

## ORGANIZATIONAL BEHAVIOUR:

OB describes how people interact with one another and their behaviour inside an organisation and how these interactions b/w people will influence the working and performance of an organisation

### \* Nature of OB:

1. Separate field of study not a discipline
2. Interdisciplinary approach

## Performance of an Organisation

### \* Nature of OB:

1. Separate field of study not a discipline based on theory.
2. Interdisciplinary approach  
(Psychology, sociology, anthropology)
3. Applied Science
4. Normative Science
5. Humanistic and optimistic approach
6. A total system approach

\*Scope of OB: - ③

1. Individuals.

- Personality
- Perception
- Attitude
- motivation
- Job Satisfaction
- Learning
- Value

2. Group of Individuals

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

### 3. organisation / structures:

- structure
- culture
- change
- development

to perform efficiently

Types of organisational envnt:

→ ② types.

1. Internal/micro Environment:

events that occur inside an org. will come under Internal

financial Resources → funding, Investment, Income

physical " → location, equipment, facilities

Human " → employees, audiences, volunteers

events that occur inside an org. will come under internal environment.

- 1) financial Resources → funding, Investment, Income
- 2) Physical " → location, equipment, facilities
- 3) Human " → employees, audiences, volunteers

## 2. External / macro Environment:

outside the organisation.

- further ⑧ types.
- General envnt
- Task envnt

- General Environment:

1. Economic Environment
2. Socio - culture Environment
3. Political legal Environment
4. Technological Environment

- Task Environment:

1. customers
2. Suppliers
3. competitors
4. Financial Institution

## \* Impact of IT on organizational Behaviour

Technology → basic factors in economic development

modern technologies → Productivity ↑ and also good quality at low prices.

IT helps the org. improvement in following ways:

- communicating and sharing info.
- discover and apply for job vacancies
- reducing manual work

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- Personal comm<sup>n</sup> application instead of a common application for everyone

modern technologies → ~~new~~  
quality at low prices.

IT helps the org. improvement in following ways:

- communicating and sharing info.
- discover and apply for job vacancies
- reducing manual work
- Personal comm<sup>n</sup> application instead of a common application for everyone
- training employees

## \* GLOBALIZATION OF OB:

- OB → not just a small thing, related to many people
- Globalization is a process that integrates people from different society, culture, politics and business across the world.
- it brings lot of people into contact belonging to different category  
(A borderless world)
- it is the free movement of people, goods and services

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(A borderless world)
- it is the free movement of people, goods

different category

(A borderless world)

→ it is the free movement of people, goods and services across the boundaries.

General Example:



House1



House2



House3

→ called globalisation.

→ called globalisation.

### \* DIVERSITY OF OB:

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

→ diversity leads to increased productivity because we learn and grow from many categories of people

→ called globalisation.

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→ diversity leads to increased productivity because we learn and grow from many categories of people

→ Types of Diversity:

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

## \* ETHICS:

Ethics involves moral issues and deals with right and wrong behaviour

→ Organization ethics includes various guidelines and principles which decide the way individuals should behave at workplace.

→ Every org. works to earn profits, but how it makes money is more important.

→ Biggest Ethical Issues:

1. Accounting
2. Social media
3. Harassment and discrimination
4. Health and safety
5. Technology | Privacy.

~~200~~  
money is more important.

→ Biggest Ethical Issues:

- ✓ 1. Accounting - correctly.
- ✓ 2. Social media
- ✓ 3. Harassment and discrimination
- 4. Health and safety
- 5. Technology | Privacy.

## \* CULTURE IN OB:

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

→ Types of organizational culture.

→ ④ types

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

- 2. clan culture
- 3. Hierarchy culture
- 4. Market culture.

(4)

→ Adhocracy culture:

"Risk taking and innovation"

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

Example: Google, Apple etc.

to table.

Example: Google, Apple, etc.

→ clan culture:

"mentorship and teamwork"

These companies are people focused and company feels like family.

Highly collaborative work envnt where each individual is valued and communication - 1<sup>st</sup> priority

Example: startups, small companies.

→ Hierarchy culture: market culture:

"Competition and growth"

Main priority → Profits

Focus on external success rather than internal satisfaction

Example: larger companies who are already leaders.

→ Hierarchy culture:

"Structure and Stability"

... pull traditional concepts

## \* REWARD SYSTEMS IN OB:

Reward refers to anything that is provided in form of pay, facilities or benefits to encourage the employees for their performance

### → Forms of Reward:

1. money / Pay ★★

2. Recognition

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→ Forms of Reward:

1. money / Pay ★★
2. Recognition
3. Benefits.

## I. Traditional methods

- Base Pay - fixed Salary.
- Merit Pay.
- Pay for Performance

### 1. Individual Incentive Pay plans

- Bonus.
- Investing in stocks

### 2. Group Incentive Pay Plans.

## 2. modern Methods :

- Reward for leadership effectiveness
- Reward for contributing to goals
- Pay for knowledge
- Skill Pay
- competency Pay
- Broadbanding

## 2. modern methods:

- ✓ Reward for leadership effectiveness → managers
- ✓ Reward for contributing to goals → customer Quality
- ✓ Pay for knowledge
- ✓ Skill Pay - Special skill →
- ✓ Competency Pay
- Broadbanding

- ✓ Skill Pay - Special (Skill) →
- ✓ Competency Pay
- Broadbanding

## (2) Recognition:

appreciating the employees who showed good  
Performance

- In form of awards.

### (3) Benefits:

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

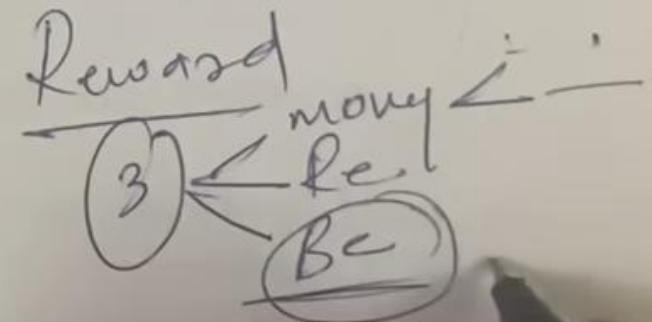
- It Includes

- Life Insurance
- Health Insurance
- Vacation
- Pension
- Cafeteria

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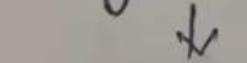
- It Includes

- ✓ Life Insurance
- ✓ Health Insurance
- ✓ Vacation Hours
- ✓ Pension
- ✓ cafeteria, food coupons
- ✓ Tuition Assistance



## \* PERCEPTION:

Every person has different type of thinking



has their own viewpoint

is called perception.

managers → should know about their employees perception  
and behave with them accordingly.

According to Van Haller Gilmer,

## Nature/characteristics of Perception:

### 1. Subjective Process

based on personal interests/opinions/feelings.

### 2. Activation Process:

makes an individual active

### 3. wider than sensation:

sensation - just look/touch/drink etc

Perception - analysing/thinking about what

based on personal interests/opinions/feelings.

2. Activation Process:

makes an individual active

3. wider than sensation:

Sensation - just look/touch/drink etc

Perception - analysing/thinking about what we have sensed

4. multiple Use:

used in many ways - selection of employees,

Makes an individual active

✓ 3. wider than sensation:

Sensation - just look/touch/drink etc

Perception - analysing / thinking about what we have sensed

4. multiple Use:

used in many ways

selection of employees,

training

Rewards

5. mental Process:

We have seen

✓ 4. multiple Use:

used in many ways

selection of employees,

training

Rewards

5. mental Process:

mind is necessary for selecting, organising and  
interprets the information

6. Specific Interpretation:

Each person → diff explanation/opinion about

mind is necessary for selecting, organising and  
Interprets the information

#### 6. Specific Interpretation:

Each person → diff explanation/opinion about  
a Scenario.

#### 7. Various Components:

Perception depends on Internal and External  
Components.  
→ needs, values,  
feelings

→ Importance of Perception:

1. To understand employees
2. Important in cognitive process
3. Shapes the personality of an Individual
4. Study of mental activities
5. Knowledge of unsatisfied needs.

## → Importance of Perception:

- 1. To understand employees
- 2. Important in cognitive process → thinking
- 3. Shapes the personality of an Individual.
- 4. Study of mental activities → thoughts, views, feelings, motives
- 5. Knowledge of unsatisfied needs.

## \* PERCEPTUAL SELECTIVITY:

Environment → there is lot of information

But, everything is not needed for us  
we focus only on only what we need

unwanted → ignore

i.e. we are selecting our perception.

This is called perceptual selectivity.

Example: TV - many channels.

→ Factors Influencing Perceptual Selectivity:

→ ② types

1. Internal factors

2. External factors

→ Internal factors:

1. Self concept

→ ② types

1. Internal factors
2. External factors

→ Internal factors:

1. Self Concept
2. Beliefs
3. Expectations
4. Response disposition

→ External factors:

1. Size

2. Inter

3. R

4.

5. I

→ External Factors:

- 1. Size - larger
- 2. Intensity - loud sound, good smell, b.
- 3. Repetition - ads
- 4. Contrast
- 5. Motion

## \* SOCIAL PERCEPTION:

- one of the types of perception

→ Process in which perceivers interprets the information about another person

## → Factors influencing social Perception:

1. characteristics of ourselves, as perceivers

2.           "           " target person, whom we are perceiving.

## "Societal Perception"

→ Process in which perceiver interprets the information about another person

→ Factors influencing social Perception:

1. characteristics of ourselves, as perceiver
2.     " target person, whom we are perceiving.
3.     " of situation at which we are perceiving.

are perceiving.

3. " of situation at which we are  
perceiving.

→ characteristics of Perceiver:

1. Familiarity / knowledge about target
2. Attitude
3. Mood
4. Self Concept

→ characteristics of Target:

1. physical appearance
2. Verbal communication
3. Non Verbal Communication
4. Intentions

→ characteristics of Situation:

1. context of Interaction
2. Strength of the Situation

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## \* ATTRIBUTION THEORY:

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

### Attribution Theory:

It is a 3 step process which includes,

- observing the behaviour

- determining whether observed behaviour is intentional/not

their own behaviour / behaviour of others.

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- determining whether the behaviour is caused by external / internal factors.

→ This theory suggests that behaviour of others cannot

It is a 3 step process which includes,

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

→ This theory suggests that behaviour of others cannot be examined on the basis of distinctiveness, consistency and consensus.

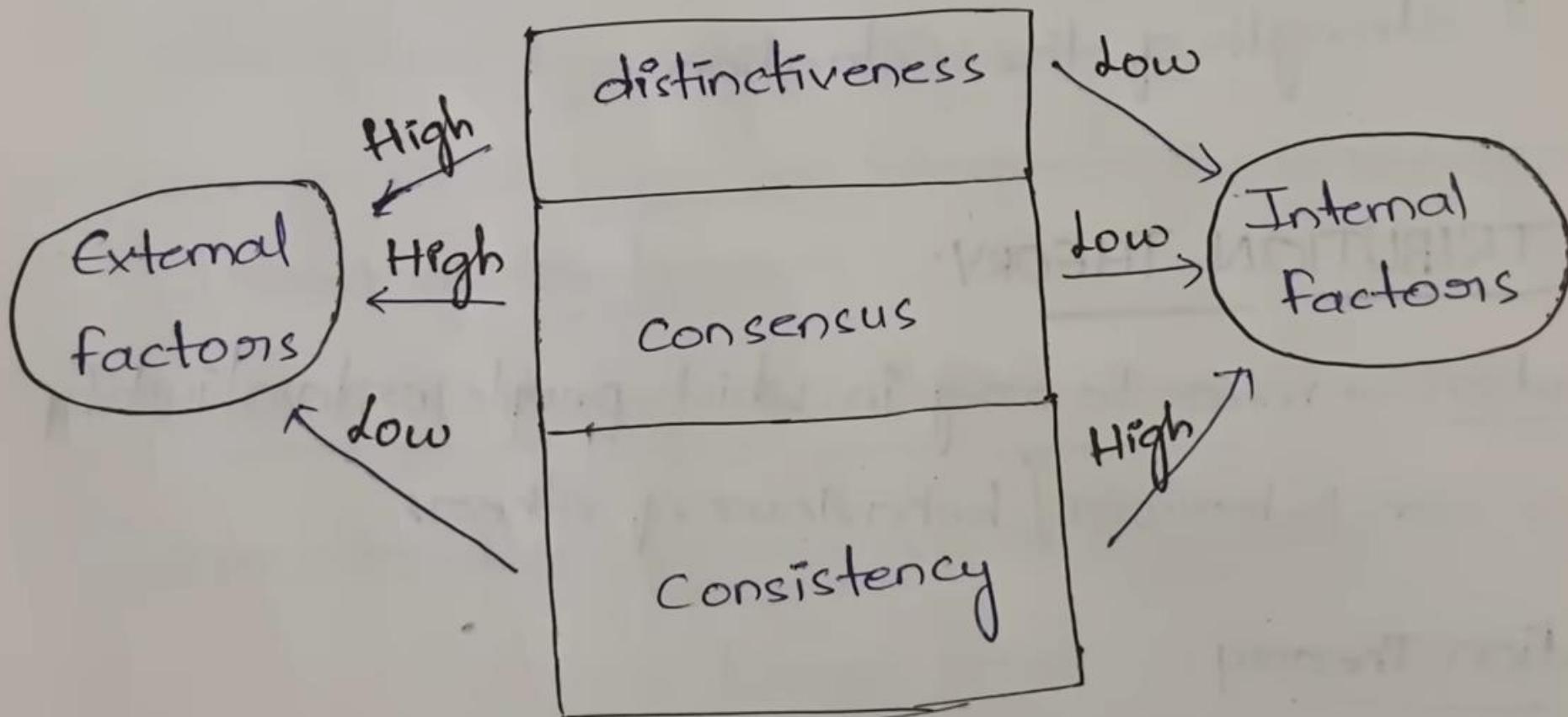
→ attribution theory also depends on help from internal and external forces.

Internal → include personal factors, they are in control of person

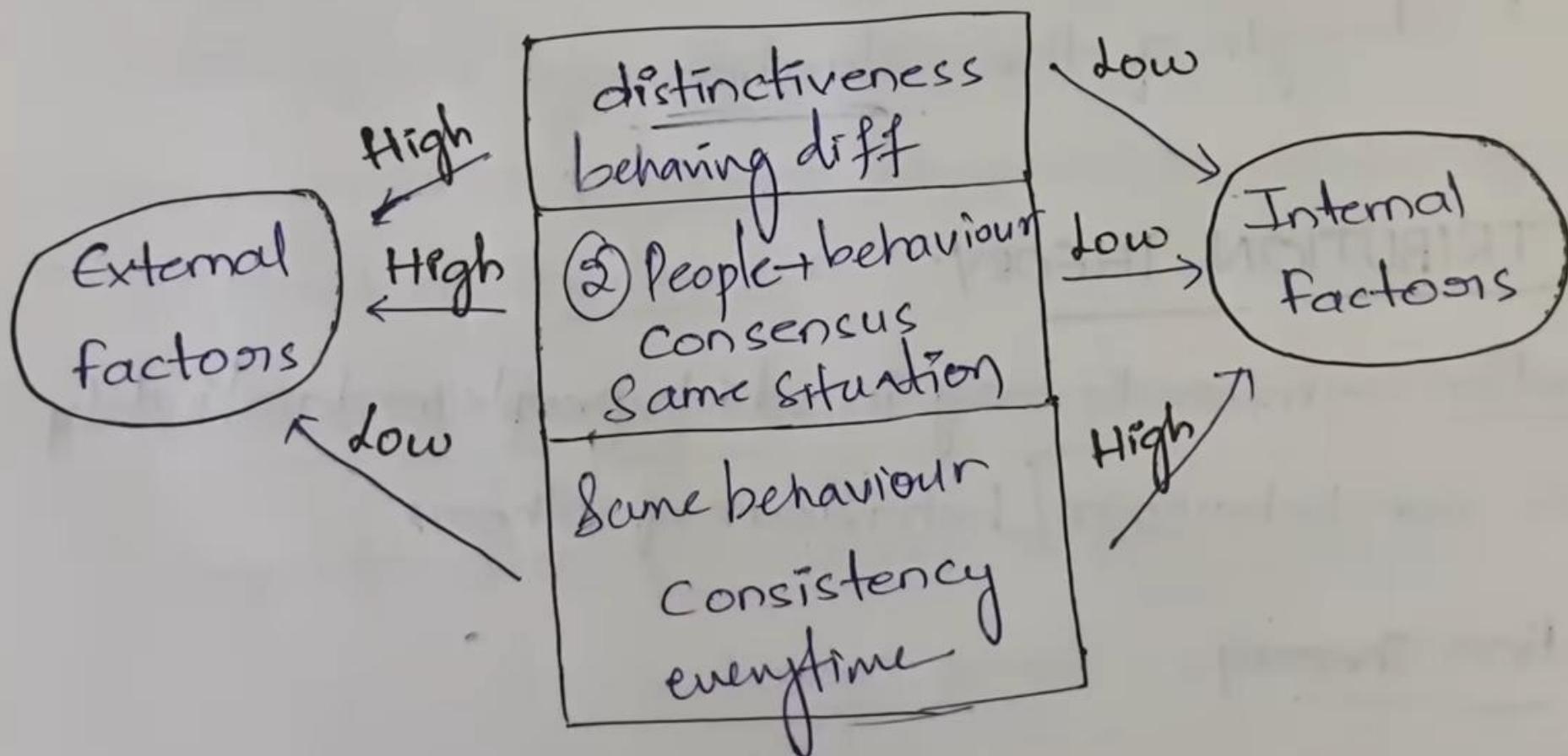
External → outside the control of person, does not include personal factors.

distinctiveness | low

does not include personal factors.



External factors  
does not include personal factors.



## \* LOCUS OF CONTROL:

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

→ It is of ② types:

1. Internal locus of control

2. External locus of control

## 1. Internal Locus of Control:

These people think in a way that they can manage situation themselves.

- These people consider themselves as responsible for events taking place in their life
- more active in decision making and also more socially active

## 2. External Locus of Control:

These people think that they cannot manage situation

## 2. External Locus of control:

These people think that they cannot manage situation themselves

- They do not consider themselves responsible for events happening in their life
- they feel everything as luck/fate
- not satisfied with their jobs
- Involve less in work and no socially active
- more stressed people

- Involve less in work and not socially active
- more stressed people

## \* ATTRIBUTION ERRORS:

When justifying behaviour, sometimes mistakes may happen because of situations | past events | mindset of perceivers etc.

→ ② types of errors.

## I. fundamental attribution error:

occurs when someone misunderstands the actions of a person

- while judging/explaining others behaviours, they do not take situations into consideration

Example: If a colleague is late to office, some people think that they are late, no time sense etc.

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

## Fundamental Attribution Error

Occurs when someone misunderstands the actions of a person

- while judging/explaining others behaviours, they do not take situations into consideration

Example: If a colleague is late to office, some people think that they are late, no time sense etc.

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

and it's called attribution error:

## 2. Self Serving attribution Error:

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

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

### Example :

Student good marks → claims that he studied well.  
bad marks → blame that paper is hard,

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tough question etc.

## \* IMPRESSION MANAGEMENT:

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

Example : A ~~person~~ person will always think that everyone should think good about them.

## Impression management techniques:

1. Self Promotion
2. Appreciation

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✓ 2. Appreciation

✓ 3. Association

✓ 4. Being consistent

✓ 5. Behavioural matching

6. favour

7. Apology

8. Excuse

9. Conformity

## \* PERSONALITY:

Personality is derived from greek word " Person"  
meaning → to speak through

- \* Personality is the combination of characteristics or qualities that forms a persons unique identity
- It signifies the role which a person plays in public

- There are ⑤ factors/dimensions

1. Heredity:

characteristics are passed from one generation to the next generation

2. Brain:

How we think also shapes our personality.

3. Self esteem:

Self confidence of a person

the next generation

2. Brain:

How we think also shapes our personality.

3. Self esteem:

Self confidence of a person

Self confidence → positive attitude & satisfaction

No → negative attitude & no satisfaction

4. Socialization Process:

#### Self esteem:

Self confidence of a person

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No → negative attitude & no satisfaction

#### 4. Socialization Process:

Personality also depends on socialization skills of  
a person

#### 5. Person-Situation Interaction:

#### 4. Socialization Process:

Personality also depends on socialization skills of a person

#### 5. Person-Situation Interaction:

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

## \* PERSONALITY AS A CONTINUUM:

Every Individual → unique personality



combo. of diff-things.

Big 5 model groups different personalities into ⑤ dimensions which collectively define a person

Each dimension has a continuous series from low to high which describes personality.

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→ The Big 5 model:

dimensions which collectively define a person

Each dimension has a continuous series from low to high which describes personality.

→ The Big 5 model:

It is an important model to measure the personality

The personalities are broken into 5 categories.

each category ↗ High  
↓ Low.

1. Openness to Experiences:

each category

High  
Low.

### 1. openness to Experiences:

- openminded people
- flexible attitude
- very creative, curious, Imaginative.
- Risk takers

### Low openness:

- follow routine

## I. openness to Experiences:

- Openminded people , explore
- Flexible attitude
- Very creative, curious, Imaginative.
- Risk taking

## Low openness:

- Follow routine
- No flexible attitude
- ...

## 2. Conscientiousness:

degree to which a person is organised.

- how disciplined and how careful that person is
- Hardworking, neat and systematic,  
highly depending.

## Low conscientiousness:

- not systematic
- less goal oriented
- not depending

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- less goal oriented
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### 3. Agreeableness:

degree to which a person agrees with others

- helpful, cooperative, friendly and kind.
- controls negative emotions.

### Low agreeableness:

- always doubtful

- helpful, cooperative, friendly and kind.
- controls negative emotions.

### Low agreeableness:

- always doubtful
- unfriendly and uncooperative

### 4. Extraversion:

Behaviour where a person enjoys being around more than being alone

- highly involved in social activities

- always doubtful
- unfriendly and uncooperative

#### 4- Extraversion:

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

- highly involved in social activities.
- talkative, active, energetic

#### Low Extraversion:

- Quite, Reserved, Shy, Silent

- unfriendly and uncooperative

#### 4- Extraversion:

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

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#### Low Extraversion:

- Quite, Reserved, Shy, Silent

## 5. Neuroticism:

- also called emotional Instability.
- tendency to experience negative emotions like anger, stress, anxiety, depression
- more self consciousness.

## low neuroticism:

calm, even tempered, composed, unemotional

## \* JOHARI WINDOW:

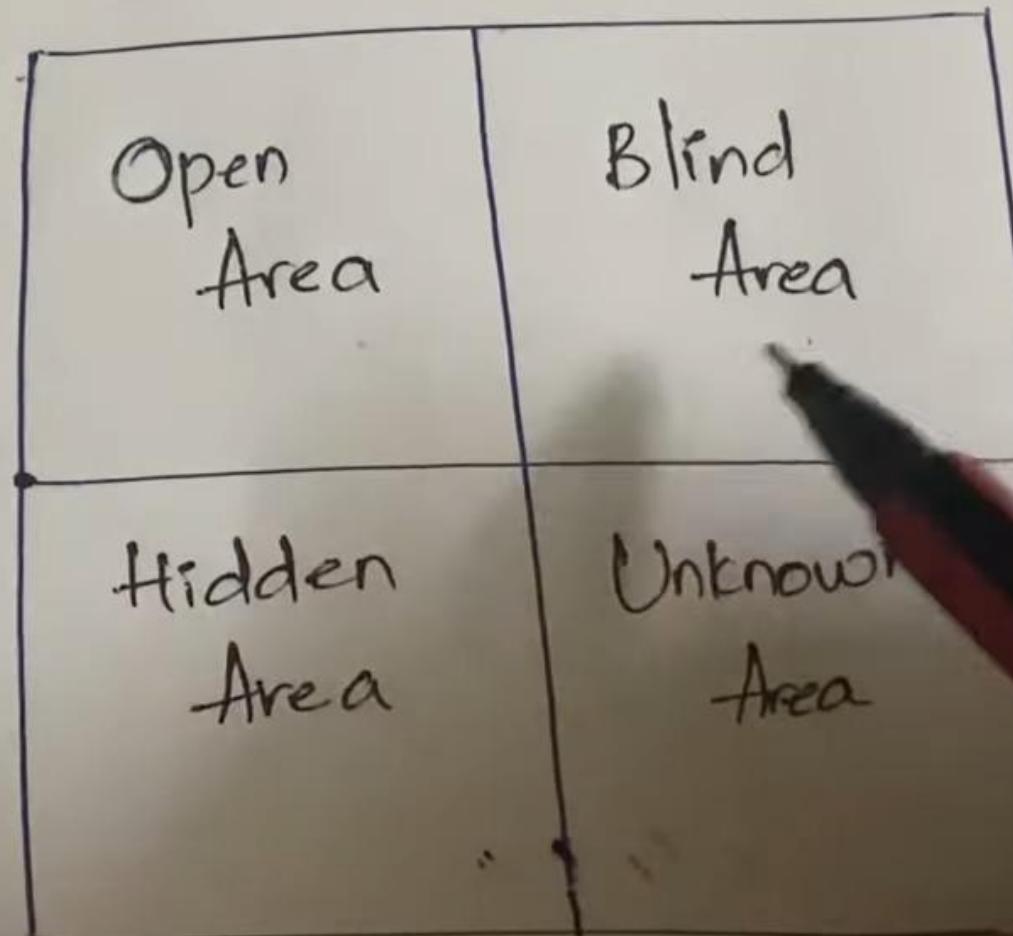
for improving self awareness

(knowing about yourself)

i.e what is your strength and  
" " " weakness

- in 1955
- by Joseph and Harry → ∴ Johari window → four compartments.

# Personality of an individual.



## 1. open Public Quadrant:

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

## 2. Hidden Private Quadrant:

Includes your behaviours which are known only to yourself but not to others.

(Ex: Secrets)

Includes your behaviours which are known by yourself but not to others.

(Ex: Secrets)

### 3. Blind Quadrant:

Includes your behaviours which you do not know, but other know it

- any unnoticed talent (by you)

### 4. Unknown Quadrant:

Behaviours which are not known

## \*TRANSACTIONAL ANALYSIS:

any communication exchange b/w 2 people is called transaction.

- In 1950's
- method of analyzing and understanding inter-personal behaviour.
- Study of transactions b/w 2 people is called transactional analysis.

Transactional analysis assumes that there are ③  
ego states that make up human personality. (65)

### 1. Parent Ego State:

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

- 2 types → 1. critical Parent  
2. Nurturing Parent

### 2. Adult Ego State:

- learn through experiences (no predefined behaviour)

### 3. child Ego state:

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

- behaves illogically, has quick actions.

### \* Transact.

There are ③

how they did in their childhood.

- behaves illogically, taking quick actions.

### \* Transaction Types:

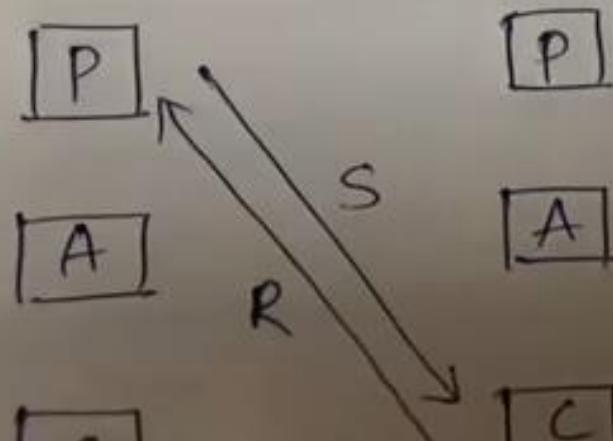
There are ③ transaction types depending on ego states.

1. complementary transaction.
2. Non complementary
3. Ulterior

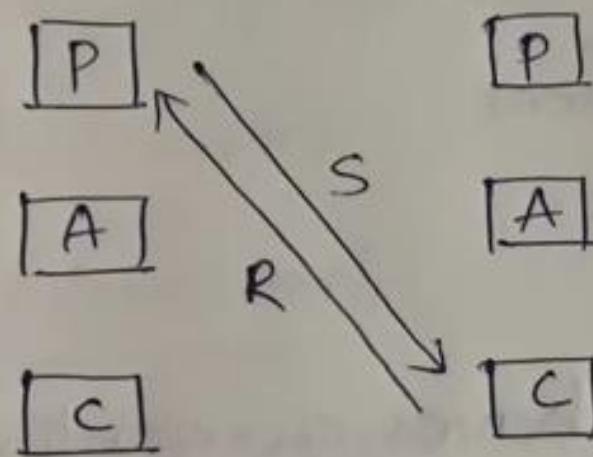
## 1. Complementary Trans.

—also called parallel trans.

In this trans, when a person sends the stimulus and receives the expected response from other person in terms of ego state.



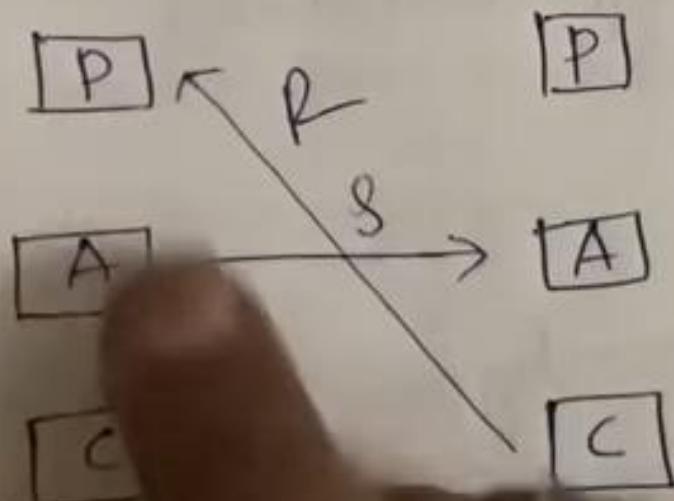
receives the expected response from other person in terms of ego state.



- Both people are satisfied and comm<sup>n</sup> is complete

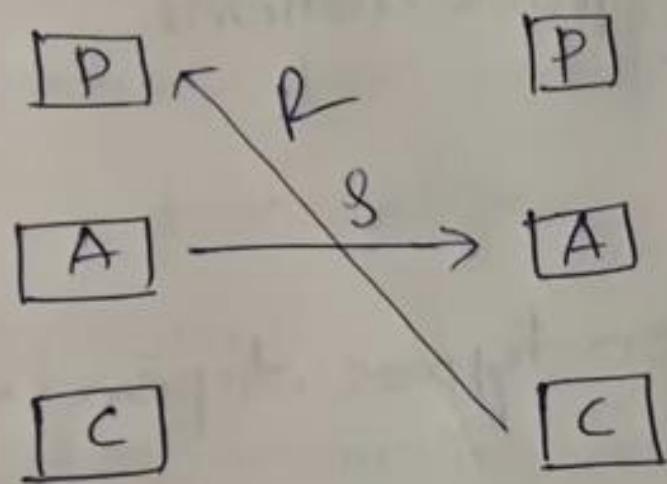
## 2. Non-complementary Trans:

- also called crossed trans.
- does not get expected response
- as response is not as expected, sender will wind up the trans.



fixed and trans.

- as response is not as expected, scrub up the trans.



- Both people are not satisfied and trans. is not completed.

### 3. Ultor Trans.

- also called as duplex trans.

They are the most confusing trans. as they have  
double meanings.

↓  
everyone understanding → 1 meaning  
hidden → 1 meaning

- They are unwanted / undesirable trans.

Ex: Sarcastic msgs.

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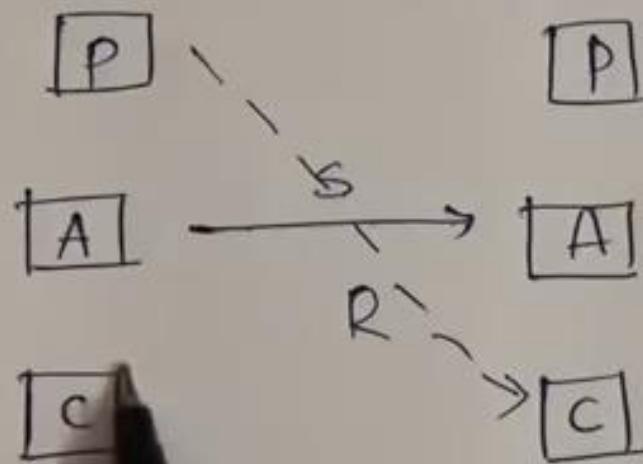
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## \* ATTITUDES:

It is a statement /impression either favourable /  
unfavourable about person /object /event.

- reflects how we feel about something.

Ex: I like chocolate → +ve attitude.

## Nature / characteristics of attitude:

1. attitude is learnt from social Interactions and Experiences.

2. attitude has an object
3. attitude influences behaviour
4. attitude is a stable thing  
(not like perception)

### Components/dimensions of attitude:

-③ components.

#### 1. Cognitive Component:

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

## Components/dimensions of attitude:

- ③ components.

### 1. Cognitive Component:

(The component of attitude which involves belief/knowledge/facts/ideas (information towards people, things etc))

i.e. attitude developed due to beliefs, facts etc.

### 2. Affective Component:

The component of attitude which involves emotions)

facts/ideas (information towards people, things etc)

i.e attitude developed due to beliefs, facts etc

### 2. Affective Component:

The component of attitude which involves emotions

feelings towards people, things etc.

feelings → laugh, kind, angry, like etc.

### 3. Behavioural Component:

The component of attitude which involves actions

## 2. Affective Component:

The component of attitude which involves emotions

feelings towards people, things etc.

feelings → laugh, kind, angry, like etc.

## 3. Behavioural Component:

The component of attitude which involves actions

towards people, things etc.

## \* JOB SATISFACTION:

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

"A happy employee is a productive employee".

- refers to positive feelings or attitude that individuals have towards their job. (~~characteristics~~)
- It cannot be seen, it can only be felt  
(Not a physical component)

employee to work harder.

"A happy employee is a productive employee".

- refers to positive feelings or attitude that individuals have towards their job. (~~Physical component~~)

- It cannot be seen, it can only be felt  
(Not a physical component)

factors Influencing Job Security:

1. Pay.

- It cannot be seen, it can only be felt  
(Not a physical component)



### factors Influencing Job Security:

1. Pay.
2. working conditions
3. Promotions and Increments
4. Supervision
5. Teamwork.

- It cannot be seen, it can only be felt  
(Not a physical component)



### factors Influencing Job Security:

1. Pay - Salary /wages / Bonus → money
2. working conditions
3. Promotions and Increments
4. Supervision
5. Teamwork.

- It cannot be seen, it can only be felt  
*(not a physical component)*

int

### factors Influencing Job Security:

1. Pay - Salary /wages / Bonus → money
2. working conditions
3. Promotions and Increments
4. Supervision - good, supportive
5. Teamwork. and good Mates

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#### Outcomes of Job Satisfaction:

- 1. Improved Performance
- 2. Moneymover
- 3. Low absenteeism

## How to Improve Job Satisfaction:

1. match people with job
2. fun activities
3. Providing monetary benefits on time

\* ORGANIZATIONAL COMMITMENT:

## \* ORGANIZATIONAL Commitment:

means the loyalty which employee have towards their organization.

## Factors Influencing Org. Commitment:

1. Personal factors
2. Organisational factors

means the loyalty which employee have towards their organization.

### factors Influencing Org. commitment:

1. Personal factors
2. Organisational factors
3. Non organisational factors.

### organisational commitment:

their organization.

### Factors Influencing Org. commitment:

1. Personal factors — age, self control, attitude
2. Organisational factors  
~~salary, support, job type~~
3. Non organisational factors.

### Outcomes of organisational commitment:

1. Improved Performance

- ✓ 2. Organisational factors  
Salary, support, job type
- ✓ 3. Non organisational factors.

Outcomes of organisational commitment:

- 1. Improved Performance
- 2. More turnover
- 3. Low absenteeism.

How to improve org. commitment:

2. More turnover
3. Low absenteeism.

How to improve org. commitment:

1. Give them assurance of org. justice
2. Hire right people
- Let one know your mission
- Create community type of environment

2. More turnover
3. Low absenteeism.

How to improve org. commitment:

1. Give them assurance of org. justice
2. Hire right people ② IX coding ~~IV likes~~
3. Let everyone know your mission
4. creating community type of environment

## \* MOTIVATION:

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

Ex: UPSC aspirants.

→ Psychological term (cannot be forced)

Process of motivation:

## \* MOTIVATION:

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

Ex: UPSC aspirants.

→ Psychological term (cannot be forced)

Process of motivation:

~~Physiological needs~~ (cannot be forced)

### Process of motivation:

1. Identify unsatisfied needs and motives
2. Tension
3. Action to satisfy needs and motives.
4. Goal accomplished
5. feedback

- ~~4. Goal accomplished~~ (drinking)  
~~5. feedback~~ → imp.

## Work Motivation Theories:

- \* 1. Content Theories
- 2. Process Theories
- 3. contemporary Theories.

a. process theories

3. contemporary Theories.

Content Theories:

1. Maslows need hierarchy theory
2. Herzberg two factor theory
3. Alderfer's modified need hierarchy theory
4. Mc Gregor's theory X and theory Y.

## \* ALDERFERS MODIFIED NEED HIERARCHY THEORY:

- also called as ERG theory.
- improved / modified version of Maslows theory.

Hierarchy

Growth (G)



Relatedness (R)



Existence (E)

## HERZBERG'S MODIFIED NEED HIERARCHY THEORY:

- also called as ERG theory.
- improved / modified version of Maslows theory.

Hierarchy

Growth (G)



Relatedness (R)



Existence (E)

↳ Existence Needs:

## 1. Existence Needs:

Basic needs that are needed for our survival  
(Physiological needs + Security needs)

## 2. Relatedness Needs:

Needs required to show you are related to  
the society / social relationships.

(Social needs + Some esteem needs)

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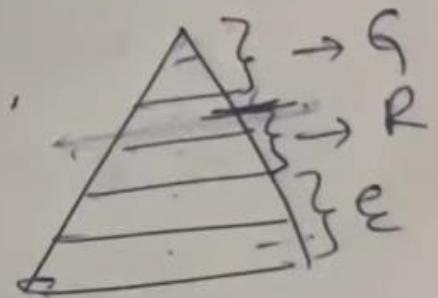
Needs required to show you are related to  
the society / social relationships.

(Social needs + Some esteem needs)



## 3. Growth Needs:

the society / social relationships .  
(Social needs + Some esteem needs)



### 3. Growth Needs:

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

(Some esteem needs + Self actualization needs)

## \* POSITIVE ORGANIZATIONAL BEHAVIOUR (POB)

defined as the study and application of positive oriented human resource strengths and psychological capacities that can be measured, developed and effectively managed for performance improvement in todays workplace.

Criteria for POB: (based on)

1. Theory and research findings

capacities that can be measured, developed and  
effectively managed for performance  
improvement in todays workplace.

criteria for POB: (based on)

1. Theory and research findings
2. Unique concepts
3. Performance Improvement
4. Open to development
5. Valid measures.

2. Unique Concepts
3. Performance Improvement
4. Open to development
5. Valid Measures.

forms of PoB:

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

\* Optimism:

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

\* optimism:

It is the tendency to think good about future.

Hoping that something +ve will happen in future.

In negative situations also, people will search for positive things (good part) instead of bad part

## \* Emotional Intelligence:

It is the ability of employee to identify and accept the emotions of self and others in order to control those emotions

Ex: Something wrong → Boss ~~feels~~ anger.]

without reacting,  
we should think of our  
mistake.

without reacting,  
we should think of our  
mistake.

### \* Self-Efficacy:

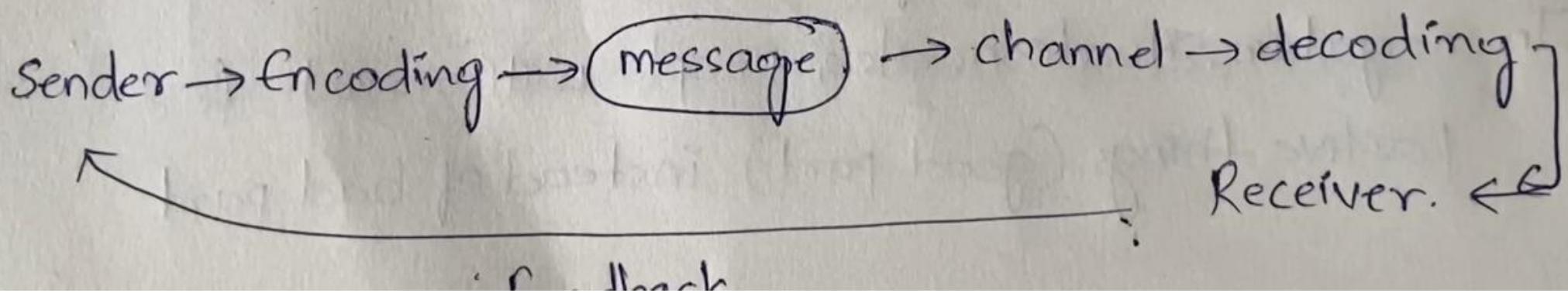
(Self confidence)

When a person believes that he/she can achieve  
a particular task successfully, it is called self-efficacy.

## \* COMMUNICATION:

The process of transferring information b/w Sender and receiver through oral, written, visual or e-media is called communication.

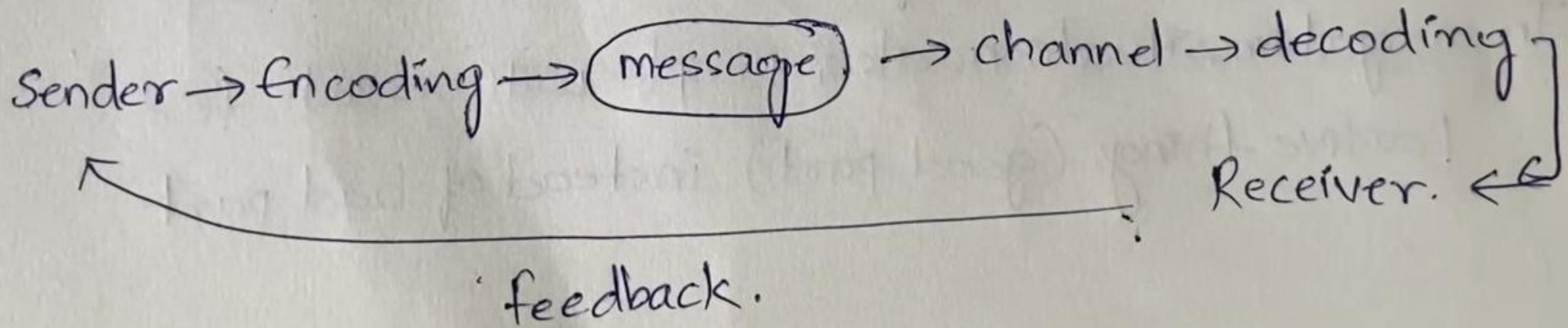
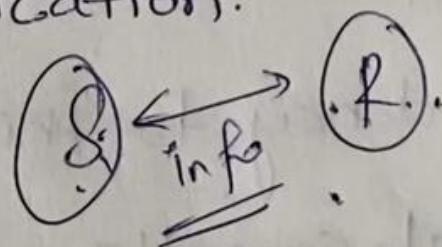
### Process:



## \* COMMUNICATION:

The process of transferring information b/w sender and receiver through oral, written, visual or e-media is called communication.

### Process:



## Types of communication:

(20)

3 types based on Expression, flow and org- Relation.

### I- Based on Expression:

→ ② types.

#### Verbal comm<sup>n</sup>:

through spoken or written language.

- listening, writing, speaking etc

→ ② types.

### Verbal comm<sup>n</sup>:

through spoken or written language.

- listening, writing, speaking etc

- 2 types — 1. Oral comm<sup>n</sup>

2. written comm<sup>n</sup>

### Non Verbal Comm<sup>n</sup>:

through symbols, signals.

## Verbal comm<sup>n</sup>:

through spoken or written language.

- listening, writing, speaking etc

- 2 types — 1. Oral comm<sup>n</sup> (mouth)

2. written comm<sup>n</sup> (hand)

## Non Verbal comm<sup>n</sup>:

through symbols, signals.

- facial expression, gestures, signs, body movements.

- facial expression, gestures, signs, body movements.

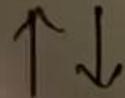
2. Based on flow:

→ ③ types: vertical  
          horizontal  
          diagonal

Vertical comm<sup>n</sup>:

info. flows from upwards to down or viceversa

devisos



② types — 1. upward  
                  2. downward.

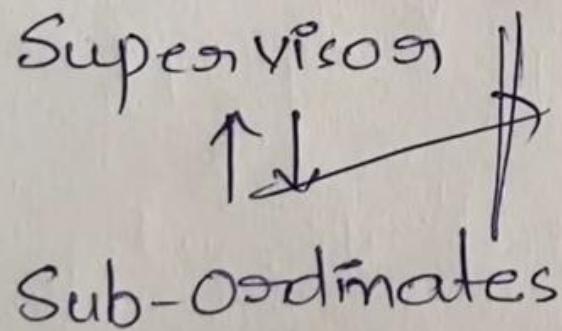
- facial expression, gestures, signs, body movements.

2. Based on flow:

→ ③ types: vertical  
horizontal  
diagonal

Vertical comm'':

info. flows from upwards to down or viceversa



③ types — 1. upward <sup>high → low</sup>  
2. downward <sup>low → high</sup>

Horizontal comm<sup>n</sup>:

(lateral comm<sup>n</sup>)

info. flows b/w people of same level.

Student ↔ Student

Diagonal comm<sup>n</sup>:

info. flows b/w two people who are neither from  
same level or same department.

info. flows b/w people of same level.

Student  $\leftrightarrow$  student

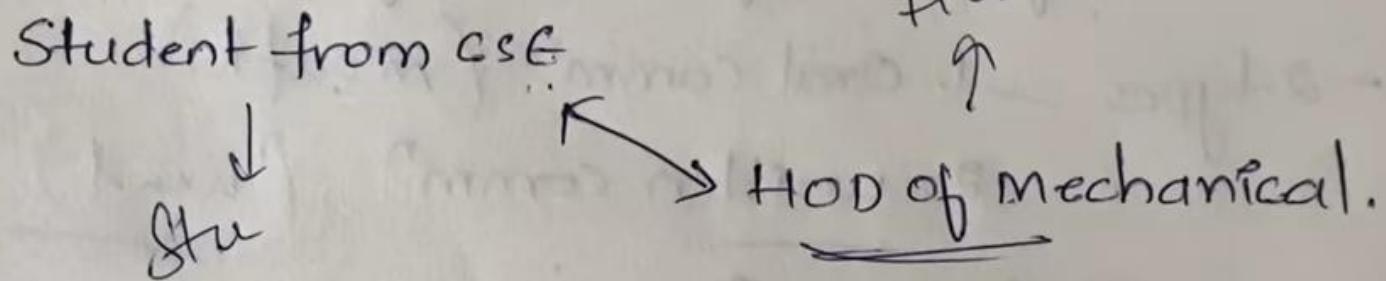
Diagonal comm<sup>n</sup>:

info. flows b/w two people who are neither from  
same level or same department.

Student from CSE

$\nearrow$   $\searrow$  HOD of Mechanical.

"To. Flows b/w two people who are neither from same level or same department.



3. Based on Org. Relation:

→ ② types.

1. formal Comm<sup>n</sup>

2. Informal Comm<sup>n</sup>.

## \* INTERACTIVE COMMUNICATION:

It is an exchange of idea where both participants whether human/machine/art etc are active and have effect on one another

- It is a dynamic two way flow of information

one-way → Radio, TV, Newspaper etc.

## 2. Informal Comm?

### \* INTERACTIVE COMMUNICATION:

It is an exchange of idea where both participants whether human/machine/art etc are active and have effect on one another

- It is a dynamic two way flow of information
- One-way → Radio, TV, Newspaper etc.

## Why to Use?

1. Task coordination
2. Problem solving
3. Information sharing
4. Conflict resolution.

## \* BARRIERS To COMMUNICATION:

Barrier → Some obstacle

→ ⑤ types.

### 1. Semantic Barriers:

- Vocabulary
- Jargons

→ ⑤ types.

### 1. Semantic Barriers:

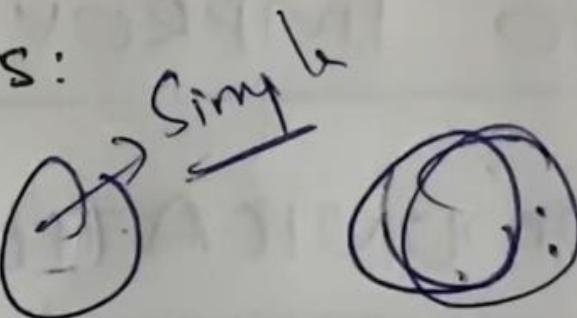
- Vocabulary
- Jargons
- slang
- Wrong Translations

### 2. Socio-Psychological Barriers

→ ⑤ types.

### 1. Semantic Barriers:

- Vocabulary
- Jargons - bob, ttyl,
- slang
- Wrong Translations



### 2. Socio-Psychological Barriers

~~- slang - Telangan~~  
~~- Wrong Translations.~~

2. Socio-Psychological Barriers:
- ~~like~~ Verbal & Non Verbal  
conflicting Signals.
- ~~- Perceptual differences.~~
  - ~~- Attitude differences.~~

3. Personal Barriers

- ~~like~~ ~~Version A Non-verbal~~  
conflicting Signals.
- Perceptual differences.
  - Attitude differences.

### 3. Personal Barriers

1. Poor Listening
2. Emotional conflict

#### 4. Physical Barriers

- defective equipment
- distance
- Noise

#### 5. Organizationa

- 1. Role and sta

#### 4. Physical Barriers

- defective equipment ~~tools~~
- distance
- Noise

#### 5. Organizational Barriers:

1. Role and status.

- defective equipment ~~too~~
- distance
- Noise

## 5. Organizational Barriers:

1. Role and status.
2. Organizational structure

## \* STRATEGIES TO IMPROVE FLOW OF COMMUNICATION:

1. Train employees.
2. Encourage two way communication
3. Convey clear and concise message
4. Ensure correctness in Information
5. Focus on discussion

## COMMUNICATION:

1. Train Employees. writing, listening'
2. Encourage two way communication
3. Convey clear and concise message
4. Ensure correctness in Information
5. focus on dynamism
6. Improve Relationships.

2. Encourage two way communication
3. Convey clear and concise message
4. Ensure correctness in Information
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6. Improve Relationships.
7. Adopt flat organization structure
8. Provide timely Information.

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## \* DECISION MAKING:

It is a mental process resulting in selection of an action from various alternatives.

→ important job for a manager.

Steps in decision making process:

1. Identification of Problem

.. Alternatives.

## \* DECISION MAKING:

It is a mental process <sup>in mind</sup> resulting in selection of an action from various alternatives.

→ important job for a manager <sup>ex: shopping</sup>

Steps in decision making Process:

1. Identification of Problem

..... Alternatives.

## Steps in decision making process:

1. Identification of Problem
2. " Alternatives.
3. evaluate each "
4. choose the best "
5. Implement the decision
6. Evaluate " "

→ important job for a manager. — 1.1

### Steps in decision making Process:

1. Identification of Problem (Ques)
2. " Alternatives (Soln)
3. Evaluate each "
4. choose the best "
5. Implement the decision
6. Evaluate " "

## Steps in decision making Process:

1. Identification of Problem (half)
2. " Alternatives (Sol<sup>n</sup>)
3. evaluate each. " - Repair 2 +  
    New
4. choose the best. "
5. Implement the decision
6. Evaluate ".

6. Evaluate " "

### Participative decision making:

In this method, not only managers/leadership, but also employees are involved in Dm.

- very popular in modern org.
  - encourages employees.
  - can be used both formally/Informally.
- ② types 1. democratic Technique

## \* GROUP DECISION MAKING:

Decision making is done by group instead of a single person

### Techniques in group decision making:

#### 1. Brainstorming:

- Spontaneous ideas.
- Initially, all ideas are gathered
- then ideas are evaluated
- criticism is not allowed

Idea also

## 2. Nominal Group Technique (NAT):

Each person will silently list their ideas  
(not in public)

- all ideas are written on chart
- not understood - clarified
- Each idea → Votes  
majority wins

(not in public)

- all ideas are written on chart
- not understood - classified
- each idea → votes  
majority wins

### 3. Delphi Technique:

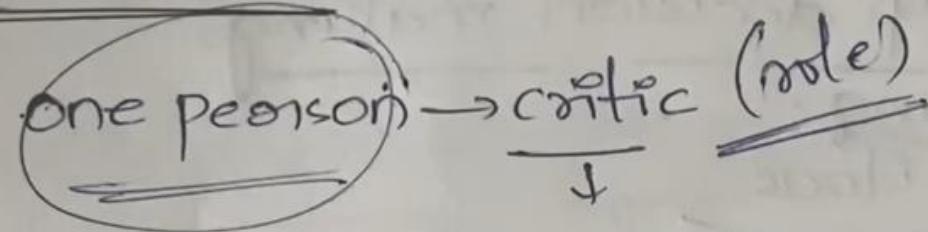
used for forecasting future events

15 to 20 experts are involved

Question bank is sent to experts.

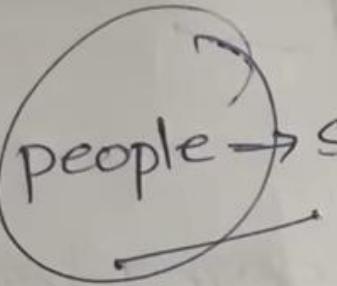
Prepared.

#### 4. Devil's Advocate:



will raise all the problems associated  
with each idea

other people → should give explanations to  
those problems. and  
convince the critic.

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those problems. and  
convince the critic.

### 5. Electronic Meeting:

members of group interact with each other through computers.

- Projector is used

done through computer

- Projector is used

## 6. Fish Bowling:

all people → circular manner

one person → at center

↓  
give ideas

No two people should speak with each other.

only talk with person at center.

comes through comp.

- Projector is used

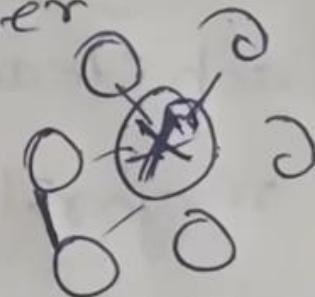
### 6. Fish Bowling:

roundtable

all people → circular manner

one person → at center

↓  
give ideas



No two people should speak with each other.

only talk with person at center.

## 7. Didactic Interaction:

used when there are two opposite things.

Ex: (Yes and No)

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

Lastly, either yes/No is accepted

## 8. Interacting Groups:

## \* STRESS:

Refers to a tension experienced by a person when they face an extraordinary demands, situations, conditions etc.

### → Types of Stress:

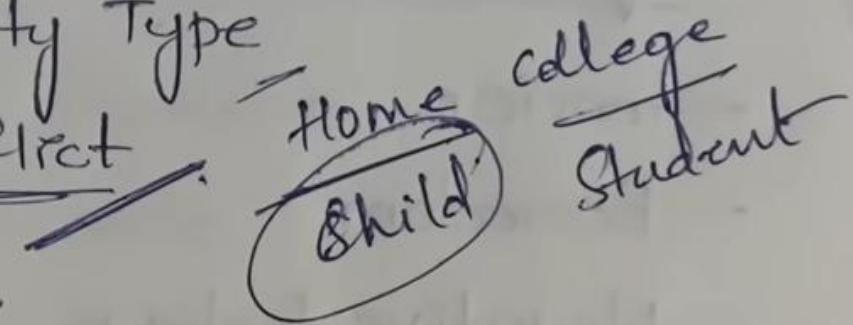
There are mainly ④ types of stress.

#### 1. Individual Stress:

- changes in life and career

## 1. Individual Stress:

- changes in life and career
- Personality Type
- Role conflict



## 2. Group Stress:

- lack of group coordination
- lack of social support
- conflict

## 3. Organizational Stress:

Stress increase - human body disturbance.

- High BP
- Increased heart beat
- Headaches etc.

## 2. Psychological effects:

- tension
- Boredom
- Negative feelings

- Boredom
  - Negative feelings
- } Job  
Dissatisfaction

### 3. Behavioural Effects:

If stress increases, behaviour changes

- low Performance
- high absenteeism
- addiction to smoking & drinking.

## \* STRATEGIES TO COPE UP WITH STRESS:

divided into ② categories.

1. To cope up stress at individual level:

- al Express  
manag  
iti  
egres

ress at org. level :

divided into ② categories.

1. To cope up with stress at individual level:

- Physical Exercises
- Time management
- Cognitive Therapy
- other strategies

2. To cope up with stress at org. level:

- good org. climate
- place people

## \* CONFLICT:

State of disagreement/ misunderstanding by individuals or groups within the organization resulting from opposing needs.

- Types of Conflicts:

- ④ types.

## 1. Intergroup Conflict:

b/w groups | departments | sections

- also called organizational conflict

Reason - task dependence among groups.

## 2. Intragroup Conflict:

within the group.

- Group politics.

b/w groups/departments/sections

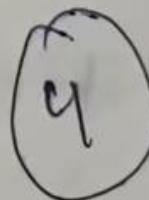
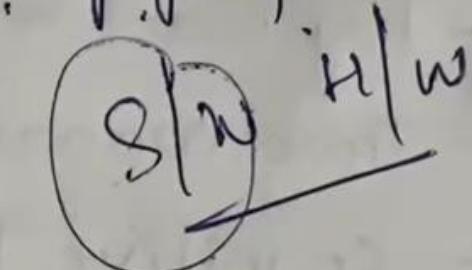
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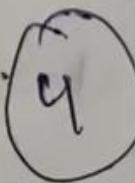
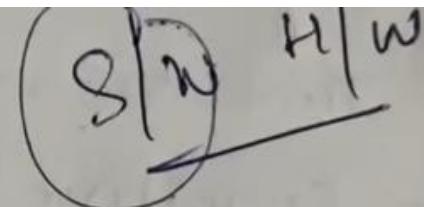
3. Inter-Personal conflict:

b/w people/persons/individuals

## 2. Intragroup Conflict:

within the group.

- Group politics. inside



## 3. Inter-Personal conflict:

b/w people/persons/individuals.

Reason - Differences in perceptions and  
personalities.

## 4. Intra-Personal conflict:

#### 4. Intra-Personal conflict:

within a person ~~single~~

Reason - multiple roles.



#### → Effects of Conflicts:

divided into ② types.

#### 1. Positive Consequences:

when conflicts are resolved → People feel encouraged  
and motivated

within a person single

Reason - multiple roles.

→ Effects of Conflicts:

divided into ② types.

1. Positive Consequences:

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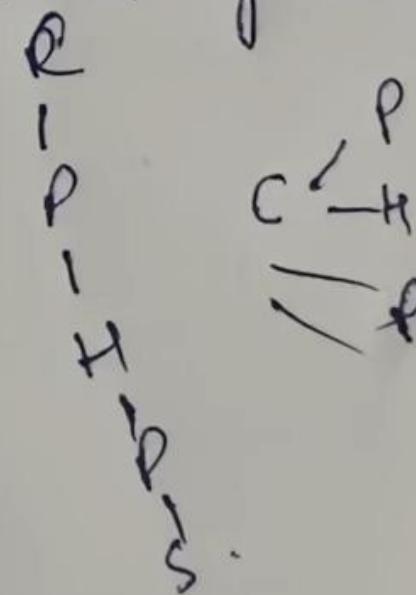
→ failure in achieving goal

\* Strategies to cope up with Stress: conflict

1. minimize and prioritize goals
2. Develop compatibility b/w personal and organizational goals.
3. Organization Restructure
4. Expansion Of Resources.

\* Strategies to cope up with Stress: conflict

1. minimize and prioritize goals
2. Develop compatibility b/w personal and organizational goals.
3. Organization Restructure
4. Expansion of Resources.  
machines, humans, money,



## \* EMPOWERMENT:

Process of shifting authority to other person in org.

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

## \* Forms of Empowerment:

### 1. Self Direction Involvement:

## \* Types of Empowerment:

### 1. Suggestion Involvement:

- employees give ideas
- accepting/rejecting - ~~by~~ management

### 2. Job Involvement:

- employees decide how to execute their job
- feedback from management & improve

## \* Types of Empowerment:

### 1. Suggestion Involvement:

- employees give ideas → only accepting/rejecting - ~~by~~ management.

### 2. Job Involvement: Job

- employees decide how to execute their job
- feedback from management & improve

### 3. High Involvement:

accepting/rejecting - ~~by~~ management

## 2. Job Involvement: Job

- employees decide how to execute their job
- feedback from management & improve

## 3. High Involvement:

- all the employees are involved in org. performance
- horizontal communication.

## \* EMPOWERMENT:

lower role, resp.

Process of shifting authority to other person in org.

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## \* Types of Empowerment:

### 1. Suggestion Involvem

employees give

## \* GROUPS Vs TEAMS:

Groups - formed to share information

- make decisions & individual efforts.
- low interdependence, individual goals.
- Individual performance evaluation

Teams - formed to achieve a particular task

- members have mutual understanding
- need interdependence
- Team

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- needs collective effort, high interdependence
- Team performance evaluation.

## \* Power and Politics:

Collective terms used by groups/organizations to maintain and control their team members.

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

Ex: Manager - assigns tasks to employees.

## Types of Power:

- ⑤ types

1. Reward Power:

else do it for you.

Ex: Manager - assigns tasks to employees.

### Types of Power:

- 5 types

#### 1. Reward Power:

Person in power → give rewards to ones who perform better

Ex: manager - good work - incentives, benefits, salary ↑

- normal work - nothing

#### 2. Coercive Power:

## 2. Coercive Power:

Person in power → give punishments, threaten others if work is not done properly.

- most negative form of power.

Ex: Senior Employee - physical or verbal abuse, threaten

## 3. Legitimate Power:

Person in power → use their powers to make others compliant

- most negative form of power.

Ex: Senior Employee - physical (or verbal abuse, threaten

### 3. Legitimate Power:

Person in power → use their powers to make  
others compliant

- has power to both reward and punish

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

#### 4. Referent Power:

Officially, they do not have any powerful position,  
but they are talented, well behaved - so, they are respected  
- senior most, influence others

#### 5. Expert Power:

based on a persons skill, knowledge, experience.

- highly respected because of their experience in domain

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R, C, L, R, E

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Groups - ② types - 1. formal groups  
2. Informal groups.

Teams - ④ types - 1. Project teams

- low interdependence, individual goals
- Individual performance evaluation

Teams - formed to achieve a particular task

- members have mutual understanding  
Strength, weaknesses
- needs collective effort, high interdependence
- Team performance evaluation

Groups - ② types - 1. formal groups - by mgmt  
2. Informal groups - by friends,

Teams - ④ types - 1. Project teams

- members have mutual understanding  
Strength, weakness
- needs collective effort, high interdependence
- Team performance evaluation.

Groups - ② types

- 1. formal groups - by mgmt
- 2. Informal groups - by frnds,

Teams - ④ types

- 1. Project teams
- 2. self managed teams
- 3. Virtual teams
- 4. Operational teams.

## \*NATURE OF GROUPS:

In groups, different people with different skill - same work

- Attitude, feelings and thoughts people in group have towards each other.
  - Sharing tasks → common goal
  - They have standard behavioural rules
  - Groups follow a proper structure where each member's role is properly defined.

## \* NATURE OF GROUPS:

In groups, different people with different skill - same work task.

- Attitude, feelings and thoughts people in group have towards each other. - group behaviour.
  - sharing tasks → common goal
  - They have standard behavioural rules
  - Groups follow a proper structure where each member's role is properly defined.

- stages of group development:

- ⑤ stages

1. Forming: Initial stage

group members are not sure about anything  
(purpose, tasks)

2. Storming: development stage

- lot of confusions, disagreements
- adopting to new environment

3. Norming: settling down at

1. Forming: Initial stage | who's name,  
group members are not sure about anything  
positive  
(purpose, tasks)

2. Storming: development stage  
- lot of confusions, disagreements b/w members  
- adopting to new environment is also difficult.

3. Norming: settling down stage  
- understand each other, share tasks &  
talk to each other.

## Development stage

tasks, purpose, process

- lot of confusions, disagreements blw members
- adopting to new environment is also difficult  
new members

## 3. Norming: settling down stage

- understand each other, share tasks & talk to each other.

## 4 Performing: fully functioning stage

- start working on tasks agreed in norming stage

## 5. Adjourning: final stage

new members  
3. Norming: settling down stage

- understand each other, share tasks & talk to each other.

4. Performing: fully functioning stage

- start working on tasks agreed in norming stage

5. Adjourning: final stage

- end of group / specific task

## \* DYNAMICS OF INFORMAL GROUPS:

formal group - official, has particular goals

Informal - not official

- both types co-exist, many organizations will have both types.

### Rules of Informal groups:

- helps in group survival and see everyone gets equal benefits.

## \* DYNAMICS OF INFORMAL GROUPS:

formal group - official, has particular goals

Informal - not official, flexible

- both types co-exist, many organizations will have both types.

### Rules of Informal groups:

- helps in group survival and see everyone gets equal benefits.

-⑤ Roles

1. Boundary Spanner: Hindi

acts as bridge between ② groups when they cannot communicate with each other.

2. Buffer:

negative / disappointing information does not reach the group members.

- maintains confidence among its members.

3. The lobbyist:

express central goals of the group and see that everyone  
is clear about them.

### Roles in an informal group:

#### -⑤ Roles

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Promotes about importance of group to others

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- maintains confidence among its members.

### 3. The lobbyist:

Promotes about importance of group to outsiders

### 4. The negotiator:

funds, investments sell

gets resources and makes deals on behalf of the group

### 5. The Spokesperson:

Promotes about

importance

of group to others.  
outiders

4. The negotiator:

funds, investments sell

gets resources and makes deals on behalf of  
the group

5. The Spokesperson:

Voice of the group.

## \* DYSFUNCTIONS OF GROUPS & TEAMS:

dysfunctions → malfunction

⑤ dysfunctions

- Inattention to results

- Avoidance of accountability

- lack of commitment

- fear of conflict

- Absence of trust.

} any ①

} → dysfunctioning

dysfunctions → malfunction

⑤ dysfunctions

- Inattention to results

- Avoidance of accountability

- lack of commitment (answerable)

- fear of conflict

- Absence of trust

} any ①

→ dysfunctioning

Aspects of effective teamwork:

## Aspects of effective teamwork:

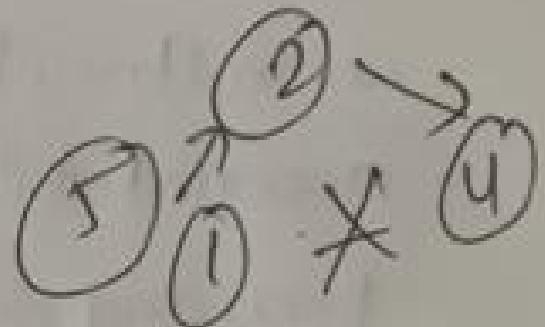
- commitment and trust
- open lines of communication
- diverse capabilities
- adaptable to changing conditions
- confidence
- freedom

## Reasons why teamwork fails:

- lack of leadership

## Aspects of effective teamwork:

- commitment and trust
- open lines of communication
- diverse capabilities
- adaptable to changing conditions
- confidence
- freedom



## Reasons why teamwork fails:

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- presence of negative people in group
- lack of proper training
- lack of defined goals
- lack of motivation & incentives
- No proper understanding
- fear of failure
- No enough group collaboration

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## Reasons why teamwork fails:

- lack of leadership (no good leader)
- presence of negative people in group - spread
- lack of proper training (Python)
- lack of defined goals
- lack of motivation & incentives - [strengths weaknesses]
- No proper understanding b/w teammates
- fear of failure
- No enough group collaborations (meetings)

## \* TEAMS IN MODERN WORKSPACE:

many MNC's believe strongly in teamwork to reach their goals and objectives.

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

### ⑤ functions of team:

- trust
- conflict management
- commitment

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## \* goals and objectives:

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

## ⑤ functions of team:

- touch
- (Conflict) management
- commitment
- accountability
- focusing on results

## Tips for strengthening team:

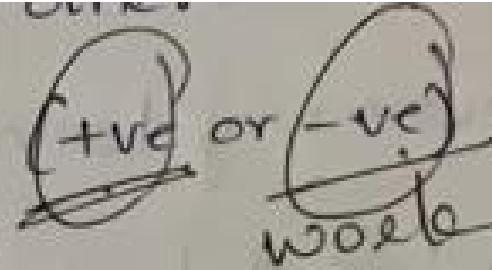
- focusing on results

Tips for strengthening team:

- communicate properly <sup>regularly</sup> with your teammates
- Trust and respect
- Share knowledge among each other
- Accept and provide feedback (+ve or -ve)
- divide work equally
- setting clear goals and objectives

Types of teams in modern workspace:

- Share knowledge among each other
- Accept and provide feedback
- divide work equally among
- setting clear goals and objectives



### Types of teams in modern workspace:

- working team
- special purpose team
- multi functional/cross functional team
- self managed teams

4

## \* Job DESIGN for HIGH PERFORMANCE:

↓  
drafting the tasks, tools, roles, responsibilities, knowledge required to complete given job.

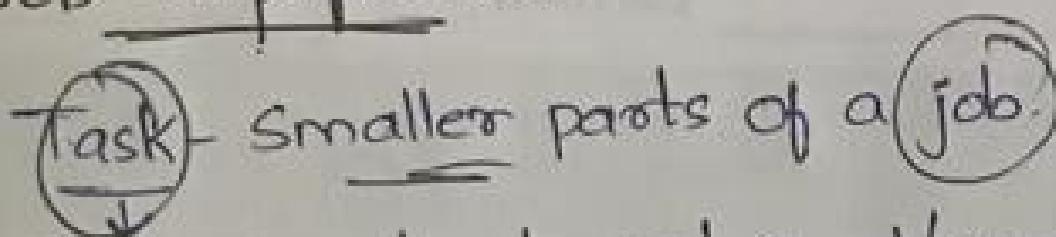
Techniques for high performance job design:

1. Job Simplification
2. Job Rotation
3. Job Enrichment
4. Job Enlargement

3. Job Enrichment

4. Job Enlargement

Job Simplification:

 task → smaller parts of a job.

should be clearly explained / specified to the person who  
is doing that.

Job Rotation:

fixed time intervals - employee is shifted from one job  
to another.

~~should~~ should be clearly explained / specified to the person who is doing that.

### Job Rotation:

fixed time intervals - employee is shifted from one job to another. task 1  $\rightarrow$  today

- they do not get bored
- different tasks in limited period of time.
- can enhance skills by working on various tasks.

### Job Enrichment:

- they do not get bored
- different tasks in limited period of time.
- can enhance skills by working on various tasks.

### Job Enrichment:

single person - should have many skills.

main focus - effective resource utilization

So that, organizations will never suffer

shortage of resources.

Final - Definition

### Job Enlargement:

multiple tasks - single person  
combined

Single person - more tasks - Simpler  
(more skills)

Ex: HOD - managing + teaching

& skills - mgmt skills, teaching skills.

Final - Definition

### Job Enlargement:

multiple tasks - single person  
combined

Single person - more tasks - simpler  
(more skills)

Ex: HOD - managing + teaching

2 skills - mgmt skills, teaching skills

## \* GOAL SETTING FOR HIGH PERFORMANCE:

- one of the motivational theory
- "setting clear and challenging goals can lead to better Performance"

### necessary conditions for high performance:

- goal acceptance / goal commitment
- goal specificity
- goal difficulty

- one of the motivational theory  
"setting clear and challenging goals can lead to better  
Performance"

Necessary conditions for high performance:

- goal acceptance | goal commitment
- goal specificity
- goal difficulty
- feedback on progress toward goal

Importance:

- one of the motivational theory

"setting clear and challenging goals can lead to better  
Performance

necessary conditions for high performance: accept

- goal acceptance / goal commitment

- goal specificity

- goal difficulty → capability

- feedback on progress toward goal

Importance: can help you

- goal specificity
- goal difficulty - capability
- feedback on progress toward goal

Importance: can help you

What do you get - stay focused  
- stay motivated

- concentrate on learning new skills
- constantly improving yourself

- goal difficulty
- feedback on progress toward goal

Importance: can help you

- What do you get
- stay focused
  - stay motivated
  - concentrate on learning new skills
  - constantly improving yourself

\* avoid multiple goals bcz they lead to confusion.

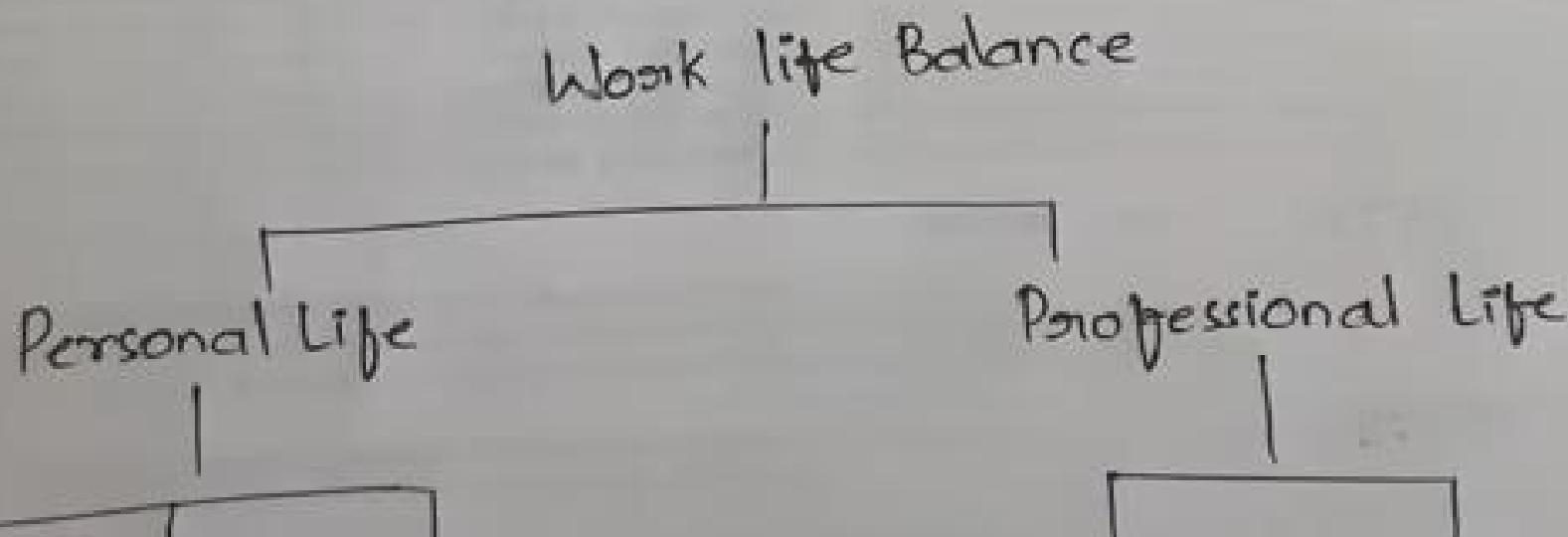
Example: Human Resources dept

- Goals
- Recruiting
  - Staffing
  - training
  - Rewards and compensation
  - Employee satisfaction & retaining

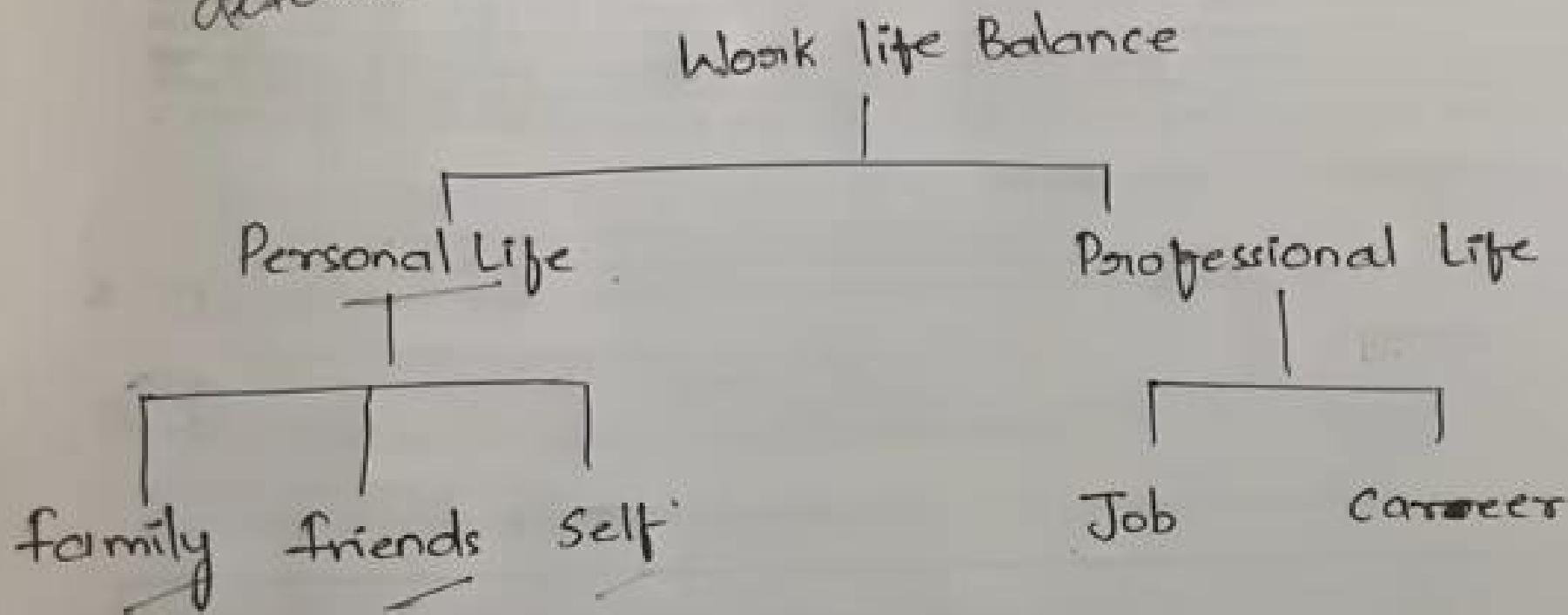
## \* QUALITY OF WORK LIFE:

means favourability/unfavourability of an employee to do job in that particular organization.

important factors → Work life balance.



determine



- this allows employees to have proper balance b/w

Personal and Professional life

- time management also

- this allows employees to have proper balance b/w Personal and professional life
- time management also.

### Steps to improve Work Life Balance:

1. Create work leisure plan
2. Leaving out activities that need more time and energy but having less importance (or) benefits.
3. Outsourcing time consuming work to others
4. Allocate enough time for relaxation
5. Prioritizing your work

Personal and Professional life

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## \* Benefits of work life Balance:

1. motivates employees and improves their performance
2. leisure time helps them to get relief from stress.
3. Relaxed employee has more productivity than stressed one.
4. Can have healthy life style because everything is done on time.

## \* SOCIO TECHNICAL DESIGN & HIGH PERFORMANCE WORK PRACTICES:

Socio technical design - integration of social and technological aspects of an organization

→ it includes network of users, developers, IT, and environments in which our organization is used and supported.

### High performance work practices:

→ it includes network of users, developments, IT, and environments in which our organization is used and supported.

- High performance work practices:
1. System Analysis - identify each system - reward, socio-economic
  2. Flexible working hours
  3. Job sharing facilities - better resource
  4. Job evaluation and role analysis techniques

## \* BEHAVIOURAL PERFORMANCE MANAGEMENT:

concept which reveals the kind of behaviour needed to achieve organizational goals.

### Reinforcement and punishment as principles of learning:

In behavioural performance management, we have 2

Principles

1. Reinforcement

2. Punishment

Reinforcement:

## Principles

1. Reinforcement }
  2. Punishment }
- maintain behaviour

## Reinforcement:

Accelerating the probability that a behaviour may reoccur

- 3 components

### 1. Positive Reinforcement:

Reward for a particular behaviour

Intensity of reward is according to behavior  
individual

## 2. Punishment

### Reinforcement:

accelerating the probability that a behaviour may reoccur

- 3 components , <sup>over</sup>  
<sub>near</sub> extinction

#### 1. Positive Reinforcement:

Reward for a particular behaviour

Intensity of reward is according to behaviour of an individual

#### 2. Negative Reinforcement:

## 1. Positive Reinforcement:

→ Pizza

Reward for a particular behaviour

Kids

→ homework

Intensity of reward is according to behaviour of an individual

## 2. Negative Reinforcement:

Taking away something to improve the behaviour

Ex. Example - Gadgets from kids

## 3. Extinction:

individual

2. Negative Reinforcement:

Taking away something to improve the behaviour

3. Example - Gadgets from kids

3. Extinction:

withdrawing or taking reinforcement back

- doing opposite of reinforcement

Ex: Taking rewards back

## Punishment:

Given to the person who has undesired behaviour  
- most commonly used tool to correct (or) modify the organizational behaviour.

Ex: Salary Reduction, Not giving increments, fines,  
removal from organization

→ Intensity of punishment depends on intensity of mistake done

→ Punishment can be either private or public

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→ Punishment is a very powerful tool, so should

- most commonly used tool -

organizational behaviour.

Ex: Salary Reduction, Not giving increments, fines,  
removal from organization

- Intensity of punishment depends on intensity of mistake  
done
- Small - Small  
big - big
- Punishment can be either private or public
- Punishment is a very powerful tool, so  
be used carefully.

## \* Process Of Behavioural Modification:

Step by step process to modify the behaviour of employee to improve the performance of the organization.

- ⑤ steps

### 1. Identification:

Managers should classify all behaviours as desirable (or) undesirable.

Next, important behaviours should be identified.

Step by step process to modify the behaviour of employee  
to improve the performance of the organization.

- 5 steps Iden, mean /~~Ap~~/, I, E.

#### I. Identification:

Managers should classify all behaviours as desirable (or)  
undesirable.

Next, important behaviours should be identified

## 2. Measurement:

frequency of critical behaviours should be measured

imp

↳ within limit - no action needed

more than limit - action should be taken.

## 3. Analysis:

Behaviours that require modification are identified in

the pre - step

behaviours are analyzed

## d. Measurement:

frequency of critical <sup>imp</sup> behaviours should be measured

~~Count~~  $\hookrightarrow$  within limit - no action needed

more than limit - action should be taken.

## 3. Analysis:

Behaviours that need modification are identified in the previous step

These behaviours are analysed



more than limit - action should be taken.



### 3. Analysis:

Behaviours that need modification are identified in the previous step

These behaviours are analyzed

Analyses → will give information about consequences of the behaviour.

### 4. Intervention:

Analysis → will give information about  
the behaviour.

#### 4. Intervention:

Once analysis is done, we should develop an effective  
intervention strategy and implement it.

↓  
to improve the behaviour

- ④ Strategies - positive reinforcement,  
extinction, punishment.

the behaviour.

#### 4. Intervention:

Once analysis is done, we should develop an effective intervention strategy and implement it.

to improve the behaviour

④ Strategies - positive, negative reinforcement,  
extinction, punishment.

- Evaluation:

to improve the behaviour

give → remove

④ Strategies - positive, negative reinforcement,  
extinction, punishment. →  
Takeback

### 5. Evaluation:

Evaluate if all the implemented strategies are  
working properly or not.

i.e undesirable behaviour is corrected or not

## \* LEADERSHIP THEORIES - ACTIVITIES & STYLES:

- ⑤ leadership theories

### 1. Great Man theory:

suggests that leaders are born with skills required  
for leadership (by birth)

- says that leadership ability is inherent  
"great leaders are born, not made"

### 2. Trait theory:

~~Leaders are born, not made~~

### for leadership (by birth)

- Says that leadership ability is inherent

"great leaders are born, not made"

### 2. Trait theory:

New leadership behaviours are compared with old and  
effective behaviour to determine if they are effective  
or not

### 3. Situational theory:

Leadership style should change according to situation.

## 2. Trait theory:

New leadership behaviours are compared with old and effective behaviour to determine if they are effective or not.

## 3. Contingency theory:

Leadership style should change according to situation.

i.e. not predetermined style

- also suggests that great leadership is a combination of many important factors.

Leadership style should change according to situation.

i.e not predefined style

- also suggests that great leadership is a combination of many important factors.

#### 4. Situational theory:

similar to contingency theory.

suggests that leaders should always change their leadership style according to situation by considering type of task, nature of their followers etc.

## 5. Behavioural theory:

focuses on behaviour and actions of leadership instead of their character

Ex.: Leader

- ③ behavioural skills are needed  
technical, human & conceptual.

### Activities of great leader:

- Establish your own leadership style
- Generate and maintain a plan
- Coordinates daily

Their character:

- ③ behavioural skills are needed  
technical, human & conceptual.

Schemer

good  
good leader

Activities of great leader:

- Establish your own leadership style
- Generate and maintain a plan
- motivate subordinates daily
- Evaluate the outcomes

Skills of great leader:

- Evaluate the outcomes

~~newly~~ is expectation

### Skills of great leader:

- Communication
- talk
- motivation
- delegating
- positivity
- trust
- creativity