1. Concept and Key Elements of OB.

ANS.1)

Concept of OB

Organizational behavior is directly concerned with the understanding, prediction, and control of human behavior in organizations. Organizational behavior is the study of both group and individual performance and activity within an organization.

This area of study examines human behavior in a work environment and determines its impact on job structure, performance, communication, motivation, leadership, etc.

It is the systematic study and application of knowledge about how individuals and groups act within their work organizations. OB draws from other disciplines to create a unique field.

For example, when we review topics such as personality and motivation, we will again review studies from the field of psychology. The topic of team processes relies heavily on the field of sociology.

Key Elements of OB

There are two main factors which are studied under organization Behaviour term: Individual's nature and the organization's nature. After understanding both the terms properly efforts are made to develop better compatibility between these 2 terms.

There are basically 4 elements which are studied under the term "Organizational Behaviour".

These are **People, Structure, Technology and Environment**.

The elements are discussed below:

People

People refer to different employees working in organizations.

These peoples work as either individually or in groups and make up the whole working structure of the organization.
These are very important factor and as there is no alternative available in place of its employees for the companies. Employees help in achieving the objectives of the organizations.

They need to managed and treated properly.
Managers are required to properly study and understand the nature of their different employees.
It will help in developing better employee and employer relations.
Productivity will eventually improve by properly understanding this element.

Structure

- Structure is related to the roles and relationship of different individuals working in an organization.
- It is important that the roles and responsibility of each individual working in an organization should be defined clearly.
- It avoids any confusion and leads to better efficiency of peoples working there.
- It enables the proper division of whole work and allocating right work to the right person.
- Employees, when getting work as per their skill, achieve better efficiency and help in the attainment of goals in a better way.
- Therefore, the structure has an important role in developing the proper employer and employee relation network.

Technology

- Technology is the one with the help of which employees are able to perform their task effectively.
- In its absences, it is difficult for employees to work with bare hands.
- Technology makes the task and work of people easy.
- It includes different machines, methods, tools and resources.
- The requirement of technology depends upon the nature of work to be done and scale of operations.
- Technology has an important role in improving the work quality and reducing the cost of production.
- However, the usage of technology puts certain restrictions on the freedom of people working.
- It requires different terms and conditions to be followed.

Environment

- Environment is a crucial part of organization Behaviour.
- There are two types of environments within which organization exist that is the internal environment and external environment.
- Organization can't exist alone and is a part of large system containing numerous elements like society, family, government and other organizations.
- Internal environment refers to organization culture, its structure and its resources.
- Whereas the external environment includes various political, social, economic, cultural and technological factors.

All these factors have different influence on the working of the organization and need to be studied properly.

2. Objectives & Scope of OB

ANS.2)

Objectives of OB

1. Understands Employee's Behavior

Organizational behavior plays an efficient role in understanding the behavior of people working within organization. It acquires and provides all information regarding behavioral aspects of employees to managers. Managers are able to get which employees behave in what way while performing their roles.

2. Enhancing Organizational Efficiency

It helps in increasing the overall efficiency of organization. Organizational behavior aims at fuller utilization of all resources and eliminating the wastage. It enables managers in selecting the right personnel and matching them with right job by properly understanding their behavior.

3. Resolving Conflicts

Organizational behavior focuses on avoiding and resolving all conflicts arising within the organization. It helps in developing better employer-employee relations and promotes co-operation. Proper knowledge of human behavior enables in treating them accordingly. All people are encouraged for participation in decision making which reduces any conflicts arising due to difference in opinions.

4. Motivating Employees

It supports managers in motivating the people working under them towards their roles. Managers with application of organizational behavior are easily able to identify their needs and problems. They develop better understanding towards them. By focusing and fulfilling their needs efficiently, they can be motivated to work with full dedication towards achievement of desired targets.

5. Enables Performance Appraisal

Rewarding employees in accordance with their performance is an efficient way of improving their productivity. It motivates them to work better in view of getting more rewards. Organizational behavior helps management in appraising the work quality of employees by providing them with all details regarding them.

6. Optimum Utilization Of Employees

Organizational behavior focuses on fuller utilization of all resources. It enables managers to understand the working styles of employees and their skills and weakness. Management with the help of proper understanding can impart proper training and develop employees for using them in an optimum way. It ensures that right man is placed at right job and delivers efficient output.

7. Stimulates Innovation And Change

Every business is required to keep itself updated in terms of technological changes to beat competition in market. Organizational behavior studies all market changes and requirements from time to time. It provides all such information to management for implementation of required market changes within the organization. It support business in bring innovative and differentiated products in market at minimized cost.

Scope of OB

Organizational Behaviour helps to understand the different activities and actions of people in the organization. It also helps to motivate them.

The Scope of the organisational behaviour can be explained with the help of following points. It covers various areas which are as follows.

- Individual Behaviour
- Interpersonal Behaviour
- Organisational Behaviour

Understanding people is not sufficient and hence OB extends its scope to structure, technology and the environment also. Elements given below can be undertaken as a part of the scope of organisational behaviour.

- People
- Environment
- Technology and
- Structure

People, structure, technology and the external environment are the key elements of the organizational behaviour. Simply the scope of this mix of elements is the scope of Organisational Behaviour.

- The first three elements are micro-level.
- The last one is at the macro level.
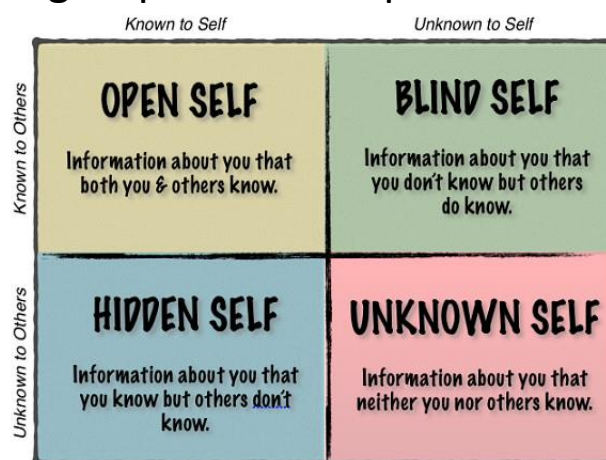
3. Johari Window Model

ANS.3)

The Johari Window model is a simple and useful tool for illustrating and improving self-awareness and mutual understanding between individuals within a group. It can also be used to assess and improve a group's relationship with other groups. **This model is, therefore, particularly useful in team development.**

Today the Johari Window model is especially relevant due to the modern emphasis on, and influence of, 'soft' skills, behaviour, empathy, cooperation, inter-group development and interpersonal development.

The Johari Window concept is particularly helpful in understanding employee/employer relationships within the Psychological Contract. Over the years, alternative terminology has been developed and adapted by different people—particularly for descriptions of the four regions—hence the use of different terms in this explanation.

Luft and Ingham called their Johari Window model 'Johari' after combining their first names, Joe and Harry. In early publications, the word appears as 'JoHari'. The Johari Window soon became a widely used model for understanding and training self-awareness, personal development, communication, interpersonal relationships, group dynamics, team development and inter-group relationships.

	Known to Self	Unknown to Self
Known to Others	**OPEN SELF** Information about you that both you & others know.	**BLIND SELF** Information about you that you don't know but others do know.
Unknown to Others	**HIDDEN SELF** Information about you that you know but others don't know.	**UNKNOWN SELF** Information about you that neither you nor others know.

This model is also referred to as a 'disclosure/feedback model of "self-awareness" and by some people as an "information processing tool".

The Four Regions of the Johari Window Model

1. What is known by the person about themselves and is also known by others - **open area, open self, free area, free self, or 'the arena'**

2. What is unknown by the person about themselves, but which others know - **blind area, blind self, or 'blindspot'**

3. What the person knows about themselves that others do not know - **hidden area, hidden self, avoided area, avoided self or 'facade'**

4. What is unknown by the person about themselves and is also unknown by others - **unknown area or unknown self**

4. Life Position in Transactional analysis

ANS.4)

Life Position in TA:

Behaviour of a person depends upon his experience at different stages of his life. He develops a philosophy towards work from early childhood which becomes part of his identity and remains with him for lifetime unless some external factor changes it. These positions are called life time positions.

They fall into four categories:

(a) I am OK, You are OK.

(b) I am OK, You are not OK.

(c) I am not OK, You are OK.

(d) I am not OK, You are not OK.

	Negative	Positive
Positive	I am OK You are not OK	I am OK You are not OK
Negative	I am not OK You are not OK	I am not OK You are OK

(Attitudes toward self) — (Attitude toward others)

(a) I am OK, You are OK:

This life position represents adult ego of a person. It becomes the philosophy of a person who has good and positive experiences with others. They feel confident about themselves and others. Managers with this life position believe in give and take. They are competent to take decisions and also allow others to participate in the decision-making processes. They delegate authority and express confidence and consistency in others. They are not threatened by others and express freely what they want to express.

(b) I am OK, You are not OK:

This life position represents parent ego of a person who is brought up as a rebellious child. They have critical attitude towards others. They believe whatever they do is right and blame others for their wrong acts. This usually happens when a person is ignored as a child.

Managers with this life position have critical attitude towards others. They find faults with others and lack trust, faith and confidence in them. They believe whatever they do is right and, therefore, do not delegate tasks to others.

(c) I am not OK, You are OK:

This life position represents a state of distrust in the person himself. He lacks confidence in whatever he does. He believes he cannot do things that people around him can do and, therefore, keeps grumbling most of the times about something or the other.

Managers with this life position are usually not good managers. They do not perform well, have an erratic behaviour, feel guilty for their acts and often use excuses to act against others.

(d) I am not OK, You are not OK:

This life position represents a desperate state of persons who have lost interest in life. They have been brought up as neglected children and, therefore, have negative attitude towards life. In extreme situations, they may even commit suicide. Managers with this life position do not believe in themselves and others. They make mistakes in work, do not make proper decisions and also do not believe in decisions made by others.

One of these life positions dominates every person at a point of time. The optimum position is 'I am OK, You are OK where a person believes in himself and others. It represents an adult- adult transaction and a psychologically matured state of mind. This position can be achieved through education and managers should try to reach this stage through training and development programmes in their interest and interest of the organisation.

5. Psychoanalytic Theory Of Personality

ANS.5)

A theory is a simple model of reality that helps us understand, explain, predict and deal with reality. We have some theories that explain an individual's personality.

Sigmund Freud's Psychoanalytic Theory

This theory is based on the belief that man is encouraged more by unforeseen forces than the conscious and logical thought. Freud believed that most of the things in life are not present at the conscious level but they are present at an unconscious level.

The features of Freud's theory include three attributes – Id, Ego, and Superego.

- **Id** – It defines the innate component of personality. It is the impulsive and unconscious part of mind that seeks immediate satisfaction. **Example** – A hungry baby cries till he/she is fed.
- **Ego** – It is derived from Id and assists in dealing with the external world. It also helps in translating the inner needs into expressions. It deals with practical and rational thinking process. **Example** – We have a fight with our friend and expect the friend to talk first, even though both of us want to talk.
- **Superego** – It is different from ego and is partially unconscious. It includes the traditional values of society as interpreted by our parents. It also helps in the integral vision of punishment. **Example** – Ram came late today so he is grounded for a week.

Erikson's Theory

This theory states that personality is groomed throughout lifetime. He presents eight distinct stages each with two possible outcomes. Successful completion of each stage leads to a healthy personality. These stages are –

- **Infancy** – It is the period between 0-1 years of age. In this stage, children learn the ability to trust others depending on their caregivers. Unsuccessful completion in this stage results in anxiety and insecurity. **Example** – Children of this age are more comfortable with those faces they see more often and not with strangers.
- **Early Childhood** – It is the period between 1-3 years of age. In this stage, children learn to be independent. If given support, they become more confident else they become dependent over others. **Example** – Children in this age are taught how to walk, how to talk etc.
- **Play Age** – It is the period between 3-6 years of age. In this stage, children assert themselves frequently. The failure leads to development of a sense of guilt among them. **Example** – Children in this age group, need to be taught how to behave and should be taught to be focused.
- **School Age** – It is the period between 6 years of age till puberty. In this stage, children become more innovative. They feel confident and want to achieve their goals. If not encouraged they may feel inferior. **Example** – Teenagers should be protected and parents need to understand them and should handle them patiently.
- **Adolescence** – This stage is a transformation from childhood to adulthood. Here children find their own identity and should be guided and supported in order to help them choose the right direction. **Example** – Decision such as which stream to choose science or commerce etc. happens during this stage.
- **Young Childhood** – This stage is also known as young adulthood. Here, they begin to open up and become more intimate with others. **Example** – Making close friends.

- **Adulthood** − In this stage, they focus on establishing career and settling down with relationships that are important. **Example** − Applying for jobs.
- **Mature Adulthood** − In this stage, a person is old and thus in this stage the productivity slows down. **Example** − Taking care of the family.

Sheldon's Physiognomy Theory

This theory was proposed by William Sheldon. He presents personalities by classifying individuals into convenient categories based on their body shapes. They are −

- **Endomorphs**
- **Mesomorphs**
- **Ectomorphs**

Endomorphs

In this category, the body is soft and spherical. People with this kind of personality love comfort, eat a lot, like to be around people and desire affection. Some common endomorph features are large amount of fat accumulation, insatiable appetite, larger frame etc.

Some endomorph personalities are John Goodman, Jack Black etc.

Mesomorphs

In this category, the body is hard and rectangular physique. People with this kind of personality like to take risk, are courageous and have power. Some common mesomorph features are wide shoulders, small waist, low body fat.

Some mesomorph personalities are Jennifer Garner, Tina Turner etc.

Ectomorphs

In this category, the body is fragile, flat chest and delicate body. People with this kind of personality are anxious, ambitious and dedicated. Some common ectomorph features are narrow frame, low body fat, etc.

Some notable ectomorph personalities are Brad Pitt, Bruce Lee etc.

6. Determinants of Personalities

ANS.6)

Determinants of Personality

The determinants of personality can be grouped in five broad categories:

1. **Biological Factors**
2. **Cultural Factors**
3. **Family Factors**
4. **Social Factors**
5. **Situational Factors**

1. Biological Factors

The study of the biological contributions to personality may be studied under three heads:

I. Heredity

Heredity refers to those factors that were determined at conception. Physical stature, facial attractiveness, sex, temperament, muscle composition and reflexes, energy level, and biological rhythms are characteristics that are considered to be inherent from one's parents. The heredity approach argues that the ultimate explanation of an individual's personality is the molecular structure of the genes, located in the chromosomes.

II. Brain

The second biological approach is to concentrate on the role that the brain plays in personality. The psychologists are unable to prove empirically the contribution of the human brain in influencing personality. Preliminary results from the electrical stimulation of the brain (ESB) research give an indication that a better understanding of human personality and behaviour might come from the study of the brain.

III. Biofeedback

Until recently, physiologists and psychologists felt that certain biological functions such as brainwave patterns, gastric and hormonal secretions, and fluctuations in blood pressure and skin temperature were beyond conscious control.

Now some scientists believe that these involuntary functions can be consciously controlled through biofeedback techniques. In BFT, the individual learns the internal rhythms of a particular body process through electronic signals that are feedback from equipment that is wired to the body.

IV. Physical Features

A vital ingredient of the personality, an individual's external appearance, is biologically determined. The fact that a person is tall or short, fat or skinny, black or white will influence the person's effect on others and this in turn, will affect the self-concept.

2. Cultural Factors

Among the factors that influence personality formation is the culture in which we are raised, early conditioning, norms prevailing within the family, friends and social groups and other miscellaneous experiences that impact us.

The culture largely determines attitudes towards independence, aggression, competition, cooperation and a host of other human responses. According to Paul H Mussen, "each culture expects, and trains, its members to behave in ways that are acceptable to the group. To a marked degree, the child's cultural group defines the range of experiences and situations he is likely to encounter and the values and personality characteristics that will be reinforced and hence learned."

3. Family Factors

Whereas the culture generally prescribes and limits what a person can be taught, it is the family, and later the social group, which selects, interprets and dispenses the culture. Thus, the family probably has the most significant impact on early personality development.

A substantial amount of empirical evidence indicates that the overall home environment created by the parents, in addition to their direct influence, is critical to personality development.

The parents play an especially important part in the identification process, which is important to the person's early development.

According to Mischel, the process can be examined from three different perspectives.

- Identification can be viewed as the similarity of behaviour including feelings and attitudes between child and model.

- Identification can be looked at as the child's motives or desires to be like the model.

- It can be viewed as the process through which the child actually takes on the attributes of the model.

From all three perspectives, the identification process is fundamental to the understanding of personality development. The home environment also influences the personality of an individual. Siblings (brothers and sisters) also contribute to personality.

4. Social Factors

There is increasing recognition given to the role of other relevant persons, groups and especially organisations, which greatly influence an individual's personality. This is commonly called the socialization process.

Socialization involves the process by which a person acquires, from the enormously wide range of behavioural potentialities that are open to him or her, those that are ultimately synthesized and absorbed.

Socialization starts with the initial contact between a mother and her new infant. After infancy, other members of the immediate family – father, brothers, sisters and close relatives or friends, then the social group: peers, school friends and members of the work group – play influential roles. Socialization process is especially relevant to organisational behaviour because the process is not confined to early childhood, taking place rather throughout one's life. In particular, the evidence is accumulating that socialization may be one of the best explanations for why employees behave the way they do in today's organisations.

5. Situational Factors

Human personality is also influenced by situational factors. The effect of the environment is quite strong. Knowledge, skill and language are obviously acquired and represent important modifications of behavior. An individual's personality, while generally stable and consistent, does change in different situations. The varying demands of different situations call forth different aspects of one's personality.

According to Milgram, "Situation exerts an important press on the individual. It exercises constraints and may provide a push. In certain circumstances, it is not so much the kind of person a man is, as the kind of situation in which he is placed that determines his actions". We should therefore not look at personality patterns in isolation.

7. Leadership Meaning And Styles

ANS.7)

Leadership is the art of motivating people to work and focus towards a planned objective. It also encourages them to take up responsibilities and grow personally and professionally.

In an organisation, leadership is a vital management function that ensures improved efficiency and achievement of business objectives. Effective leadership provides clarity of purpose and guides the organisation to its mission.

Different Styles of Leadership

1. Democratic Leadership

A democratic leader makes decisions based on their team's opinion and feedback. In simpler words, they get everyone involved in the decision-making process.

However, this type of leadership cannot be used in the long run because of drawbacks like losing the leader's authority, debates, and miscommunication between team members. Here are some scenarios in which you can adopt a democratic leadership style:

- New project that requires constant brainstorming
- Solve complex business problems
- Tight-knit or small organisations like start-ups, etc.

Here are some features of this leadership style

- Transparent conversations
- Everyone's opinion counts
- Values collaboration and teamwork
- Encourages discussions

2. Autocratic Leadership

This is precisely the opposite of democratic leadership. The opinions of team members are not considered while making any business decision. Instead, leaders expect others to adhere to their decisions, which is not sustainable in the long run.

3. Laissez-faire Leadership

Laissez-faire means "let them do". This leadership style is the least intrusive and ensures that the decision-making authority lies with the team members.
This leadership style empowers team members and holds them accountable for their work. This motivates many team members to put their best foot forward, improving the organisation's efficiency and productivity.

4. Strategic Leadership

Strategic leadership is when leaders use their skills and capabilities to help team members and organisation achieve their long-term goals. Strategic leaders strive to get the best out of people or situations.

Here are some unique traits of strategic leaders

- They are interested in the well-being of others
- They are open-minded
- They are self-aware
- They are good at interpersonal communication

5. Transformational Leadership

Transformational leaders inspire others to achieve the unexpected. They aim to transform and improve team members' and organisations' functions and capabilities by motivating and encouraging them.

6. Transactional Leadership

This type of leadership is task-oriented, which means team members who meet the leader's expectations will be rewarded, and others will be punished. It is a prevalent leadership style based on the action-and-reward concept.

7. Coach-Style Leadership

This leadership style focuses on identifying and nurturing a team member's strengths and weaknesses. A coaching leader develops strategies that emphasise team members' success.
Though this is similar to strategic and democratic leadership styles, the focus here is more on the individual.

8. Bureaucratic Leadership

This kind of leadership style sticks to the rules. For example, they might listen to their team members' opinions while deciding.

8. Concept of Motivation and Maslow's Theory Of Motivation.

ANS.8)

Concept Of Motivation

Motivation can be described as the internal force that impacts the direction, intensity, and endurance of a person's voluntary choice of behavior. It consists of –

- **Direction** – focused by goals.

- **Intensity** – bulk of effort allocated.

- **Persistence** – amount of time taken for the effort to be exerted.

Example – A team leader encourages team members to work efficiently.

Features of Motivation

Motivation is an internal feeling, that is, it defines the psychological state of a person. It is a continuous process and we should make sure that it is not disturbed. A person should be encouraged completely.

Motivation consists of three interacting and dependent elements –
- **Needs** – The requirements or deficiency which is created whenever there is physiological imbalance.
- **Drives** – The various camps or events organized to motivate the employees and give them new opportunities.
- **Incentives** – Employees need to be rewarded for their nice work in order to keep them encouraged.

Importance of Motivation

We need to motivate employees because of the following reasons –
- Motivated employee are more quality oriented.
- Highly motivated employees are more productive as compared to other employees.
- It helps in achieving three behavior dimension of human resource namely
  - Candidates must be attracted not only to join but also remain in the firm.
  - Employees must perform task in a dependable manner.
  - Employees should be creative, spontaneous and innovative at work.

Maslow's Theory of Motivation

This theory was produced in order to answer the question "What motivates an individual". Every second need comes to force when the first need is satisfied completely. Maslow explained the hierarchy of needs by grouping them into two: deficiency needs and growth needs.

1. Physiological Needs

Every individual needs to take care of the basic requirements required to sustain. These requirements include food to eat, clothing to wear and shelter to live in. These necessities are relatively independent of each other but are finite.

2. Safety Needs

Everybody wants to stay in a protected environment with minimal danger so that they can have a peaceful life. Safety needs basically includes protection from physiological danger like accident and having economic security like bank accounts, health insurance

In an enterprise, it includes job security, salary increment, etc. The managerial practice to satisfy this involves offering pension scheme, provident fund, gratuity etc.

3. Social Needs

We have all heard that man is a social animal, we want to be there with those people where we are loved and we are accepted as we are; nobody wants to be judged. This is a common requirement every human desires. This theory helps managers to think about encouraging their employees by identifying employee needs. In short, it presents motivation as constantly changing force, expressing itself to the constant need for fulfilment of new and higher levels of needs.

4. Esteem

Esteem means the typical human desire to be accepted and valued by others. People often involve in a profession or hobby to gain recognition, earn fame and respect. According to Maslow, the needs of humans have strict guidelines - the hierarchies rather than being sharply separated, are interrelated. This means that esteem and the consequent levels are not strictly separated but are closely related.

5. Self-Actualization

Self-actualization means realizing one's full potential. Maslow describes this as a desire to complete everything that one can, to become the most that one can be.