**FOME Questions 1 to 15 Answers**

**1&2) Different types of organisational structure -its advantages and disadvantages.**

1. Simple Structure

Definition: A basic organizational model used primarily by small businesses where the owner has direct control and decision-making power.

Advantages: Fast Decisions - Quick to adapt. Low Costs - Fewer managers, lower expenses.

Disadvantages: Growth Limits - Hard to scale up. Role Confusion - Unclear job responsibilities.

2. Functional Structure

Definition: An organization that groups employees based on specific functions or roles (e.g., marketing, finance, production).

Advantages: Expertise - Specialists in their fields. Clear Roles - Defined job responsibilities.

Disadvantages: Isolation - Departments may not communicate well. Narrow Focus - Employees may miss the big picture.

3. Divisional Structure

Definition: An organization divided into semi-autonomous divisions, each responsible for its own products, projects, or geographic areas.

Advantages: Product Focus - Tailored strategies for each division. Accountability - Clear performance tracking.

Disadvantages: Resource Duplication - Higher costs due to repeated resources. Internal Competition - Divisions may compete instead of collaborate.

4. Matrix Structure

Definition: A hybrid organizational model where employees report to multiple managers (e.g., functional and project managers).

Advantages: Collaboration - Promotes teamwork across functions. Balanced Perspectives - Combines multiple viewpoints.

Disadvantages: Confusion - Dual reporting can create ambiguity. Authority Conflicts - Competing demands from managers.

5. Virtual Network Structure

Definition: An organization that relies on a central entity that outsources functions to external partners while maintaining a network of relationships.

Advantages: Cost Savings - Lower overhead by outsourcing. Access to Experts - Tap into specialized skills.

Disadvantages: Reliance Risks - Dependence on external partners. Coordination Issues - Managing networks can be tricky.

6. Hybrid Structure

Definition: A combination of different organizational structures tailored to meet the unique needs of an organization.

Advantages: Tailored Fit - Mix of structures to suit needs. Flexible Growth - Adapts easily to changes.

Disadvantages: Complex Management - Can lead to confusion. Resource Balancing - Difficult to allocate resources effectively.

**3) Define organisation.**

An organization is a group of two or more members interacting with each other in a deliberately structured setup, working in an independent manner to achieve common goals/objectives.

**4) Importance of organisation.**

Organization is a crucial concept in management that enables businesses to achieve their goals efficiently and effectively. It brings together various departments, groups similar and related jobs, and establishes coordination between them, leading to improved communication, enhanced resource allocation, and streamlined decision-making. This structured approach fosters collaboration, increases productivity, and ultimately drives the organization toward its strategic objectives.

**5) Stages and strategies of Organizational Life Cycle.**

1. Introduction

- Focus on product development and market research to establish a foothold.

- Build brand awareness through marketing and promotional efforts.

- Identify target customers and refine the business model based on feedback.

2. Growth

- Expand market reach by increasing sales and exploring new markets.

- Invest in resources and infrastructure to support increasing demand.

- Enhance product offerings and improve customer service to retain and attract customers.

3. Maturity

- Optimize operations for efficiency and cost management as growth stabilizes.

- Diversify product lines or explore new market segments to sustain revenue.

- Strengthen customer relationships and loyalty programs to maintain market position.

4. Saturation

- Focus on differentiation to stand out in a crowded market.

- Explore partnerships or acquisitions to expand capabilities and market share.

- Implement aggressive marketing strategies to reinvigorate interest in products.

5. Decline

- Assess and identify the causes of decline to implement corrective measures.

- Consider restructuring or downsizing to reduce costs and improve profitability.

- Explore opportunities for innovation or pivoting to new markets or products to rejuvenate growth.

**6) OB meaning. scope and nature**

Definition:

Organizational Behavior is a field of study that investigates how individuals, groups, and structures affect behavior within organizations. It aims to apply this knowledge to improve organizational effectiveness. OB focuses on understanding, predicting, and influencing human behavior in organizational settings.

Scope:

- Human Behavior: OB studies what people do in organizations and how their behavior impacts overall performance.

- Performance Concerns: It addresses issues such as absenteeism, turnover, and productivity.

- Core Determinants: OB includes key work determinants like motivation, leadership, power, politics, and conflict.

Nature:

- Multifaceted: OB is characterized by the interaction of various factors, including value systems, emotional intelligence, organizational culture, job design, and the work environment.

- Levels of Analysis: It operates on three levels: individual behavior, inter-individual behavior, and organizational behaviors.

- Scientific and Artistic: OB combines scientific research with practical application, making it both a science and an art.

- Mutual Benefit: The study of OB is beneficial to both organizations and individuals, fostering a better workplace environment and enhancing productivity.

**7) Challenges, models of OB**

**Challenges of Organizational Behavior:**

1. Responding to Globalization:

- Managing foreign assignments and working with diverse cultures.

- Dealing with anti-capitalism backlash and job movements to low-cost countries.

- Handling outsourcing and various sourcing strategies.

2. Managing Workforce Diversity:

- Embracing diversity and addressing changing demographics.

- Recognizing and responding to differences among employees.

3. Improving Quality and Productivity:

- Implementing quality management for continuous improvement and customer satisfaction.

- Reassessing work processes to improve efficiency.

4. Responding to Labor Shortages:

- Addressing fewer skilled workers and early retirements.

5. Improving Customer Service:

- Meeting higher expectations for service quality and creating customer-focused cultures.

**Models of Organizational Behavior:**

1. Autocratic Model

- Focuses on authority and control.

- Managers make decisions, and employees are expected to follow orders.

- Works best in environments where strict control is needed.

2. Custodial Model

- Emphasizes providing economic security and benefits to employees.

- Employees are motivated by security and benefits rather than autonomy or creativity.

- Often results in passive cooperation rather than active engagement.

3. Supportive Model

- Focuses on leadership and support.

- Managers provide encouragement and help employees grow.

- Employees are motivated by job satisfaction and involvement.

4. Collegial Model

- Encourages teamwork and shared responsibility.

- Employees and managers work as partners, with less hierarchy.

- Focuses on collaboration and mutual respect.

5. SOBC Model (Stimulus-Organism-Behavior-Consequences)

- Based on behavioural psychology.

- Stimulus leads to a reaction from the individual (organism), which then drives behavior, resulting in consequences.

- Helps in understanding how various stimuli influence employee behavior and outcomes.

**8) Disciplines contributing to OB**

1. Psychology: Provides insights into individual behavior, motivation, perception, and learning processes, helping to understand how people think and behave in organizational settings.

2. Sociology: Offers knowledge about group dynamics, social structures, and interactions among individuals, which are essential for understanding teamwork and organizational culture.

3. Anthropology: Contributes to the understanding of organizational culture and diversity, examining how cultural factors influence behavior and practices within organizations.

4. Political Science: Focuses on power dynamics, influence, and conflict resolution, which are crucial for understanding leadership, negotiation, and decision-making processes in organizations.

5. Social Psychology: Explores how individuals’ thoughts, feelings, and behaviors are influenced by the presence of others, emphasizing group behavior, social perception, and interpersonal relationships in organizations.

**9) Factors Determining Individual Behaviour.**

1. Personal Factors: age, gender, education, personality traits, and physical abilities.

2. Environmental Factors: social norms, cultural background, family influences, economic conditions, and geographic location.

3. Psychological Factors: motivation, perception, attitudes, learning, and emotions.

4. Organizational Factors: work culture, leadership style, job design, compensation and rewards, and group dynamics.

**10) Individual behaviour models.**

Rational Economic Man: Focuses on economic incentives and assumes people are motivated by financial gain. Behavior is driven by the desire to maximize personal wealth.

Social Man: Motivated by social needs, like belonging and relationships. People are influenced by their social environment and interactions.

Organizational Man: Puts organizational interests first and aligns personal behavior with the goals of the organization. Loyalty and conformity to the organization are key.

Self-Actuating Man: Self-motivated and driven by personal growth and self-fulfilment. People seek to reach their full potential.

Complex Man: Reflects the complexity of human behavior, recognizing that people have diverse needs and motivations. It challenges the simplicity of earlier models.

**11) Personality meaning determinants**

Environmental Factors: The surroundings and conditions people grow up in, including their community and lifestyle, shape their personality.

Physical Factors: Attributes like height, weight, and health can influence how a person perceives themselves and interacts with others.

Situational Factors: Specific situations or experiences can temporarily or permanently affect how a person behaves and reacts.

Hereditary: Genetic factors passed down from parents, such as temperament and certain traits, play a significant role in shaping personality.

Family and Social Factors: Family upbringing, relationships, and social interactions influence personal values, attitudes, and behavior.

Cultural Factors: The culture a person is raised in shapes their beliefs, norms, and overall worldview, impacting their personality development.

**12) Bigg five, Sigmund Freud and other theories**

**The Big Five/Five Factor Model:**

Openness: Reflects creativity, curiosity, and willingness to explore new ideas and experiences.

Conscientiousness: Involves being organized, responsible, and dependable in pursuing goals.

Extraversion: Characterized by sociability, energy, and a preference for interacting with others.

Agreeableness: Represents kindness, empathy, and cooperation in dealing with others.

Neuroticism: Indicates emotional instability, anxiety, and tendency to experience negative emotions.

**1. Sigmund Freud’s Psychoanalytic Theory:** Freud proposed that personality is shaped by unconscious motives and conflicts. He emphasized the influence of early childhood experiences and introduced the id (instinctual desires), ego (rational self), and superego (moral conscience). Key components include defense mechanisms, such as repression (burying distressing thoughts) and projection (attributing one’s own feelings to others).

**2. Carl Jung’s Analytical Psychology:** Jung expanded on Freud's ideas, introducing concepts like the collective unconscious (shared memories and experiences of humanity) and archetypes (universal symbols and themes). He emphasized the importance of personal growth and individuation, where individuals integrate different aspects of themselves.

**3. Trait Theory**: This approach focuses on identifying and measuring individual personality characteristics (traits) that remain stable over time. It suggests that personality can be described in terms of a set of traits that predict behavior.

**13) Perception features & importance**

**Features of Perception:**

1. Organizing and Interpreting: Perception involves making sense of the sensory information we receive from our environment.

2. Subjectivity: Everyone perceives things differently based on their experiences and knowledge.

3. Information Selection: We choose what information to pay attention to and what to ignore, affecting our understanding.

4. Categorization: We categorize information to help make sense of complex situations.

5. Existing Knowledge: Our past experiences and beliefs influence how we interpret new information.

**Importance of Perception:**

1. Influences Behavior: Our perceptions shape how we act and respond to situations.

2. Decision-Making: Perception affects how we interpret information and make choices.

3. Social Interactions: How we perceive others influences our relationships and communication.

4. Understanding Reality: Perception helps us understand and navigate the world around us.

5. Learning and Adaptation: It allows us to learn from experiences and adjust our behavior accordingly.

**14) Factors determining Perception, Perception theories**

**Factors Influencing Perception:**

**Factors in the Perceiver:**

- Attitudes: Our beliefs shape how we see things.

- Motives: What we want affects our interpretation.

- Interests: Personal interests influence what we notice.

- Experiences: Past experiences shape our views.

**Factors in the Situation:**

- Time: The time of day can impact perception.

- Work Setting: The environment affects how we perceive things.

**Factors in the Target:**

- Novelty: New things catch our attention.

- Motion: Movement influences perception.

- Sounds: Auditory cues affect our understanding.

- Size: Size can impact focus.

- Background: Context matters in perception.

- Proximity: Nearby objects influence how we see them.

- Similarity: Similar items are grouped together in our minds.

**The Perception theories**

1. Attribution Theory: This theory examines how we determine whether a person's behavior is influenced by their own choices (internal factors) or by external circumstances. It helps us understand the reasons behind actions and decisions.

2. Perceptual Defense: This refers to the tendency of individuals to protect themselves from uncomfortable or threatening information. People might ignore or dismiss ideas, objects, or people that they find challenging or threatening.

3. Perceptual Distortions: These are common errors that can affect how we perceive others:

- Stereotyping: This is when we assume that someone belongs to a group and apply generalizations about that group to them.

- Halo Effect: This occurs when we form an overall impression of a person based on one strong characteristic, whether positive or negative.

- Projection: This is the tendency to see our own traits in other people, assuming they share the same qualities.

- Contrast Effects: Our reactions to someone can be influenced by others we have recently encountered, leading us to make biased judgments.

- Selective Perception: This is the tendency to notice and focus on characteristics that stand out to us while ignoring others.

- Primacy Effect: This refers to the tendency to remember information presented first more clearly.

- Recency Effect: This is the tendency to remember the most recent information or experiences more easily.

**15) Errors and bias**

Overconfidence Bias: Believing too much in our own ability to make good decisions.

Anchoring Bias: Focusing too much on the first piece of information we receive.

Confirmation Bias: Only paying attention to information that supports our existing beliefs.

Availability Bias: Relying on information that is easiest to recall.

Representative Bias: Judging a situation based on how closely it matches something familiar.

Escalation of Commitment: Increasing commitment to a previous decision despite negative information.

Randomness Error: Trying to find meaning in random events, leading to a false sense of control or superstitions.

Hindsight Bias: Believing that we could have predicted an outcome after it has already happened.