

1. Factors Impacting Individual Behavior?

Individual behavior is shaped by a complex interplay of internal and external factors, with personal factors encompassing characteristics like age, gender, personality, beliefs, and experiences.

Personal Factor

➤ Biographical Characteristic:

- **Age:** As people age, their experiences, priorities, and behaviors can change.
- **Gender:** Societal roles and expectations, often influenced by gender, can shape behavior.
- **Religion:** Religious beliefs and values can significantly impact an individual's moral compass and decision-making.
- **Physical Characteristics:** Related to Height, Skin, Complexion, Vision, Shape & Size.
- **Religion:** Based on Culture determines individual behavior.
- **Marital Status:** Studies say that married status imposes increased responsibility needed for the job.
- **Experience:** Good indicator of employee performance.
- **Intelligence:** Inherited trait or Acquired trait.
- **Ability:** Ability to know what a person can do.

➤ Learned Characteristics:

- **Personality:** Describing the growth & development of a person.
- **Perception:** Viewpoint/interpretation of a person.
- **Attitude:** An individual's positive & Negative feeling.
- **Value:** Core beliefs about what is important in life can guide decision-making and behavior.

Environmental Factors

➤ Economic factor:

- **Employment Level:** Opportunities available for individuals.
- **Wage Rates:** Employee wages, who works for organization
- **Technology Development:** Helps Right person finds right job.
- **Socio-culture factor:** Individual Relationships with family members, Friends, Supervisors & Subordinates.
- **Political Factors:** It affects the individual behavior not directly.

- **Legal Environment:** Rules & Laws are formalized & written standards of behavior.

Organization Factors

- **Physical Facilities:** Arrangement of people and things so that it has a positive influence on people.
- **Organizational Culture & Design:** The shared values, beliefs, and assumptions that shape employee behavior and interactions.
- **Leadership:** It is established my management to provide directors, assistant, advice etc.
- **Reward System:** Behavior & Performance of individual is influenced by reward systems.

2. Historical Foundation of Organizational Behavior?

Management principles

The art of getting things done through people in the most efficient and effective manner- Mary Parker

Father of Modern Management	Peter F Drucker	MBO	Management By Objectives		
Father of Administrative Management	Henri Fayol (1919)	14 Principles (Administration)			
Father of Scientific Management	F W Taylor (1911)	MBE	Management By Exception		
Father of Modern Sociology	MAX Weber (1922)	Bureaucracy			
Father of Economics	Adam Smith (1776)	Division of Labor			

Division of Labor: Adam Smith (1776) - Father of Economics
It is a way an organization divides its tasks, duties, & responsibilities among its members

Management by Exception (MBE): Fredrick W. Taylor (F.W. Taylor) (1911) - Father of Scientific Management
MBE - Superiors gives rights/ freedom to employees to take their decision
MBE - Enhances trust / faith in employees

Theory of Administration: Henry Fayol (1919) - 14 Principles
He felt his theory of administration applied to all types of organization, Public & Private. Fayol's Five functions of management are planning, Organizing, commanding, Coordinating, & Controlling.

Bureaucracy: Max Weber (1922) - Father of Modern Sociology

It's an administrative structure with well-defined offices or functions & hierarchical relationship. Relationships within a bureaucracy are impersonal. Decision are made according to existing rules, procedures, & policies. Bureaucracies reach goals with precision, reliability, & efficiency.









3. Need for Organizational Behavior? Pg No: 10, 11,12

4. Trait Theory?

(MBTI – MYERS-BRIGGS TYPE INDICATOR)

MBTI theory, the four categories are introversion/extraversion, sensing/intuition, thinking/feeling, and judging/perceiving.

MBTI personality dimensions

 Extraversion Extraverted personalities are disposed to interact with the outer world and favor social engagement and group activities.	 Sensing Sensing personalities rely more on direct sensory experiences, focusing on present concrete facts and details.
 Introversion Introverted personalities are more attentive to their inner world, preferring solitude and self-reflection.	 Intuition Intuitive personalities place greater emphasis on abstract conceptualization and relationships, attending to future possibilities.
 Thinking Thinking personalities tend towards objective, logical analysis, making decisions based on principles and rational reasoning.	 Judging Judging personalities are inclined toward planning and organization, living and working in an ordered, structured manner.
 Feeling Feeling personalities make decisions emphasizing compassion and human concerns, valuing personal values and considering others' feelings.	 Perceiving Perceiving personalities maintain openness and flexibility, preferring to adapt to the environment and accommodate contingencies.

5. The Big Five Personality Inventory? Pg No: 21,22,23

Openness, conscientiousness, extraversion, agreeableness, and neuroticism.

❖ How the Big Five traits are used:

- The Big Five traits are broad personality dimensions that help explain differences in behavior and decision making.
- Understanding your Big Five traits can help you understand yourself better.
- The Big Five traits are measured in the Big 5 Personality Test, also known as the OCEAN test

❖ How the Big Five traits were developed:

- The Big Five traits emerged in the 1940s from studies of English language terms used to describe people.
- In the 1990s, the Big Five traits were validated as a scientifically based way to evaluate a person's character.

6. What is Perception?

Perception is a cognitive process that lets a person make sense of stimuli from the environment. These stimuli affect all senses like, sight, touch, taste, smell & hearing. The stimuli can come from other people, events, physical objects, or ideas.

7. Factors that influence Perception?

The factors Influencing organizational behavior are,

• Individual Level Factors

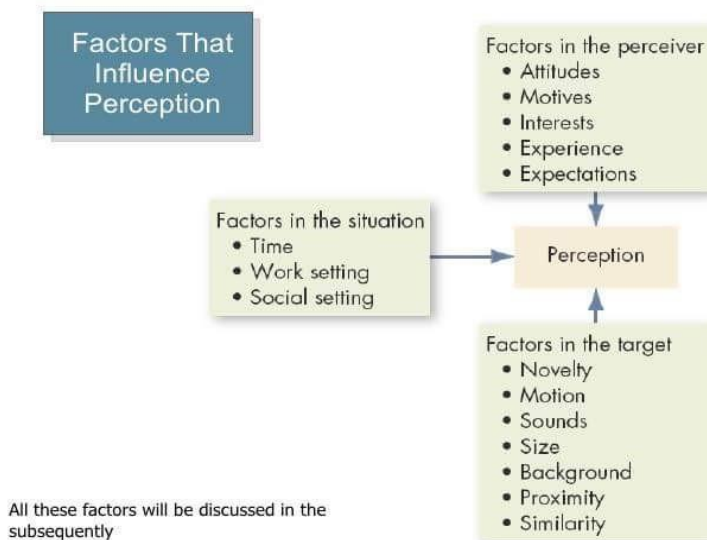
- **Personality:** Individual traits like extroversion, agreeableness, conscientiousness, and openness to experience impact how people interact with colleagues and respond to work situations
- **Perception:** Individuals interpret information and situations, which can be influenced by personal biases and experiences.
- **Attitudes:** Positive or negative feelings towards work, colleagues, and the organization.
- **Motivation:** Achieve goals and perform well, influenced by factors like rewards, recognition, and challenging work.
- **Stress:** Levels of pressure and demands experienced at work, impacting performance and well-beings.

• Group Level Factors

- **Organizational structure:** The hierarchy, reporting relationships, and division of labor within a company.

- **Organizational culture:** Shared values, beliefs, and assumptions that guide behavior within the organization.
- **Policies and procedures:** Formal guidelines governing employee actions and decision-making
- **Job design:** The structure and responsibilities associated with a particular role, impacting employee motivation and satisfaction.
- **Work environment:** Physical aspects like office layout, lighting, and noise levels, as well as the psychological climate.
- **External Level Factor**
 - **Economic conditions:** Overall economic state impacting business operations and employee morale.
 - **Technology:** Technological advancements that can influence work processes and skills required
 - **Legal regulations:** Laws and compliance requirements impacting organizational practices.

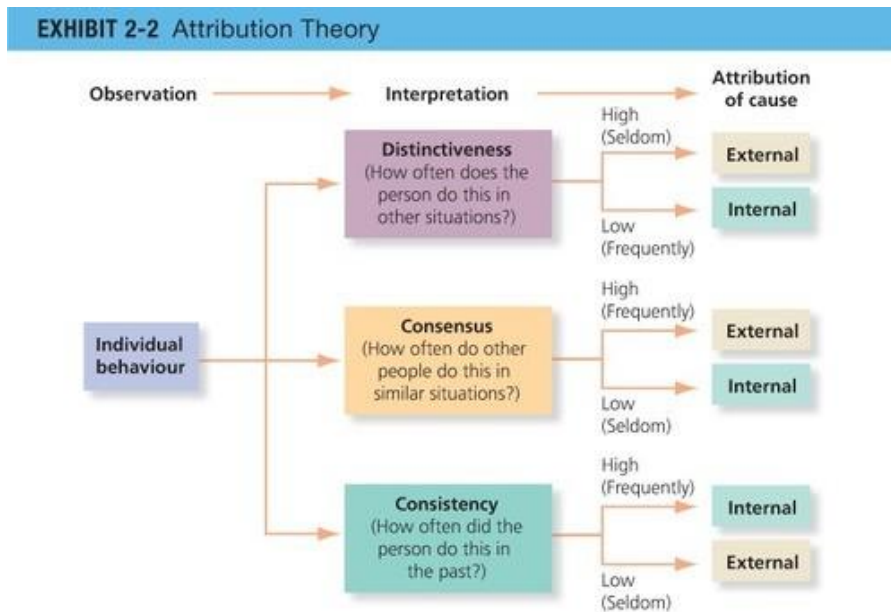
Social and cultural factors: Societal norms and values that influence workplace behavior.



8. Attribution Theory?

Attribution theory is a psychological concept that explains how individuals interpret the causes of events and behaviors.

It involves making inferences about the reasons behind actions, distinguishing between internal (dispositional) and external (situational) attributions.



9. Halo Effect?

The halo effect is a perception distortion (or cognitive bias) that affects the way people interpret the information about someone with whom they have formed a positive gestalt.

The halo effect is the tendency for positive impressions of a person, company, country, brand, or product in one area to positively influence one's opinion or feelings.

10. What are the 3 main Decision Models?

- THE RATIONAL MODEL
- BOUNDED RATIONALITY
- INTUITION

11. Define Learning & Factors of Learning?

Learning is the process of acquiring new understanding, knowledge, behaviors, skills, values, attitudes, and preference.

Factors can be categorized into **Internal** and **External** influences.

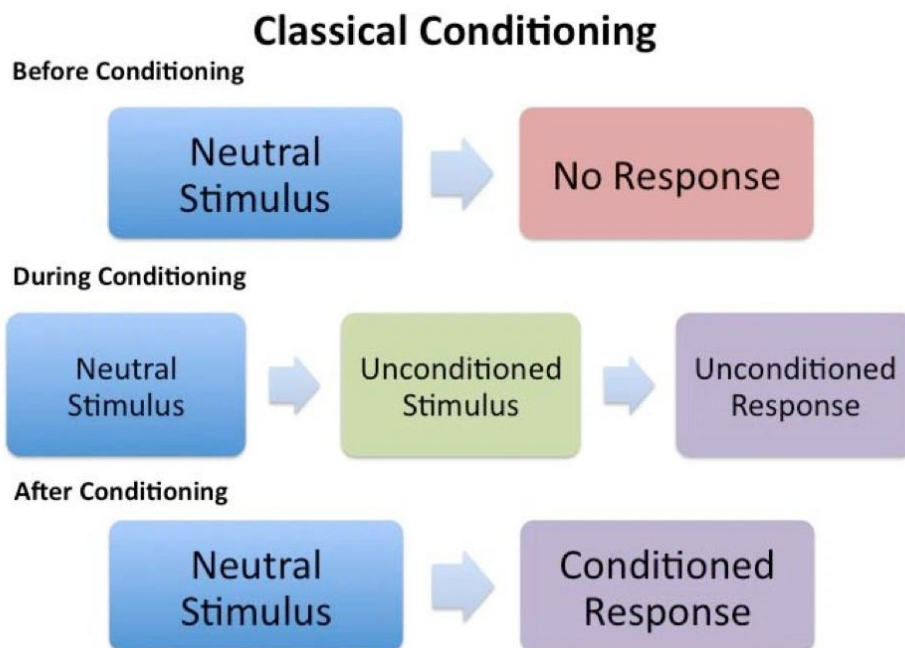
- Internal factors include motivation, prior knowledge, cognitive abilities, and emotional well-being.
- External factors encompass the learning environment, teaching methods, social interactions, and socioeconomic background.

12. Pavlov's Theory?

Pavlov's theory is also known as classical conditioning.

It also involved Pavlov's law, also known as temporal contiguity.

This postulated that the time between the unconditioned stimulus and the conditioned stimulus should be short in order for learning to occur.

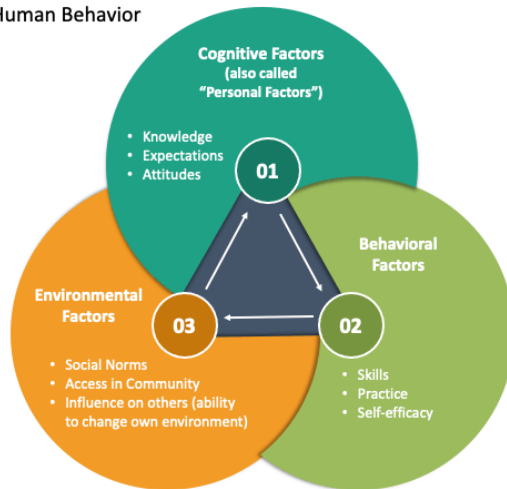


13. Social Learning Theory?

Social learning theory, primarily developed by **Albert Bandura**, posits that individuals learn by observing others and imitating their behaviors, especially if those behaviors are reinforced or rewarded

SOCIAL COGNITIVE THEORY

Determines Human Behavior



14. Attitudes & Values?

Attitudes are specific judgments toward an object, while **Values** are abstract and trans-situational.

Three Components of Attitudes:

- **Affective:** The emotional or feelings towards an attitude.
- **Behavioral:** Intension to behave in a certain way towards someone or something.
- **Cognitive:** A belief or Opinion towards an attitude.

Types of Values:

Values can be broadly categorized into instrumental and terminal values.

Table: Terminal and Instrumental Values	
Terminal Values ("ends")	Instrumental Values ("means")
Comfortable life	Ambition
Happiness; satisfaction in life	Courage
Peace and harmony in the world	Honesty
Prosperity; wealth	Helpfulness
Sense of accomplishment	Independence
Pride in accomplishment	Imagination
Security; freedom from threat	Assertiveness
Mature love	Hard work and achievement
Self-respect	Education and intellectual pursuits
Lasting friendships	Obedience
Knowledge and wisdom	Open- mindedness
Salvation; finding eternal life	Courteous

VALUES ACROSS CULTURE

Importance of Understanding Cultural Values:

- **Cross Culture Management:** Understanding cultural values is crucial for effective leadership and collaboration in diverse team.
- **Intercultural Communication:** Awareness of cultural differences can help prevent misunderstandings and build stronger relationships.
- **Global Business:** Recognizing cultural values can help businesses tailor their products and services to meet the needs and preferences of diverse consumers.

15. Define Motivation?

Motivation is an internal state that propels individuals to engage in goal-directed behaviors.

16. MASLOW'S NEED HIERARCHY THEORY

Maslow's Hierarchy of Needs is a theory of motivation that proposes five levels of human needs, arranged in a hierarchical order.

- **Psychological Needs:** These are the most basic needs for survival, including food, water, shelter, clothing, and sleeps.
- **Safety/ Security Needs:** Once physiological needs are met, individuals seek safety and security, including personal, financial, and health security.
- **Belongingness Needs:** This level involves the need for social connection, including friendships, family, and intimate relationships.
- **Esteem Needs:** At this level, individuals seek self-esteem, confidence, and respect from others.
- **Self-Actualization Needs:** This is the highest level, where individuals strive to reach their full potential and become the best version of themselves.

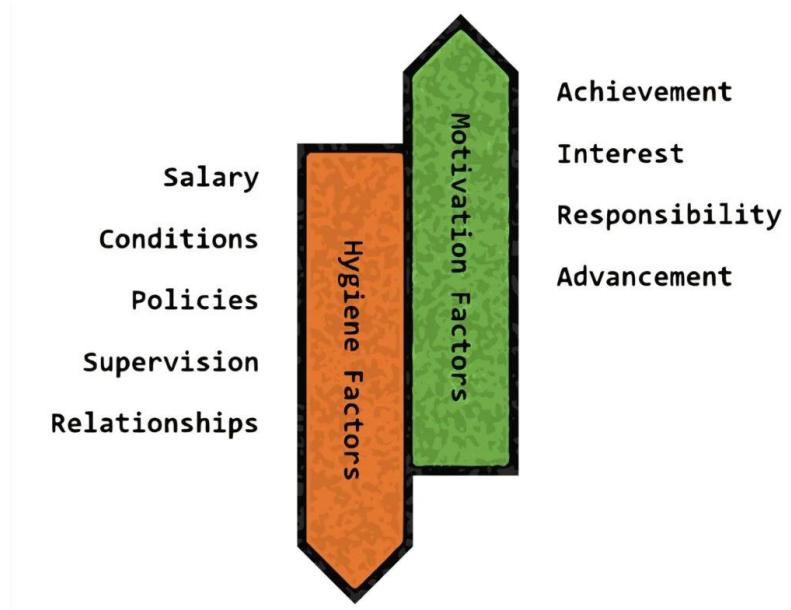


17. Herzberg's Two-Faced Theory?

Herzberg's Two-Factor Theory proposes that two distinct sets of factors influence employee job satisfaction and dissatisfaction: **hygiene factors and motivators**.

Hygiene Factors (Maintenance Factors): Extrinsic to the job itself and are primarily related to the work environment.

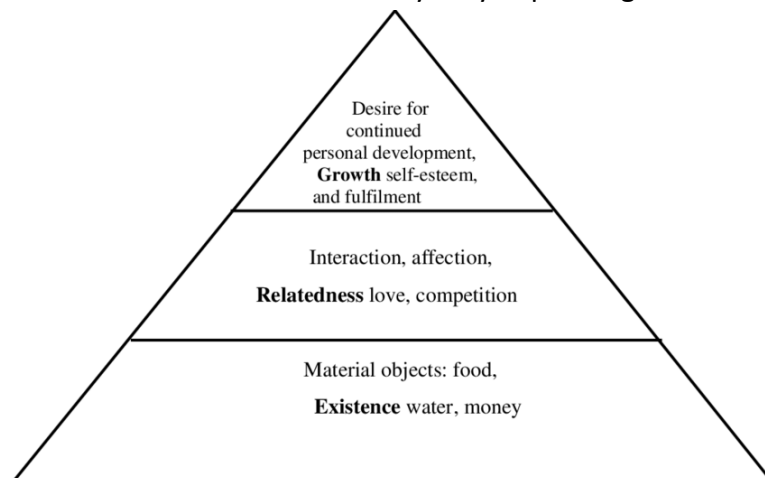
Motivators (Growth Factors): Intrinsic to the job and are related to the nature of the work itself.



18. Alderfer's ERG Model?

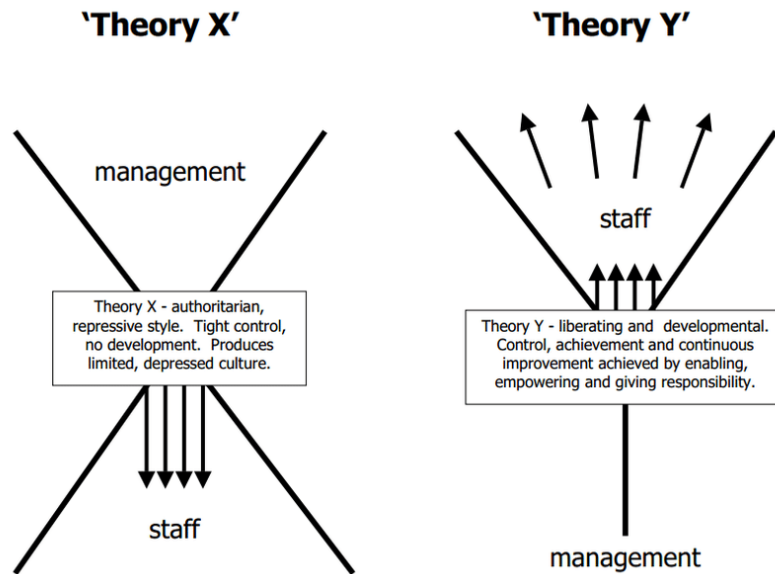
Alderfer's ERG Theory of motivation, which stands for Existence, Relatedness, and Growth, builds upon Maslow's Hierarchy of Needs.

ERG theory suggests that individuals can be motivated by multiple needs simultaneously and that the order of needs may vary depending on the individual and situation.



19. McGregor's Theory X & Y?

McGregor's Theory X and Theory Y are management theories that offer contrasting perspectives on employee motivation and management style.



20. Process Theory?

- **The Equity Theory:** Equity theory, a process theory of motivation, suggests that individuals compare their inputs (e.g., effort, skills, experience) and outcomes (e.g., pay, benefits, recognition) at work with those of others (referents).
 - **Core Principles:** Equity theory emphasizes the importance of fairness and the comparison process in shaping employee motivation.
 - **Input & Output:** Employees mentally assess their contributions (inputs) and rewards (outcomes) in relation to their perceived worth and the inputs and outcomes of others.
- **The Expectancy Theory:** Expectancy theory, a key process theory of motivation, posits that motivation is driven by an individual's perception of the relationship between effort, performance, and rewards.
 - **Expectancy:** The belief that increased effort will lead to improved performance.
 - **Instrumentality:** The belief that performance will result in a specific reward.
 - **Valence:** The value or desirability of the reward to the individual.

- **The Goal Setting Theory:** Goal-setting theory, a key process theory of motivation, posits that setting specific, challenging, and accepted goals leads to higher performance than setting vague or easy goals.

21. Reinforcement Theory?

Reinforcement theory, primarily associated with behavioral psychologist **B.F. Skinner**, suggests that behaviors are shaped by their consequences.

Strategies for Controlling behavior are:

- Positive Reinforcement
- Negative Reinforcement
- Punishment
- Extinction

22. Motivating Potential Score (MPS)?

The Motivating Potential Score (MPS) is a metric used in the **Job Characteristics Model (JCM)** to assess how well a job design fosters employee motivation.

Motivation potential score (MPS) is a unique index to predict an individual's behavior and includes the main elements of the job, such as skill variety, identity, significance, autonomy, and feedback.

Computing a Motivating Potential Score

$$\text{Motivating Potential Score (MPS)} = \left[\frac{\text{Skill variety} + \text{Task identity} + \text{Task significance}}{3} \right] \times \text{Autonomy} \times \text{Feedback}$$

People who work on jobs with high core dimensions are generally more motivated, satisfied, and productive.

Job dimensions operate through the psychological states in influencing personal and work outcome variables rather than influencing them directly.

23. Group Dynamics?

Group dynamics refers to the attitudinal and behavioral characteristics of a group. Refers to the social processes and interactions that occur within groups, impacting their effectiveness and performance.

➤ **Work Group Behavior**

Work group behavior refers to the way individuals act and interact within a group while working towards shared objectives.

- **Cohesiveness:** The degree to which group members feel connected and committed to each other and the group's goals.
- **Norms:** Shared expectations and standards of behavior within the group that guide members' actions.
- **Roles:** The specific responsibilities and functions assigned to each member within the groups.
- **Communication:** The exchange of information and ideas between group members, which can influence the group's decision-making and problem-solving.
- **Conflict:** Disagreements and disagreements that can arise within a group, which can be managed constructively or destructively.
- **Leadership:** The influence exerted by individuals within the group to guide and motivate others towards shared goals.
- **Social Loafing:** The tendency for individuals to exert less effort when working in a group compared to when working individuals.
- **Group Thinking:** A phenomenon where group members prioritize conformity and harmony over critical thinking and objective evaluations.
- **Group Dynamics:** The complex interactions and processes that occur within a group, influencing its behavior and performance.

24. Decision Making?

Involves individuals and groups within a company making choices that impact organizational goals and operations.

Methods used to facilitate and improve the collective decision-making process within a group.

- #### ➤ **Brainstorming:** A structured process where group members generate a wide range of ideas without immediate evaluation, fostering creativity and innovation.

- **Nominal Group Technique:** A structured method where group members individually generate ideas, then discuss them in a structured manner, followed by voting or ranking to prioritize ideas.
- **Electronic Meeting:** Utilizing technology to facilitate group decision-making, such as online voting, brainstorming, and discussion forum.
- **Delphi Technique:** A structured survey-based method where individuals anonymously provide feedback and insights on a topic, with subsequent rounds of feedback and refinement until a consensus is reached.

25. Interpersonal Communication?

Interpersonal communication is the process of exchanging messages, ideas, and information between two or more people.

Interpersonal communication barriers are obstacles that hinder effective communication between individuals, including physical, psychological, cultural, and linguistic differences. These barriers can lead to misunderstandings, misinterpretations, and ultimately, ineffective communication.

- Cultural Biases
- Barriers in Communication
- Success in interpersonal Communication
- Effective Interpersonal Relationship

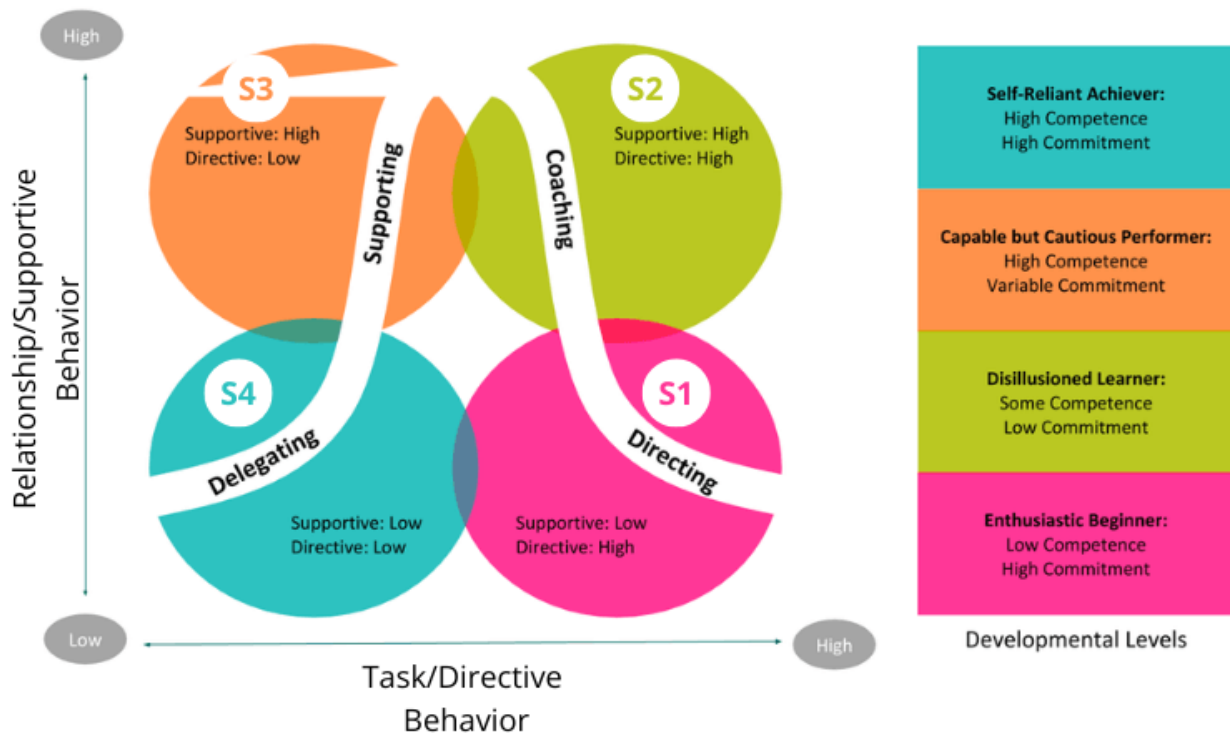
26. Leadership Theories?

Leadership theories in organizational behavior explore how and why certain individuals become effective leaders and how different leadership styles impact organizational outcomes. These theories can be broadly categorized into trait, behavioral, contingency, and situational approaches.

- **House-Mitchell Path-Goal Theory (Pg No: 104):** The Path-Goal Theory, developed by Robert House and later refined with T.R. Mitchell, posits that a leader's role is to motivate employees by clarifying the path to goal achievement and ensuring that the rewards for achieving those goals are meaningful.



- **Hersey-Blanchard Tridimensional Leader Effectiveness Model:** The Hersey-Blanchard Situational Leadership Model, also known as the Hersey-Blanchard Model, is a theory that emphasizes the importance of adapting leadership style to the readiness level of followers.



27. Power & Politics?

Politics is the set of activities that are associated with making decisions in groups.

Power means legal or official authority, capacity, or right.

In political science, power is the ability to influence or direct the actions, beliefs, or conduct of actors.


Power does not exclusively refer to the threat or use of force (coercion) by one actor against another, but may also be exerted through diffuse means (such as institutions)

Power relates to control and influence,
while politics relates to how people use power to achieve anything they want.
Both operate to affect decisions, relationships, and how tasks are done.

Power is the ability to control others.

Politics is the way people use power.

➤ **Power Vs Authority**



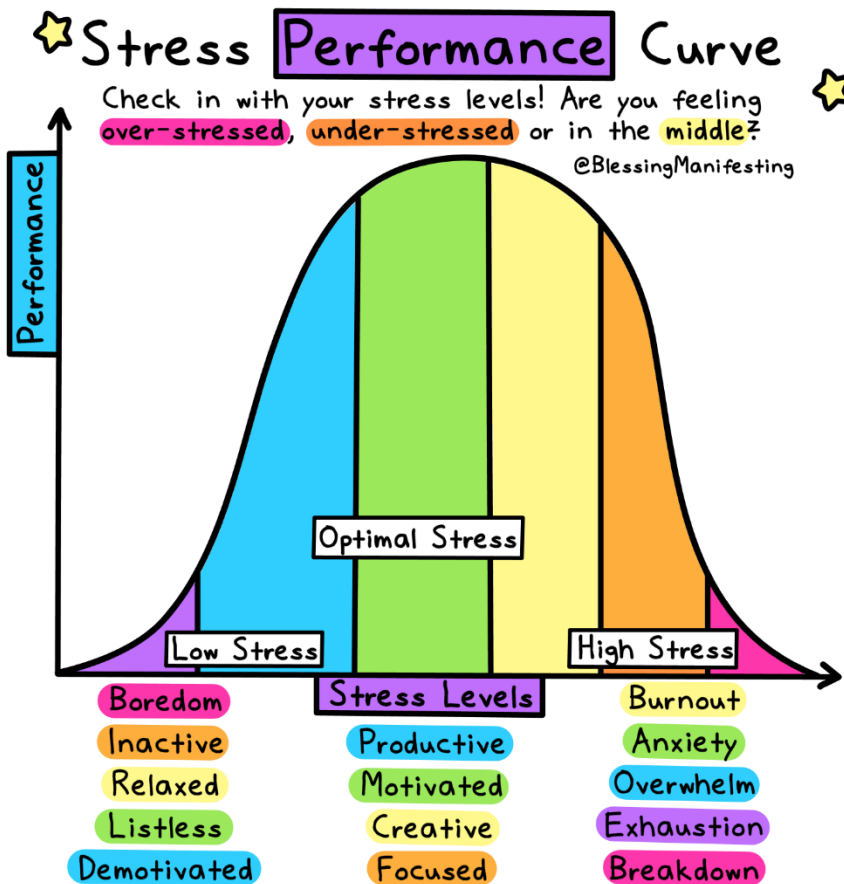
Power Vs. Authority	
Power is the ability to affect and influence others.	Authority is the right to command and extract work.
Power is generally associated with leadership	Authority is vested with manager.
Power is a broader concept and includes authority.	Authority is a narrow concept. Manager may have considerable authority but may still be powerless.
Power may be positive or negative.	There is no such distinction under authority.
Power is considered as a personal quality.	Authority is vested in position.
Power can flow in all directions	Authority has a downward flow from superior to subordinate.
Power is both formal and informal	Authority is only a formal aspect.

28. Work Stress?

Work-related stress, or workplace stress, refers to the harmful physical and emotional responses that occur when the demands of a job don't align with the capabilities, resources, or needs of the worker.

Stress manifests in several forms, broadly categorized as acute, episodic acute, and chronic

- **Acute Stress:** This is the most common type of stress and is a short-term response to immediate challenges. It can be triggered by situations like public speaking, a traffic accident, or a fight.
- **Episodic Acute Stress:** This type involves repeated experiences of acute stress, often due to recurring stressors in one's life. For example, someone experiencing frequent deadlines or job changes might experience episodic acute stress.
- **Chronic Stress:** This is persistent stress that lasts for an extended period, potentially affecting various aspects of a person's life. Chronic stress can stem from long-term financial problems, relationship issues, or work-related challenges.



29. Organizational Culture & Climate?

Organizational culture and climate are interconnected but distinct concepts in the realm of organizational behavior.

Organizational culture refers to the shared values, beliefs, and norms that influence employee behavior and decision-making.

Organizational climate reflects the collective perception and experience of employees about their work environment. Essentially, culture is the "what" and "why" of an organization.

Differences	Culture Literature	Climate Literature
Epistemology	Contextualized and idiographic	Comparative & nomothetic
Point of View	Emic (native point of view)	Etic (researcher's viewpoint)
Methodology	Qualitative field observation	Qualitative survey data
Level of Analysis	Underlying values and assumptions	Surface-level manifestations
Temporal Orientation	Historical evolution	Ahistorical snapshot
Theoretical Foundations	Social construction; critical theory	Lewinian field theory
Discipline	Sociology & anthropology	Psychology

30. Emotional Intelligence? (PgNo:154)

Emotional intelligence (EI), also known as emotional quotient (EQ), is the ability to recognize, understand, and manage emotions in oneself and others.

It involves skills like self-awareness, self-regulation, motivation, empathy, and social skills. Developing EI can lead to better relationships, improved communication, and enhanced psychological well-being.

- **Self-awareness:** Recognizing and understanding your own emotions and how they affect your thoughts and action.
- **Self-regulation:** Managing your emotions and impulses to respond constructively rather than react impulsively.
- **Motivation:** Being driven by internal goals and passions rather than external rewards.
- **Empathy:** Understanding and sharing the feelings of others.
- **Social skills:** Building and maintaining positive relationships through effective communication and cooperation.

Benefits of Emotional Intelligence

- **Improved Relationships:** Better communication and understanding with others lead to stronger, more satisfying relationship.
- **Effective Communication:** Being able to articulate your needs and feelings, and understand the needs and feelings of others, improves communication.
- **Enhanced Problem Solving:** Emotional intelligence helps you approach problems with a calm and rational mindset, leading to better solution.
- **Increased Psychological well-being:** Being able to manage your emotions effectively reduces stress and improves overall mental health.
- **Leadership Skills:** Emotionally intelligent leaders are more effective at motivating their teams, building trust, and leading with empathy.

