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1. Explain the Factors influencing the organisational Behaviour (or) Determinants of OB?

A) OB provides a way of understanding human behaviour in the organisation. It exists at multiple levels, it occurs at the individual, group and the organisational system level. Individual behaviour covers such as opinion, motivation and job satisfaction.

### Factors influencing OB

People      Structure      Technology      Environment

#### 1. People :-

Organisations are human systems. Human feelings closely interact the organisational goals. Human beings are rare but unique resources. It requires understanding of behaviour of people in organisation.

#### a. Individual Differences :-

Human beings have common attributes. In spite of common agreement every person is unique. Essentially individuals are common by their feelings for social relations, family structure, Intelligence, self-reflexiveness, linguistic abilities & the ability to work for earning livelihood.

### b. Motivated Behaviour:-

Individual behaviour is caused by the importance they attach to the feelings which fulfill their needs, need fulfilment is a motivator so always there is a cause of human behaviour.

### c. Holistic personality:-

Scientific management studies conclude that peoples skills and capacities are productive, because of the way they are motivated by monetary rewards. But physical conditions, social life, organisation interactions of individuals form into whole system that determines Human Behaviour.

### d. Culture and values:-

people in an organisation are not simple mechanical beings they have expectations to abilities. people actions are evaluated by their culture, philosophy, values & ethics.

### 2. Structure:-

Organisations are social system if it is provided by clear definition of authority, responsibility & accountability, Division of labour, span of control and line & staff relationship. each of these aspects determine communication, motivation and commitment which regulate individual behaviour.

### 3. Technology:-

In recent year technology has been revolutionised in the pattern of organisational relationships. mechanical devices, computers and

Robots are used to replace human energy. Organisation works on technologies to help people in efficiently doing their work, same technology doesn't apply to each organisation but different organisation demand different technologies for their different lines of business. for ex:- Banks needs mediating technologies which connects customers and bankers, manufacturing companies needs long linked technology because of their assemble life process.

#### 4. Environment :-

All the factors influencing human behaviour are also depended environment of organisation. Environment can be 2 types.

1. Internal Environment. 2. External Environment.

Internal environment includes the conditions, factors and all the elements with in an organisation. For example ... employee moral, cultural, financial changes or issues with in an organisation.

External Environment includes competitors, government agencies, unions and political parties this influence is in a complex system that becomes the life style of the people.

Conclusion :-

The OB is influenced by the characteristics of human beings, structure, technology and external factors such as economic, technical, political, social, legal & cultural factors.

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2. What is personality? Explain the stages of personality development?

A. Personality development is a lifelong process influenced by various factors including genetics, Environment, experience and culture; several key stages are commonly recognised in personality.

1. Infancy & Early childhood :-

The foundation of personality development begins in infancy and early childhood.

During this stage interactions with caretakers and early experience play a crucial role in shaping emotional responsiveness and attachment.

2. Childhood :-

It marks a period of significant growth in personality development around age 3y-6y children start to develop a sense of initiative versus guilt, it has learning new skill and interact with peer.

3. Adolescence :-

It is a period of rapid physical, cognitive & emotional changes, according to Erikson Adolescence face the challenges of identity versus role confusion. It has more peer relation ship increases, influencing self concept and future aspiration.

#### 4. Middle - Adulthood :-

It has the age of 40-65.

It focuses on reality versus stagnation, adults strive to contribute to society, future generations through work, parenting, mentoring and community involvement etc..

#### 5. Late - Adulthood :-

It has the age of 65 and older, older adults reflects on their lives, seeking a sense of fulfillment and acceptance of life success & failure, maintaining social connections, adapting physical changes, in overall personality development.

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3. What is group decision making? Explain the factors influence the group decision making?

A Meaning :-

Group decision making involves a structured process to ensure the decisions are made collectively, drawing on the knowledge and insights of multiple individuals. In other words, a group decision making is a participating process, multiple individuals work together to analyse the problem and find out the solution out of the available set of alternatives.

Factors influencing Group Decision Making :-

1. Group Size :-

Large group have more diverse perspectives, it can harder to manage, more prone to conflict. Smaller groups are easy to co-ordinate but lack of diversity.

2. Group Norms :-

It has established norms around participation, communication and decision making influence how effectively the group functions.

3. Communication :-

Open and effective communication channels are essential for sharing information and building co-ordination.

#### 4. Decision Making process:-

structured process (Example: Brain storming, Nominal group technique etc.) can facilitate more effective decisions making.

#### 5. External Environment:-

Factors such as time pressure, organisational culture, and external threats can influence the decision making process.

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4. What is meant by conflict in group? What are its types.

A) Meaning:-

conflict occurs when individual or groups are not obtaining what they need or want seeking their own interest.

There are 4 kinds of conflicts

1. Inter personal conflicts.

2. Intra personal conflicts.

3. Intra-group conflicts.

4. Inter group conflicts

1. Interpersonal conflicts:-

It refers to a conflict between two individuals, this happens generally due to how people are different from one another which results in different choices and opinions. This type of conflict help in personal growth or developing your relationship with others. Adjustments is necessary for managing this type of conflict.

2. Intrapersonal conflict:-

Intrapersonal conflict occurs within an individual. The experience takes place in the persons mind. These conflicts arise due to competing needs and goals, various

barriers in the process of achieving goals. These factors complicate human adoption process it result in conflict.

### 3. Intragroup Conflict:-

Intra group conflict is a type of conflict that happens among individuals within a team. The misunderstanding among these individuals lead to an intragroup conflict. It arises from interpersonal disagreements or differences in views and ideas, within a team. Conflict can be helpful in coming up with decisions which will eventually allow them to reach their objectives as a team.

### 4. Intergroup conflict:-

It takes place when a misunderstanding arises among different teams within an organisation.

For ex:-

The sales department of an organisation can come to conflict with the customer support department. This is due to the difference set of goals & interest of different group.

5. What is the concept of leadership? Explain its characteristics?

A) Introduction:-

Leadership is an important element of the directing functions of management. Wherever there is an organised group of people working towards a common goal, some type of leadership is essential. He is a person who gives form to the unutilized energy in every man.

Meaning:-

Leaders and their leadership skills play an important role in the growth of any organisation. Leadership refers to the process of influencing the behaviour of people in a manner that they strive willingly and enthusiastically towards the achievement of group objectives.

Concept:-

A leader should have the ability to maintain good interpersonal relations with the followers or subordinates and motivate them to help in achieving the organisational objectives.

Definition:-

According to Koontz and O'Donnell - "Leadership is the ability of manager to induce subordinates to work with confidence and zeal".

Nature / characteristics :-

Influence the behaviour of others :-

Leadership is an ability of an individual influence the behaviour of other employees in the organisation to achieve a common purpose or goals, so that every they are willingly, co-operate with each other for the fulfilment of the same.

2. Inter-personal Process :-

It is an inter-personal process between the leader and the follower, the relationship between the leader and follower decides how efficiently and effectively the targets of the organisation would be met.

3. Continuous process :-

Leadership is a continuous process. A leader has to guide his employees every time and also monitor them in order to make sure and also resolve problems of the employees and building confidence in them regarding the organisation.

4. Building Work Environment :-

A good leader should maintain personal contacts with the employees and should hear their problems and solve them.

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## 5. Attainment of common organisational goals :-

The purpose of leadership is to guide the people in an organisation to work towards the attainment of common organisational goals. The leader brings the people and their efforts to achieve common goals.

6. what are the different styles of leadership?

A) Leadership styles encompass a spectrum of approaches, that leaders adapt to influence and guide their teams towards achieving organisational goals. Each style carries different characteristics and implications for team dynamics and performance, making it professional essential for leader to understand effectively apply these styles.

Definition :-

According to George R. Terry -

"Leadership is 'the activity of influencing people to strive willingly for group objectives'."

Styles of Leadership:-

1. Autocratic Leadership :-

This type of style involves centralized control, where leaders take decisions independently, without consulting their team members. It has strict supervision and limited input from subordinates, while it can be effective in crisis situations or when quick decisions are needed it may miss creativity, and morale in the long term.

2. Democratic leadership style :-

It is also known as participative

leadership. this style encourage collaboration and inclusiveness. In this the leader consult its subordinates before taking the final decision.

It provides necessary motivation to the workers by ensuring their participation and acceptances work methods.

### 3. Laissez-fair (or) free-rein leadership style:-

In this type of leadership the leader gives his subordinates complete freedom to take decision. this type of leadership creates self-confidence in the workers and provides them an opportunity to develop their talents. it may not work under all situations with all the workers under all situations.

### 4. Transformational leadership:-

In this leadership the leaders are inspire and motivate their teams by articulating a competing vision & aligning individual goals with organisational objectives. this style fosters a culture of innovation and continuous improvement.

### 5. Transactional Leadership:-

In this leadership focuses on the exchange of relationship between leaders and followers, the set clear expectations, goals, performance standards and use rewards and punishment to motivate their team members. this approach has clarity and accountability.

7. Explain the factors driving organisational change?

### A) Factors driving organisational change

#### Internal Factors

control

changes in managerial personnel

internal inefficiencies.

internal pressures

#### 1. Internal Factors:-

Control :-

people at high managerial posts want to retain control over organisational activities. They have their own philosophies and ways of working. They introduce new organisation designs and control systems which are followed in the organisation.

Changes in managerial personnel :-

It is also requires the organisation to change its values and philosophies.

Changes in operative personnel also requires the organisation to change its values and beliefs to match those who join the organisation.

Internal Inefficiency :-

Organisation may change their structures because of internal inefficiencies like imbalance between narrow and wide span of

management, centralization and decentralization, line & staff relationships, internal and external environment, communications system etc...

Internal pressures:-

Attitudes of employees also enforce change. Disatisfaction with the working conditions, interpersonal relationships reflect negative behaviors towards managers, which may force employees to change their policies, procedures and strategies etc...

2. External Factors:-

Technological factors:-

In modern world is facing constantly changing technology, information systems and computerization, decision support system. If organization fails to update their technology and manage information system, they will not be able to survive in the market.

Market factors:-

Market conditions are not static the process of rapid change as the needs, desires and expectation of the customers change rapidly and frequently more over there is tough competition in the market. As the market flooded with new products and innovation Every day. New method of advertising are used to influence the customers.

Social factors:-

The norms for pollution, safety and

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working conditions, health consciousness, geographical movements of workers. there age competition, education etc., are the social factors that necessary changes in the organisational policies.

#### Political Factors:-

Business Enterprises and government actively interact with each other changes in government policies with respect to taxation and corporate governance, new laws and court decisions requires the organisation to change their policies according to this regulation.

8. What is organisational development? Explain its importance.

A) Meaning:-

Organisational development is a system wide application of behavioural science knowledge to the planned development & reinforcement of organisational strategies, structure & process for improving an organisation effectiveness.

Definition:-

According to Burke - "Organisational development is a planned process of change in an organisation culture through the utilization of behavioural science, technology, research and theory."

Importance of organisational development :-

The field of organisational development is extremely broad, one of the problems in communicating clearly what the field entails organisational development is not a technique or group of tools through some organisational development professional practice.

Organisational development might be used in any of the following situations,

1. to develop the organisation missions statement or vision statement for what it wants to be
2. To create a strategic plan for how the

Organisation is going to make decisions about its future and achieving that future.

3. To help the align functional structures in an organisation so they are working together for a common purpose.

4. To manage conflicts that exists among individuals, groups and so on... Such conflict disrupt the ability of the organisation to function in an healthy way.

5. To create a collaborative environment that helps the organisation be more effective and efficient

6. To assess the working environment; to identify strength on which to build and area in which change, and improvement and to provide help and support for employees.

7. To assist in the development of policies and procedures that will improve the on going operation of the organisation.

q. Explain the factors influencing organisational culture?

A. "culture is the set of important understandings that members of a community sharing common". It consists of a basic set of values, ideas, perceptions, preferences, concept of morality, conduct etc..

Definitions-

"The organisational culture is a system of shared beliefs and attitudes that develop within an organisation and guide the behaviour of its members".

Factors influencing:-

1. Individual working with the organisation:-

The employees in their own way contribute to the culture of the work place. The attitudes, mentalities, interest, perception even the thought process of the employees effect the organisation culture.

Ex:-

Organisation with majority of young star encourage healthy competition at the work place and the employees are always on the toes to perform better than the fellow workers.

2. Nature of the Business:-

It also effect the culture of the organisation.

Ex:- stock broker industry, Banking industry, financial services are all depended on external factors like demand and supply, earning per share and so on.

### 3. Organisational goals and objectives:-

The strategies and procedures designed to achieve the targets of the organisation also contribute to its culture. Individuals working with government organisations adhere to set guidelines but don't follow a procedure of feedback to forming its culture.

### 4. Management Style:-

There are certain organisations where the management allows the employees to take their own decisions and let them participate in strategic making. In such a culture, employees get attached to their management and look forward to a long term association with the organisation.

### 5. Employee diversity and backgrounds:-

The diversity of employees including their backgrounds, experiences, skills and perspectives, enriches organisational culture by bringing to change points and approaches to problem solving and innovation.

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## 6. Communication strategies:-

Communication strategies also effect the culture of organisation. The strategies like how information is communicated, transparency in decision making and accessibility of leadership contribute to trust and alignment with cultural values.

10. Explain the difference between organisational culture and organisational climate?

A. Organisational culture:-

Organisational culture refers to the underlying values, beliefs, norms and behaviour that define the organisation's identity and guide how individuals within the organisation interact and make decisions.

Organisational culture/ climate:-

Organisational climate refers to the immediate perception and attitudes of employees towards the work environment at a particular point of time. It reflects employee experience, feelings and perceptions about aspects such as leadership, communication, team work, and job satisfaction.

Difference	Culture	Climate
concept	OC reflects the atmosphere of the organisation which has evolved over a number of years. It takes years for organisation to develop culture and climate is generally	It reflects current atmosphere of the organisation in which the employees work. It provides opportunities to perform jobs according to the skills and

	reflected for short period	a reward system.
Evolution	It evolves over years, an organisation earns goodwill and reputation through its culture. It views a feel of the organisation itself.	It evolves according to the needs of the organisation to adapt to the internal and external environment. It gives a feel of current atmosphere of the organisation.
manipulation	organisation culture can't be easily manipulated and changed as it takes years to develop organisational culture, changed are introduced only if felt absolutely necessary. members have to change their behaviour according organisation Behaviour.	organisation climate can be manipulated and changed according to the needs of the environment. It can changed according to behaviour of its employees.

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Focus	Organisation culture is defined within the values & norms of the organisation.	organisation climate focused on current work practices of the organisation.
perspective.	Organisation culture is a broader framework that determines its culture. It is short term perspective that defines its ability to adapt functioning	organisation climate is short-term perspective that defines employees feelings about what the organisation and organisation culture defines. what the organisation is as perceived by those who deals with the organisation.