Members of the minority must avoid appearing to be rigid & dogmatic
- The minority argues for a position that is consistent with current social trends
- Minorities are more influential when they are perceived to be “team players” who are committed, competent, & group centered

Baron & Byrne (2004). Social Psychology (10th edition), pg. 363.

How do we make decisions – Economic theory

- Economic theory – based on rationality and logic

Assumptions of the Rational Model	Evidence from Organizations
When making a decision, we consider all relevant alternatives and accurately assess and compare their probable outcomes.	Due to our limited information-processing capabilities, we typically only consider a small set of alternatives.
We use absolute standards and factual information to evaluate and choose among alternatives.	We often have an implicit favorite choice and bend the “facts” to meet this preference.
We evaluate all alternatives simultaneously using objective measures and choose the one that has the highest payoff.	We frequently evaluate alternatives sequentially and choose the one that is “good enough.”

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Why aren't we always rational?

- Keith E. Stanovich and Richard F. West – we process information using one of two cognitive systems
 - **System 1 thinking** corresponds to intuitive thought: it is automatic, instinctive, and often emotional.
 - An incredibly valuable process, System 1 thinking allows us to act quickly when we're in danger and saves us from agonizing over unimportant decisions.
 - **System 2 thinking** refers to conscious reasoning that tends to be slow, effortful, explicit, and logical. The six-step model of rational decision making described above is an example of System 2 thinking.
- **We resort to System 1 thinking too often**
- **Satisficing behavior**
- **Heuristics**—mental shortcuts, or rules of thumb—when making decisions.
 - For example, we base our judgments and decisions on
 - our own past experiences (“Experts are usually correct”),
 - stereotypes we have formed (“IIIT graduates are smart”),
 - the extent to which information supports our previous conclusions (“Price is a sign of quality”), and
 - our emotional reactions (“Sunshine puts me in a good mood”).

The Seven Common Traps of Human Irrationality

- 7 questions explain 7 most important cognitive and emotional biases involved in decision making

Q. 1 – Framing bias

Imagine that the United States is preparing for the outbreak of an unusual Asian disease, which is expected to kill six hundred people. Two alternative programs to combat the disease have been proposed. Assume that the exact scientific estimates of the consequences of the programs are as follows:

- **Program A:** If program A is adopted, 200 people will be saved.
- **Program B:** If program B is adopted, there is a one-third probability that 600 people will be saved and a two-thirds probability that no people will be saved.
- Which of the two programs would you favor, A or B?

Now, for the same problem, decide which of the two options you would favor:

- **Program C:** If program C is adopted, 400 people will die.
- **Program D:** If program D is adopted, there is a one-third probability that no one will die and a two-thirds probability that 600 people will die.

Findings

- Typically, people prefer program A over program B (as 72% of the respondents in Tversky and Kahneman's initial research did), and program D over program C (78%).

How were the choices framed?

- Framing of choices as gains or losses—can dramatically affect our decisions
 - **Program A:** If program A is adopted, 200 people will be saved.
 - **Program B:** If program B is adopted, there is a one-third probability that 600 people will be saved and a two-thirds probability that no people will be saved.

Case of gain, u tend to be risk averse – prefers the sure thing

Now, for the same problem, decide which of the two options you would favor:

- **Program C:** If program C is adopted, 400 people will die.
- **Program D:** If program D is adopted, there is a one-third probability that no one will die and a two-thirds probability that 600 people will die.

Your scores are different. However in general, we will gamble to remove loss - we feel the pain of loss more strongly than we feel the pleasure of gain

Q2

- *The three numbers below follow a rule. Your job is to figure out the rule. To learn more about the rule, come up with other sequences of three numbers. You can try up to five sequences, then guess the rule.*

2-4-6

- What did you think the rule was?

any 3 ascending whole numbers

Confirmation trap

- This question was first posed in 1960 in an experiment by psychologist Peter C. Wason.
- Wason had a much broader rule in mind: **any three ascending whole numbers.**
- To arrive at this solution, you would have to look for information that disconfirms, rather than confirms, your initial theory.
- Why people with strong political views bend over backward to excuse unethical behavior by the elected officials they support?
- Once you tentatively decide to hire someone, you look for info to justify ur theory

Question 3

- Question 3 of the quiz asked you to estimate whether there are more words in the English language that (1) start with the letter *K* or (2) have *K* as the third letter, a question first posed by Amos Tversky and Daniel Kahneman.

The Availability Heuristic

- Answer: In a typical piece of English text, English words that have *K* as their third letter are about twice as common as English words that start with the letter *K*.
- *What did u do?*
- *Availability heuristics* - the tendency to form judgments about the commonness of an event based on
 - *ease of recall*, or
 - our ability to easily remember instances of that event
 - Events that trigger strong emotions and vivid events can be particularly easy to remember and imagine
 - Illustrations?

Question 4

- In question 4, I asked you to estimate whether there are more than 500,000 deer in Pennsylvania and then to estimate the number of deer in this US state. What was your response?

Anchoring effect

- If you are like most people, your estimate fell somewhere close to 500,000. In actuality, Pennsylvania has an estimated 1.5 million deer.
- Anchoring effect: As originally shown by Tversky and Kahneman, the first piece of information made available during a decision-making process (such as an initial estimate or offer) strongly affects our judgments, even when the anchor is completely arbitrary and we know it.
- We generally tend to start with an anchor..

Question 5

- Question 5 asked you to make some more estimates and to express your degree of confidence in them.
 1. *Rank of Kia Motors on the Financial Times 2014 Global 500 list*
 2. *Rank of the McDonald's corporation on the Financial Times 2014 Global 500 list*
 3. *Market value of BlackBerry Limited as of February 2016 (in USD)*
 4. *Number of grandparents in the United States as of May 2010, according to the 2010 US Census Bureau Report*
 5. *The population of India, as of December 2014*

Answers:

1. 73
2. 491
3. 400 Billion
4. 50 Million
5. 1,264,360,000

Overconfidence bias

- Mother of all biases
- When we're overconfident that we're right or that we'll succeed, our decisions can prove disastrous. E.g: Wars, stock market bubbles, strikes
- Leads to other biases – anchoring
- Types of OC biases
- ***Over precision*** : the tendency to be too certain of the accuracy of our judgments and make overly precise estimates.
- ***Over placement*** refers to a belief that we're better than others on certain dimensions.²⁰

Question 6

- In question 6, we asked you to rank-order a set of descriptions according to how likely they are to describe Linda, a 31-year-old philosophy graduate who is “single, outspoken, and very smart.” She is further described as a socially conscious individual who participated in antinuclear demonstrations as a student.

Representative heuristics

- ***Representativeness heuristic***—the tendency, when making initial judgments about a person, object, or event to look for information that **conforms to our previously formed stereotypes**.
- We consider how representative the individual is of one or more larger groups.
- Because surface features are imperfect guides in decision making, this heuristic can result in inaccurate and unfair decisions.

Question 7

- Question 7 in Interactive Illustration 1 asked you to put yourself in the shoes of a manager who hired a salesperson, Brad. What was your answer? Would you continue to support Brad after a couple of months of low sales numbers?

Escalation of commitment

- *Escalation of commitment* describes the tendency to continue investing in an initial course of action even when considerable evidence suggests we should give up and pursue another
- We are bothered of our sunk cost

Point-Counterpoint

Intellectual Watchdog

<p>The team divides into two subgroups.</p> <p>Subgroup A develops a proposal, fleshing out the recommendation, the key assumptions, and the critical supporting data.</p> <p>Subgroup A presents the proposal to Subgroup B in written and oral forms.</p>	<p>The team divides into two subgroups.</p> <p>Subgroup A develops a proposal, fleshing out the recommendation, the key assumptions, and the critical supporting data.</p> <p>Subgroup A presents the proposal to Subgroup B in written and oral forms.</p>
<p>Subgroup B generates one or more alternative plans of action.</p> <p>The subgroups come together to debate the proposals and seek agreement on a common set of assumptions.</p> <p>Based on those assumptions, the subgroups continue to debate various options and strive to agree on a common set of recommendations.</p>	<p>Subgroup B develops a detailed critique of these assumptions and recommendations. It presents this critique in written and oral forms. Subgroup A revises its proposal based on this feedback.</p> <p>The subgroups continue in this revision- critique-revision cycle until they converge on a common set of assumptions.</p> <p>Then, the subgroups work together to develop a common set of recommendations.</p>