

UNIT-1

Definition of OB:

“Organizational behavior is a branch of the Social Sciences that seeks to build theories that can be applied” to predicting, understanding and controlling behaviour in work organizations.”

(OR)

“Organizational behavior is the study and application of knowledge about how people act within an organization. It is a human tool for human benefit. It applies broadly to the behavior of people in all types of organization.”

NATURE AND SCOPE OF OB:

NATURE:

1. A Separate Field of Study and Not a Discipline Only:

By definition, a discipline is an accepted science that is based on a theoretical foundation.

But, O.B. has a multi- interdisciplinary orientation and is, thus, not based on a specific theoretical background. Therefore, it is better reasonable to call O.B

2. An Interdisciplinary Approach:

Organizational behavior is essentially an interdisciplinary approach to study human behavior at work.

It tries to integrate the relevant knowledge drawn from related disciplines like psychology, sociology and anthropology to make them applicable for studying and analyzing organizational behavior.

3. An Applied Science:

What O.B. basically does is the application of various researches to solve the organizational problems related to human behavior.

The basic line of difference between pure science and O.B. is that while the former concentrates on fundamental researches, the latter concentrates on applied researches.

O.B. involves both applied research and its application in organizational analysis. Hence, O.B. can be called both science as well as art.

4. A Normative Science:

Organizational Behavior is a normative science also. While the positive science discusses only cause effect relationship, O.B.

Thus, O.B. deals with what is accepted by individuals and society engaged in an organization.

5. A Humanistic and Optimistic Approach:

Organizational Behavior applies humanistic approach towards people working in the organization.

It, deals with the thinking and feeling of human beings.

O.B. is based on the belief that people have an innate desire to be independent, creative and productive.

6. A Total System Approach:

The system approach is one that integrates all the variables, affecting organizational functioning.

Man's socio- psychological framework makes man a complex one and the systems approach tries to study his/her complexity and find solution to it.

SCOPE OF OB:

- Impact of personality on performance
- Employee motivation
- Leadership
- How to create effective teams and groups
- Study of different organizational structures
- Individual behavior, attitude and learning
- Perception
- Design and development of effective organization
- Job design
- Impact of culture on organizational behavior
- Management of change
- Management of conflict and stress

- Organizational development
- Organizational culture
- Transactional analysis
- Group behavior, power and politics
- Job design
- Study of emotions

CHARACTERISTICS OF OB:

1. Organizational behavior is a rational thinking, not an emotional feeling about people. The major goals of organizational behavior are to explain and predict human behavioral in organizations. It is action-oriented and goal-directed.
2. Organizational behavioral seeks to balanced human and technical values at work. It seeks to achieve productivity by building and maintaining employee's dignity, growth and satisfaction.
3. Organizational behavior integrates behavioral sciences. Many of its core concepts are borrowed from others fields and discipline like social psychology, sociology, and anthropology, etc.
4. Organizational behavior is both a science and an art, the knowledge about human behavior in organization's leans towards being science.
5. Organizational behavior exists at multiple like levels. Behavior occurs at the individual, the group, and the organizational systems levels
6. Organizational behavior does not exist in vacuum.
Organizations are made up of both social and technical components and therefore characterized as social-technical systems.

ENVIORNMENTAL AND ORGANIZATIONAL CONTEXT-IMPACT OF IT

Increase base of operations, expand their workforce with minimal investments, provide new services to broad range of customers.

The organization must understand the basic elements of its environment to properly maneuver them for success.

All organizations have both external and internal environments. A simple and stable environment creates the least uncertainty, and a complex and dynamic environment creates the most uncertainty

Types of Organizational Environment

In an organization, every action of the management body is influenced by the environment.

Organizations have an external and internal environment;

a) Internal environment /Micro environment.

b) External environment / Macro Environment.

- **Internal environmental factors are events that occur within an organization.**
- **External environmental factors are events that take place outside of the organization and are harder to predict and control.**

INTERNAL FACTORS:

- **Financial resources like funding, investment opportunities and sources of income.**
- **Physical resources like company's location, equipment, and facilities.**
- **Human resources like employees, target audiences, and volunteers.**

EXTERNAL FACTORS:

if the external environment is further divided into two distinct segments:

(1) General environment:

- a. Economic Environment
- b. Socio-Culture Environment
- c. Political Legal Environment
- d. Technological Environment

(2) Task environment:

- a. Customers
- b. Suppliers
- c. Competitors

- d. Financial Institution
- e. Government
- f. Media

Globalization OF OB :

- Organization behavior is a subject that analyzes the behavior of people in group and attempt to create efficient and effective business environment.
- Globalization is the process that improves the interaction through integration of society, culture, politics and business across the world.
- **Globalization** refers to the shift towards a more integrated and interdependent world economy.
- Globalization has brought a lot of people into contact with the world by declining the barriers of the free flow of goods and services,

DIVERSITY OF OB:

- Organizational diversity in the workplace refers to the total makeup of the employee workforce and the amount of diversity included.
- Diversity refers to differences in various defining personal traits such as age, gender, race, marital status, ethnic origin, religion, education and many other secondary qualities.
- A diverse environment has multiple benefits for personal development.
- Outside of becoming accepting and more aware of other cultures, it can help smash previously held stereotypes.
- Diversity and inclusion breed productivity as the ability to learn and grow from each other is exponentially expanded.

Types of diversity:

- a) Occupation,
- b) Differences in skills and abilities,
- c) Personality traits, and value and
- d) Attitudes.

ETHICS OF OB:

Organizational ethics express the values of an organization to its employees and/or other entities irrespective of governmental and/or regulatory laws.

Ethics are the principles and values used by an individual to govern his or her actions and decisions.

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

It also refers to the code of conduct of the individuals working in a particular organization. Every organization runs to earn profits but how it makes money is more important.

The 5 Biggest Ethical Issues Facing Businesses

- ❖ Accounting. “Cooking the books” and otherwise conducting unethical accounting practices is a serious problem, especially in publicly traded companies. ...
- ❖ Social Media. ...
- ❖ Harassment and Discrimination. ...
- ❖ Health and Safety. ...
- ❖ Technology/Privacy.

Types of ethics

- ❖ Supernaturalism.
- ❖ Subjectivism.
- ❖ Consequentialism.
- ❖ Intuitionism.
- ❖ Emotivism.
- ❖ Duty-based ethics.
- ❖ Virtue ethics.
- ❖ Situation ethics.

Culture OF OB:

Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations.

These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs.

Types of culture:

- a) The Clan

- b) The Adhocracy
- c) The Market
- d) The Hierarchy

Reward systems and organizational design on OB:

Organizational Reward System concerned with the selection of the types of **rewards** to be to use by the **organization**.

Organizational Rewards that result from employment with the **organization**;

A **performance** appraisal and **reward system** gives recognition or **rewards** to employees whose work advances your business goals.

That's what makes the **system** different from regular raises or merit pay. Annual raises help employees stay ahead of inflation.

Types of rewards:

- a) Intrinsic and
- b) Extrinsic.

1) Intrinsic rewards include things such as: personal achievement, professional growth, sense of pleasure and accomplishment.

2) Extrinsic motivation is based on tangible rewards, is external to the individual and is typically offered by a supervisor or manager.

Reward system in business:

- Employee reward systems refer to programs set up by a company to reward performance and motivate employees on individual and/or group levels.
- They are normally considered separate from salary but may be monetary in nature or otherwise have a cost to the company.

The role of compensation and rewards in modern organization Essay:

- **Compensation** is an essential and universal component of the management process of every **organization**.
- Most **organizations** want to fulfill their mission, achieve their objectives and maximize return on their investment, particularly on their human capital...

Different types of compensation include:

- Base Pay.
- Commissions.
- Overtime Pay.
- Bonuses, Profit Sharing, Merit Pay.
- Stock Options.
- Travel/Meal/Housing Allowance.
- Benefits including: dental, insurance, medical, vacation, leaves, retirement, taxes...

EXAMPLES OF COMPENSATION:

- Compensation consists of a combination of an employee's pay, vacation, health insurance, and bonuses.
- It also includes other perks, such as a company car, free parking, free or cheap meals, commuting costs, etc.

Salary package calculated:

- Here the basic salary will be calculated as per follows Basic Salary + Dearness Allowance + HRA Allowance + conveyance allowance + entertainment allowance + medical insurance
- Here the gross salary 594,000. The deduction will be Income tax and provident fund under which the net salary comes around 497,160.

How to calculate:

- CTC does not indicate an employee's take-home salary.
- There are many components within the CTC which are over and above one's take home salary.
- In an ideal scenario, the formula for CTC would be:
 - ❖ $CTC = \text{Gross Salary} + [\text{Direct Benefits} + \text{Indirect Benefits} + \text{Savings Contributions}]$
(or Deductions)

COGNITIVE PROCESSES-I:

PERCEPTION AND ATTRIBUTION:

- Attribution is what happens when a person takes the information they perceived and determines a reason as to what happened. ...
- One of the concepts used in organizational behavior to help improve perception and attribution is attribution theory.
 - Attribution theory is intended to help a person understand the causes of human behavior, be it their own or someone else's. ...
 - Attributions are critical to management because perceived causes of behavior may influence managers' and employees' judgments and actions.

There are two main types of attributions:

situational and dispositional. ... Dispositional attributions, on the other hand, say that a person's actions are due to their disposition, or personality.

Situational Factors are any outside elements that can influence children's behavior, including such things:

- illness in the family,
- divorce,
- geographic relocations,
- deaths (of people or even of pets),
- birth order of the children,
- socio-economic level,
- holidays, and

- Even vacations.

Perception includes the 5 senses:

Touch, sight, taste smell and sound. It also includes what is known as perception, a set of senses involving the ability to detect changes in body positions and movements.

Link between perception attribution and social learning:

Self-serving bias occurs when, in judging our own performance, we take personal credit for successes and blame failures on external factors.

Social learning theory links **perception** and **attribution** by recognizing how **learning** is achieved through the reciprocal interactions among people, behavior, and environment.

Nature and importance of perception:

- **Perception is the awareness of something through the senses. In other words it's the ability to see, hear, understand or become aware of something.**
- **Perception is important due to the following reasons: It's a physiological process through which everything in this world is interpreted and understood.**
- In order to deal with the subordinates effectively, the managers must understand their **perceptions** properly.
- **Perception** can be **important** because it offers more than objective output; it ingests an observation and manufactures an altered reality enriched with previous experiences.
- Perceptual **organization** is the process of grouping visual elements together (**organization**) so that one can more readily determine the meaning of the visual as a whole (**perception**).

The characteristics of perception are:

- sensation,
- organization,
- interpretation, and
- Categorization of input according to past experiences.
- The process of sensory **perception** takes place very quickly in the human brain, usually within less than one second.

PERCEPTUAL SELECTIVITY AND ORGANIZATION:

- ❖ **Perceptual selectivity.** Refers to the process by which individuals select objects in the environment for attention.
- ❖ **Response disposition.** The tendency to recognize familiar objects more quickly than unfamiliar ones.
- ❖ **Conclusion Perceptual selection** is the process by which people filter out irrelevant or less significant information, so that they can deal with the most important matters.

Perceptual Selection:

Perceptual selection is driven by internal and external factors.

Internal factors include:

- **Personality** – Personality traits influence how a person selects perceptions. For instance, conscientious people tend to select details and external stimuli to a greater degree.
- **Motivation** – People will select perceptions according to what they need in the moment. They will favor selections that they think will help them with their current needs, and be more likely to ignore what is irrelevant to their needs.
- **Experience** – The patterns of occurrences or associations one has learned in the past affect current perceptions. The person will select perceptions in a way that fits with what they found in the past.

External factors include:

- **Size** – A larger size makes it more likely an object will be selected.
- **Intensity** – Greater intensity, in brightness, for example, also increases perceptual selection.
- **Contrast** – When a perception stands clearly out against a background, there is a greater likelihood of selection.
- **Motion** – A moving perception is more likely to be selected.
- **Repetition** – Repetition increases perceptual selection.
- **Novelty and familiarity** – Both of these increase selection. When a perception is new, it stands out in a person's experience. When it is familiar, it is likely to be selected because of this familiarity.

The factors which influence the perceptual selectivity:

- ❖ Perceptual selection is driven by internal (**personality, motivation**) and external (contrast, **repetition**) factors.

- ❖ Perceptual organization includes factors that influence how a person connects perceptions into wholes or patterns. These include proximity, similarity, and constancy, among others.

PERCEPTUAL ERRORS:

A **perceptual error** is the inability to judge humans, things or situations fairly and accurately.

Examples : could include such things as bias, prejudice, stereotyping, which have always caused human beings to err in different aspects of their lives. There are many types of **perceptual errors**:- 1.

- SELF FULFILLING PROPHECY**
- SELF SERVING BIAS**
- FUNDAMENTAL ATTRIBUTION ERROR**
- SIMILAR TO ME EFFECT**
- RECENCY EFFECT**
- HALO EFFECT**
- STEREO TYPING.**

Perceptual Constancy Defined:

Perceptual constancy refers to the tendency to **perceive** an object you are familiar with as having a constant shape, size, and brightness despite the stimuli changes that occur.

perceptual constancy important:

- ❖ **Perceptual constancy** is responsible for the ability to identify objects under various conditions, which seem to be “taken into account” during a process of mental reconstitution of the known image.
- ❖ For example, snow appears white in the low illumination of moonlight, as well as in sunlight 800,000 times as bright.

SOCIAL PERCEPTION - ATTRIBUTION THEORIES:

Social perception (or person perception):

Social perception refers to identifying and utilizing social cues to make judgments about social roles, rules, relationships, context, or the characteristics (e.g., trustworthiness) of others.

This domain also includes social knowledge, which refers to one’s knowledge of social roles, norms, and schemas surrounding social situations and interactions.

There are four main components of social perception:

- a) Observation,
- b) Attribution,
- c) Integration, and
- d) Confirmation.

Observations serve as the raw data of social perception: interplay of three sources:

- a. Persons,
- b. Situations, and
- c. Behavior

ATTRIBUTION:

Attribution theories:

- ❖ Attribution is the use of information gathered through observation to help individuals understand and rationalize the causes of one's own and others' behaviors.
- ❖ People make attributions to understand the world around them in order to seek reasons for an individual's particular behavior.

EXAMPLE OF ATTRIBUTION:

- ❖ Attribution theory proposes that the attributions people make about events and behavior can be classed as either internal or external. ...
- ❖ In an external, or situational, attribution, people infer that a person's behavior is due to situational factors.

Example: Maria's car breaks down on the freeway

Attribution theory important:

Attribution theory is important for organizations because it can help managers understand some of the causes of employee behavior and can assist employees in understanding their thinking about their own behaviors. ...

Types of attributions:

- a) Situational
- b) Dispositional.

Attribution theory in communication:

Attribution theory seeks to help people make sense of their world by identifying causes for the behaviors and events they experience. ...

The primary causes for behavior can be an internal or external locus. An internal locus is also called dispositional because it reflects a person's disposition shaping the behavior.

The different theories of communication:

- Actor-Network Theory (ANT) ...
- Adaptive Structuration Theory (AST) ...
- Agenda Setting Theory. ...
- Cognitive Dissonance Theory. ...
- Groupthink. ...
- Priming. ...
- Social Exchange Theory. ...
- Social Learning Theory.

LOCUS OF CONTROL ATTRIBUTION ERRORS:

- A major concept in the study of attribution theory is locus of control: whether one interprets events as being caused by one's own behavior or by outside circumstances. ...
- If we blame it on her personal qualities, the attribution is internal. If we blame it on a problem she is having, then the attribution is external.

Locus of control:

The degree to which people believe that they, as opposed to external forces have control over the outcome of events in their lives.

Locus of control is one of the four dimensions:

- a) core self-evaluations
- b) neuroticism,
- c) self-efficacy
- d) Self-esteem_

The 3 dimensions of attributions:

- locus of control,
- stability, and
- Controllability.

The locus of control dimension has two poles:

1) Internal locus of control:

A student with an internal **locus of control** will attribute their success and failures to their own efforts.

2) External locus of control:

An external **locus of control** supports a belief that one is helpless, without blame, and not in **control** of one's successes and failures. ...

locus of control affect personality:

- Internals tend to attribute outcomes of events to their own **control**. People who have internal **locus of control** believe that the outcomes of their actions are results of their own abilities. ...
- People with an external **locus of control** tend to be more stressed and prone to clinical depression.

causes fundamental attribution error:

The **fundamental attribution error** is our tendency to explain someone's behavior based on internal factors, such as personality or disposition, and to underestimate the influence that external factors, such as situational influences, have on another person's behavior.

example of fundamental attribution error:

- The **fundamental attribution error** is the tendency people have to overemphasize personal characteristics and ignore situational factors in judging others' behavior. ...
- For **example**, in one study when something bad happened to someone else, subjects blamed that person's behavior or personality 65% of the time.

The various errors in attribution:

Attribution errors are false assumption or judgment made, caused by our own or other people's behavior. In this essay the two attribution errors,

- 1) Fundamental Attribution Error (FAE) and
- 2) Self-serving bias (SSB) will be discussed.

Attribution error be avoided:

The best **way to avoid** this **error**, experts say, is to put ourselves in the shoes of others and try to envision the pressures they might have faced.

Another implication of the fundamental **attribution error** is that we may be too easy on ourselves, if we are not careful.

Suggested fundamental attribution error:

In other words, people have a cognitive bias to assume that a person's actions depend on what "kind" of person that person is rather than on the social and environmental forces that influence the person.

The term was coined by Lee Ross some years after the now-classic experiment by Jones and Harris.

Fundamental attribution error can cause challenges in social interactions:

This common tendency, known as "the **fundamental attribution error**," **can lead to social** conflict when people unfairly blame others for negative behaviors that were **caused** by situational factors.

Accordingly, an action teaching assignment was developed to help students avoid the **fundamental attribution error**.

IMPRESSION MANAGEMENT:

Impression management is a conscious or subconscious process in which people attempt to influence the perceptions of other people about a person, object or event by regulating and controlling information in social interaction.

Definition :

Impression management is a process in which individuals try to influence the perceptions people have about something, a person, or an event.

Impression management and its implications for managers:

If you are an **impression management** professional, you attempt to influence the observations and opinions that consumers have of your products.

Put simply; effective **impression management** boosts sales. In most cases, people who **manage impressions** are trying to align other people's perceptions with their goals.

Impression management important:

Impression Management is Important to Your Success.
... **Impression management** is both a conscious and subconscious process in which people attempt to influence the perceptions of others by portraying themselves in a manner that creates a good **impression**

Impression management techniques:

- Conformity.
- Excuses.
- Apologies.
- Self-promotion.
- Flattery.
- Favors.
- Association.

Impression management Ethical:

The **Ethics of Impression Management**. There are differences among forms of **impression management** that are relevant to its **ethical** evaluation. ...

Such social practices invite **ethical** appraisal because they may impose constraints. But they may also provide opportunities for achievement and pursuit of excellence

Examples of impression management:

The most common impression management strategies include ingratiation, intimidation, supplication, **self-promotion** and exemplification.

Here's an example of ingratiation: there is a restaurant that you and your mother frequent in town.

What happens when we fail in our impression management?

People form impressions of others and manage impressions of themselves at the same time. ...

When we fail at impression management, we follow different tactics to re-establish order and regain our identities.

Self-presentation strategies:

A **self-presentation strategy** in which a person creates obstacles to his or her own performance either to provide an excuse for failure or to enhance success.

2 types: **Self-Report** (Cognitive) and Behavioral. Ingratiation. Others' impressions are shaped through flattery.

Difference between self-presentation and impression management:

Self-presentation refers to how people attempt to present themselves to **control** or shape how others (called the audience) view them. ...

Impression management refers to the controlled **presentation** of information about all sorts of things, including information about other people or events.

Impression management in accounting:

Impression management entails the construction of an **impression** by organizations with the intention to appeal to their audiences, including shareholders, stakeholders, the general public, and the media. If successful, it undermines the quality of financial reporting and capital misallocations may result.

UNIT-2

COGNITIVE PROCESSES-II:

Personality and Attitudes:

- Personality contributes in part to workplace behavior because the way that people think, feel, and behave affects many aspects of the workplace. ...
- People's personalities influence their behavior in groups, their attitudes, and the way they make decisions.
- Personality is the combination of characteristics or qualities that forms a person's unique identity. It signifies the role which a person plays in public.
- **Personality** represents personal and physical traits of a person and **attitude** represents mental and moral traits.
- **Personality** is the identity and **attitude** is a learned behavior. ... **Personality** has the tendency to change over time while **attitude** remains the same all through life.
- **Personalities** are characterized in terms of traits, which are relatively enduring characteristics that **influence** our **behavior** across many situations.
- **Personality** traits such as introversion, friendliness, conscientiousness, honesty, and helpfulness are important because they help explain consistencies in **behavior**.

The 4 personality theories:

The **four** main types of **personality theories** are the

- 1) Psychodynamic approach,
- 2) The humanistic approach,
- 3) The trait approach, and

4) The social cognitive approach.

The main characteristics of personality:

Five major traits underlie personality, according to psychologists. They are

- 1) Introversion/extroversion,
- 2) Openness
- 3) Conscientiousness,
- 4) Extraversion,
- 5) Agreeableness and neuroticism.

- **Attitude:** A predisposition or a tendency to respond positively or negatively towards a certain idea, object, person, or situation.
- **Attitude** influences an individual's choice of action, and responses to challenges, incentives, and rewards (together called stimuli).

Types of Attitude:

The four basic types of attitudes and behaviors that are positive, negative and neutral.

- Positive Attitude: This is one type of attitude in organizational behavior. ...
- Negative Attitude: A negative attitude is something that every person should avoid. ...
- Neutral Attitude: ...
- Sikken Attitude:
-

Attitude developed:

- An attitude is a general and lasting positive or negative opinion or feeling about some person, object, or issue.
- Attitude formation occurs through either direct experience or the persuasion of others or the media. Attitudes have three foundations: affect or emotion, behavior, and cognitions.

Characteristics of Attitudes:

- Attitudes are the complex combination of things we tend to call personality, beliefs, values, behaviors, and motivations.
- It can fall anywhere along a continuum from very favorable to very unfavorable. All people, irrespective of their status or intelligence, hold attitudes.

Three main components of attitudes:

- Every attitude has three components that are represented in what is called the ABC model of attitudes: A for affective, B for **behavioral** and C for cognitive.
- The affective component refers to the emotional reaction one has toward an attitude object.

The functions of attitude:

Attitudes serve four major functions for the individual:

- (1) The adjustments function
- (2) The ego defensive function
- (3) The value expressive function
- (4) The knowledge function.

Ultimately these functions serve people's need to protect and enhance the image they hold of themselves.

Personality as a continuum:

- The Personality Continuum is an integrative framework for the interdisciplinary study of consumer behavior.
- It is divided into four qualitatively different levels of personality development that are hierarchically arranged in descending order from highest to lowest level: Normal, Neurotic, Primitive and Psychotic.

- Personality can be defined as a dynamic and organized set of personal **traits** and patterns of behavior.
- Personality includes attitudes, modes of **thought**, **feelings**, **impulses**, strivings, **actions**, responses to opportunity and **stress** and everyday modes of **interacting** with others
- The classification of a person into one of the four ranges of the Personality Continuum connects the individual to a general pattern of human behavior, a pattern of shopping behavior, and a pattern of the individual pursuit of self-interest that vary qualitatively with each level of personality development.

The types of personality in Organizational Behavior:

Types of Personalities in Organizational Behavior

- a) Extrovert Personality. The extrovert is a friendly person who is quick to establish relationships with others. ...
- b) Agreeable Personality. ...
- c) Conscientious Personality. ...
- d) Cautious Personality. ...
- e) Self-Conscious Personality. ...
- f) Adventurous Personality.

The study of personality helps in understanding OB:

- In organizational behavior studies, individual **personality** is important because the employees' individual personalities refer to their dynamic mental structures and coordinated processes of the mind, which determine their emotional and behavioral adjustments to the organization.

Personality important in the workplace:

- Personality also plays importance in determining a person's strengths and weaknesses. ... On a personal level, while your skills are important on how well you can do your job, knowing where your personality can become a talent will dynamically change the way you interact with your work.

Personality affects the workplace:

- Personality affects all aspects of a person's performance, even how he reacts to situations on the job. ... This can lead to increased productivity and job satisfaction, helping your business function more efficiently.

Meaning of Personality:

- Personality is the combination of characteristics or qualities that forms a person's unique identity. It signifies the role which a person plays in public.
- **Personality** is defined as the characteristic sets of behaviors, cognitions, and emotional patterns that evolve from biological and environmental factors. ...
- The study of the psychology of **personality**, called **personality** psychology, attempts to explain the tendencies that underlie differences in behavior.

The role of personality in organizational behavior:

- Personality plays a key role in organizational behavior because of the way that people think, feel, and behave effects many aspects of the workplace.
- People's personalities influence their behavior in groups, their attitudes, and the way they make decisions.

The three main characteristics of personality:

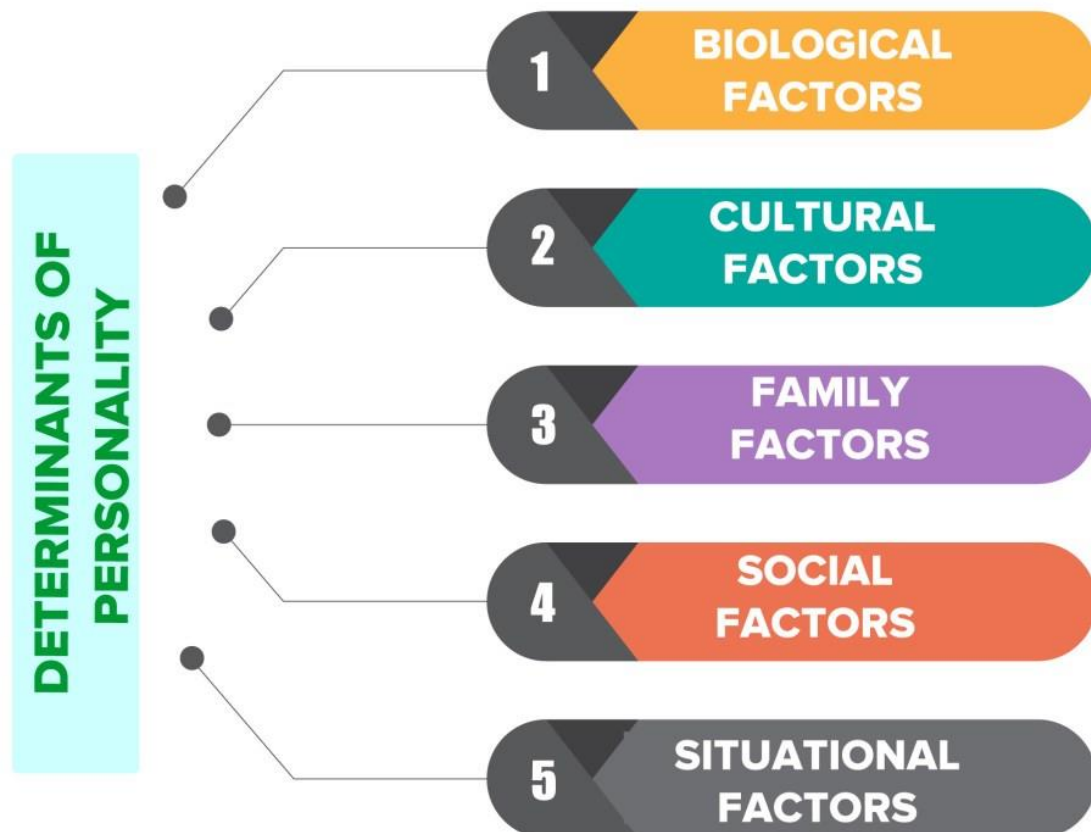
- (1) Consistency,
- (2) Stability,
- (3) Individual differences.

Personality and its features:

- It can be described as how a person affects others, how he understands, and views himself, and **his** pattern of inner and outer measurable traits.
- It encompasses the relatively stable feelings, thoughts, and behavioral patterns a person has. In fact, our **personality** changes over long periods of time.

FACTORS OF PERSONALITY IN OB:

- **Personality** is a result of the combination of four factors, i.e., physical environment, heredity, culture, and particular experiences. Here we discuss each factor determining **personality** separately.



JOHARI window and transactional analysis:

Definition Johari Window :

- ❖ The **Johari Window** is the psychological model developed by Joseph Luft and Harrington Ingham, that talk about the relationship and mutual understanding between the group members. ...
- ❖ Hidden Self: This quadrant of the **Johari window** shows the state of an individual known to him but not known to the others.

Learning principles in Johari Window:

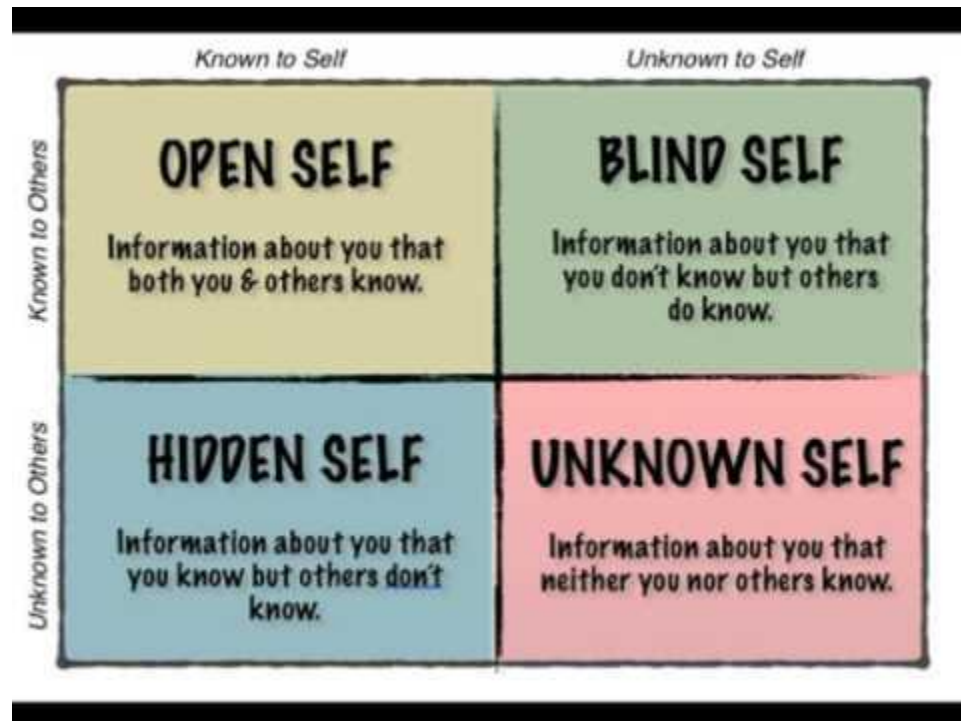
The Johari Window is built on two key principles:

- ❖ That you build trust with people when you disclose information about your self.
- ❖ Using feedback, you can learn a great deal more about yourself, therefore coming to terms with issues and increasing your self awareness and effectiveness as an individual
- ❖ Transactional analysis is a technique used to help people better understands their own and other's behavior, especially in interpersonal relationships. ...
- ❖ It offers a model of personality and the dynamics of self and its relationship to others that makes possible a clear and meaningful discussion of behavior.

Conduct Johari window activity:

- ❖ The key steps are: The subject is given a list of 55 adjectives and you pick 5 or 6 that they think describes their personality.
- ❖ Peers are given the same list and they each pick 5 or 6 adjectives they think describe the subject. You arrange the adjectives on the **Johari Window** based on awareness.

JOHARI WINDOW know yourself and others, improve your Personality



The purpose of transactional analysis:

- ❖ **Transactional analysis** can be used to address one's interactions and communications with the **purpose** of establishing and reinforcing the idea that each individual is valuable and has the capacity for positive change and personal growth.

The types of transactional analysis:

- ❖ There are three **types** of transactions: complementary, crossed and ulterior, all of which you will encounter on a daily basis.
- ❖ The crux of **transactional analysis** is the rule that effective and successful communications must be generated from complementary transactions.

The key concepts of transactional analysis:

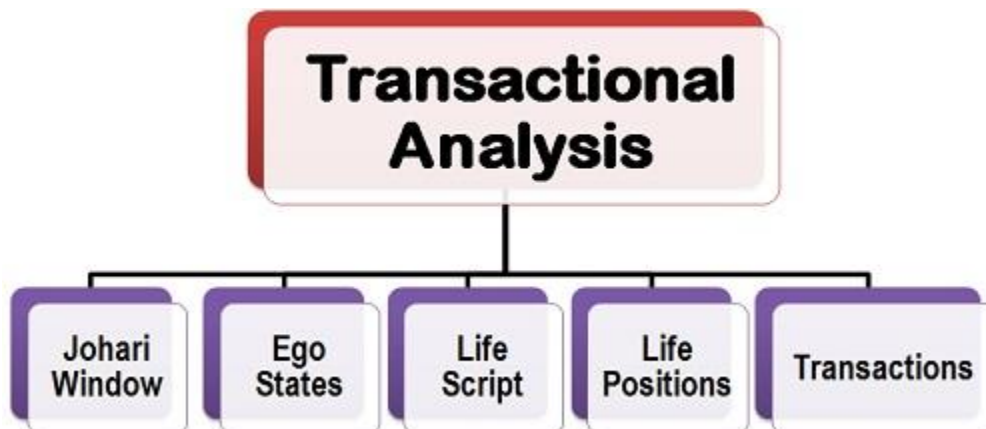
- Ego-states. Ego-states refer to the three major parts of an individual's personality, and they each reflect an entire system of thought, feeling and behavior. ...
- Unconscious scripts. ...
- Transactions. ...
- Strokes. ...
- Intimacy. ...
- Re decision.

Types of ego are there:

- ❖ The three **ego** states are defined in a psychology method called Transactional Analysis which was founded by a psychologist named Eric Berne in the 1950's for the purpose of communicating with the **different** personality **types**. In his theory there are 3 states in any given personality

Shift your or the other person's Ego State to keep the conversation going

1. Asking a question.
2. Stating a few facts.
3. Asking for their view.



The four life positions:

Definition:

- ❖ **The Life Positions** refers to **the** specific behavior towards others that an individual learns on **the** basis of certain assumptions made very early in **the life**. Here, an individual believes that he is right, and all **the** others around him are wrong

Life positions:

There are four life positions:

I'm OK—You're OK

I'm OK—You're not OK

I'm not OK—You're OK

I'm not OK—You're not OK

Life script in transactional analysis:

- ❖ Is an unconscious pathway created in childhood, reinforced by our parents, and strengthened with evidence sought throughout **life** ensuring our beliefs are justified?
- ❖ **A Life Script** is a set of childhood decisions made unconsciously by a person in response to parental messages about self, others and **the** world.
- ❖ These decisions are influenced by **the** child's perception and interpretation of what's happening around him.

Script messages are seen as coming from:

- **Modeling: Visible ways adults and peers behave.**
- **Attributions: Being told 'you're just like...'**
- **Suggestions: Hints and encouragement such as 'Always do your best'.**
- **Injunctions and counter-injunctions: Demands to not do or do things.**

Script Analysis:

- ❖ Script analysis demonstrates the process by which people acquired their script and the strategies they employ to justify their actions based on it.
- ❖ The aim is to help clients open up possibilities for making changes in their early programming.

Nature and Dimension of Attitudes:

Dimensions of Attitudes:

- ✓ Researchers study three **dimensions of attitude**: strength, accessibility, and ambivalence.
- ✓ **Attitude** strength: Strong **attitudes** are those that are firmly held and that highly influence behavior. **Attitudes** that are important to a person tend to be strong.

The nature of attitudes:

- ✓ Attitudes are a complex combination of things we tend to call personality, beliefs, values, behaviors, and motivations. ...
- ✓ Attitudes provide us with internal cognitions or beliefs and thoughts about people and objects. Attitudes cause us to behave in a particular way toward an object or person.

Types of attitudes:

1. Job Satisfaction,
2. Job Involvement, and
3. Organizational Commitment.

Attitude and its characteristics:

- ✓ **Attitude** can be described as a tendency to react positively or negatively to a person or circumstances. ...
 - a. Attitudes are the complex combination of things we tend to call personality, beliefs, values, behaviors, and motivations.
 - b. It can fall anywhere along a continuum from very favorable to very unfavorable.
 - c. All people, irrespective of their status or intelligence, hold attitudes.
 - d. It provides us with internal cognitions or beliefs and thoughts about people and objects.
 - e. It includes certain aspects of the personality as interests, appreciation and social conduct.
 - f. It indicates the sum total of a man's inclinations and feelings.
 - g. Attitude may be defined as a feeling or disposition to favor or to be against objects, persons, and situations.

Factors of Attitudes:

There are a number of different factors that can influence how and why attitudes form. These are-

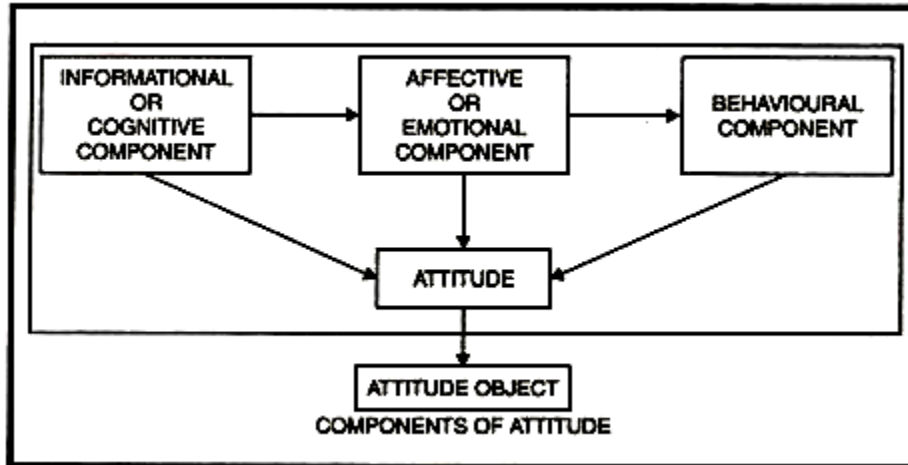
- Social Factors.
- Direct Instruction.
- Family.
- Prejudices.
- Personal Experience.
- Media.
- Educational and Religious Institutions.
- Physical Factors.
- Economic Status and Occupations.

4 functions of attitude areas:

1. Adjustment Function.
2. Ego-Defensive Function.
3. Value-Expressive Function.
4. Knowledge Function.

These three components are described below:

- 1) Informational or Cognitive Component
- 2) Emotional or Affective Component
- 3) Behavioral Component:



Job satisfaction and organizational commitment:

- **Organizational commitment** can be thought of as an extension of **job satisfaction**, as it deals with the positive attitude that an **employee** has, not toward her own **job**, but toward the **organization**.

Major Job attitudes:

OB research has boiled down job attitudes to three **major**, which are:

- 1) Organizational commitment. ...
- 2) **Job** satisfaction,
- 3) **Job** involvement, and

Organizational commitment is when an employee identifies with a particular and their goal is to remain an employee there.

Organizational satisfaction:

- Unlike job satisfaction, organizational satisfaction is a much less researched subject.
- Organizational satisfaction, however, is an interesting subject in itself as it tells us how employees perceive their organization. It tells us, in other words, something about the organization
- This finding confirms that when employees satisfied with intrinsic satisfaction and extrinsic satisfaction from his or her job condition may lead to greater organizational commitment in the studied organizations.

Organizational satisfaction:

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- ✓ Organizational satisfaction, however, is an interesting subject in itself as it tells us how employees perceive their organization. It tells us, in other words, something about the organization.

Types of job satisfaction:

The JDI is broken down into five facets of **satisfaction**:

- a) Work, b) pay,
- c) Promotion, d) supervision and e) co-workers.

Job satisfaction affects job performance:

- ✓ **Employee** effort is an important factor that determines an individual **performance** will be.
- ✓ When an **employee** feels a **satisfaction** about the **job**, he/she is motivated to **do** grater effort to the **job performance**.Then it tends to increase the overall **performance** of the organization

The difference between job satisfaction and job involvement:

- ✓ Job satisfaction is an individual's general attitude toward his or her job. ...

- ✓ A person with a high level of job satisfaction holds positive feelings about the job, while a person who is dissatisfied with his or her job holds negative feelings about the job.
- ✓ Job involvement is the degree to which a person identifies with his or her job, actively participates in it, and considers his or her performance important to self-worth.
- ✓ High levels of job involvement are positively related to organizational citizenship and job performance.

A good working attitude:

- ✓ A positive attitude gets the work done and motivates others to do the same without do welling on the challenges that inevitably come up in any job.
- ✓ It is the enthusiastic employee who creates an environment of goodwill and who provides a positive role model for others.

Job satisfaction increased productivity:

- ✓ According to a study from 1996-2001, an increase in job satisfaction is directly related to a 6.6 percent increase in productivity per hour. ...
- ✓ Another study--this one conducted by economists at the University of Warwick--found that happiness leads to a 12 percent increase in productivity.

The relationship of job satisfaction with productivity:

- ✓ This indicates that **employee satisfaction** does relate to **productivity** and profit in some companies.
- ✓ Other studies show a **relationship** between the type of **job, satisfaction** and **productivity**.

- ✓ Generally, the more demanding the **job**, the greater the **satisfaction** and the higher the **productivity**.

Job satisfaction important:

- ✓ Higher Productivity – Irrespective of **job** title and pay grade, employees who report high job satisfaction tend to achieve higher productivity.
- ✓ Increased Profits – Keeping employees safe and satisfied can lead to higher sales, lower costs and a stronger bottom line.

5 unique characteristics you possess:

5 Characteristics That Most Successful People Possess

- Guest Post by Andrew Brush field. Education, training, experience and continually updating your skills are all vital to success in the workplace and to your future employment trajectory. ...
- Communication. ...
- Pro-activeness. ...
- Problem-solving ability. ...
- Self-motivation. ...
- Curiosity. ...
- Guest Author.

The basic causes of job dissatisfaction:

Causes of Job Dissatisfaction are

- Underpaid.
- Limited Career Growth.
- Lack of Interest.
- Poor Management.
- Unsupportive Boss.
- Lack of Meaningful Work.
- Opportunities for growth or incentives for meaningful work.
- Work and Life Balance

Motivational needs and processes:

Definition of Motivation:

- When employees feel these things, it helps them, and thereby their managers, be more successful. It is a manager's job to motivate employees to do their jobs well. ...
- The answer is motivation in management, the process through which managers encourage employees to be productive and effective
- **Motivation** is the word derived from the word 'motive' which means needs, desires, wants or drives within the individuals.
- It is the process of stimulating people to actions to accomplish the goals. In the work goal context the psychological factors stimulating the people's behavior can be - desire for money. success.

The types of motivation:

1. Extrinsic Motivation. Extrinsic motivation comes from outside us. ...
2. Intrinsic Motivation. Intrinsic motivation is done for internal reasons, for example to align with values or simply for the hedonistic pleasure of doing something. ...
3. Interjected Motivation. ...
4. Identified Motivation.
5. Competence & Learning Motivation. ...
6. Attitude Motivation. ...
7. Achievement Motivation. ...
8. Creative Motivation. ...
9. Physiological Motivation. ...
10. Incentive Motivation.

Four Motivations - Changing Minds:

1. Extrinsic Motivation. Extrinsic motivation comes from outside us. ...
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3. Interjected Motivation. ...
4. Identified Motivation.

How to Motivate Employees:

There are many ways to motivate employees. Managers who want to encourage productivity should work to ensure that employees:

- Feel that the work they do has meaning or importance
- Believe that good work is rewarded
- Believe that they are treated fairly

All of these tasks fall under one or more motivational theories.

Motivation and its process:

The behavior of an individual is directed towards some goals by an inner drive is called motivation and the process that allow us to motivate people to do some specific job is called the process of motivation.

In fact the human behavior is energized, directed & sustained by the motivation Process.

The processes involved in motivation:

- Identify Unsatisfied Needs and Motives. The first process of motivation involves unsatisfied needs and motives. ...
- Tension. Unsatisfied needs to create tension in the individual. ...
- Action to satisfy needs and motives. ...
- Goal accomplishment. ...
- Feedback.

Motivation in organizational behavior:

- Motivation is essentially the underlying drive of individuals to accomplish tasks and goals.
- There are many factors that can influence employee motivation including organizational structure, integrity of company operations, and company culture.

Motivation and its characteristics:

- Motivation is a complex area. ... Motivation can be defined as the driving force behind our actions, fuelled by our desire for something.
- It is that internal strength that gets us to move, and give 100% to whatever goal or end we desire or plan to achieve

Motivational techniques:

- Motivate employees by offering an upbeat, positive work environment.
- Encourage teamwork and idea-sharing, and make sure staffers have the tools and knowledge to perform well.
- Be available when employees need you to be a sounding board or a dispute mediator.

The concept of motivation:

The term motivation is derived from the word 'motive". ... Motivation may be defined as a planned managerial process, which stimulates people to work to the best of their capabilities, by providing them with motives, which are based on their unfulfilled needs.

The importance of motivation:

- a) **Motivation** will help him achieve his personal goals.
- b) If an individual is **motivated**, he will have job satisfaction.
- c) **Motivation** will help in self-development of individual.
- d)** An individual would always gain by working with a dynamic team

Motivation in human behavior:

- Motivation can be defined as the driving force behind all the actions of an individual.
- The influence of an individual's needs and desires both have a strong impact on the direction of their behavior. ...
- Motivation refers to the dynamics of our behavior, which involves our needs, desires, and ambitions in life.

The main objectives of motivation:

- The purpose of motivation is to create condition in which people are willing to work with zeal, initiative.
- Interest, and enthusiasm, with a high personal and group moral satisfaction with a sense of responsibility. To increase loyalty against company.

Promote motivation in the workplace:

20 Simple Ways to Increase Motivation in the Workplace

1. Recognize great work. One of the most important factors that contribute to employee motivation is how often their hard work is recognized. ...
2. Set small, measurable goals. ...
3. Celebrate results. ...
4. Stay positive. ...
5. Stay fueled. ...
6. Take regular breaks. ...
7. Stay healthy. ...
8. See and share the big picture.

Work Motivation Approaches Theories of Motivation:

Motivation is the word derived from the word 'motive' which means needs, desires, wants or drives within the individuals.

It is the process of stimulating people to actions to accomplish the goals. In the work goal context the psychological factors stimulating the people's behavior can be - desire for money. Success.

Approaches to Organizational Behavior Studies

Human Resources Approach

Contingency Approach

Productivity Approach

Systems Approach

Human Resources Approach:

- ❖ This approach recognizes the fact that people are the central resource in any organization and that they should be developed towards higher levels of competency, creativity, and fulfillment.
- ❖ The human resources approach is also called as the supportive approach in the sense that the manager's role changes from control of employee to active support of their growth and performance.

Contingency Approach:

- ❖ The contingency approach (sometimes called the situational approach) is based on the premise that methods or behaviors which work effectively in one situation fail in another.
- ❖ For example; Organization Development (OD) programs, may work brilliantly in one situation but fail miserably in another situation.
- ❖ The contingency approach is also more interdisciplinary, more system – oriented and more research-oriented than any other approach.

Productivity Approach:

- ❖ Productivity which is the ratio of output to input is a measure of an organization's effectiveness. It also reveals the manager's efficiency in optimizing resource utilization.
- ❖ Productivity is generally measured in terms of economic inputs and outputs, but human and social inputs and outputs also are important.

Systems Approach:

- ❖ The Systems Approach to OB views the organization as a united, purposeful system composed of interrelated parts.
- ❖ This approach gives managers a way of looking at the organization as a whole, whole person, whole group, and the whole social system.

Inter-Disciplinary Approach:

- ❖ Organizational behavior is an integration of all other social sciences and disciplines such as psychology, sociology, organizational theories etc.
- ❖ They all are interdependent and influence each other. The man is studied as a whole and therefore, all disciplines concerning man are integrated

Work Motivation M5 Model:

The work motivation model includes 5 elements of individual motivators:

- a) Money, b) myself, c) membership of a team, d) mastery, and e) mission.

The approach is similar to the Maslow's hierarchy of Needs.



Work Motivation: M⁵-model

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DIFFERENT TYPES OF MOTIVATION:

- 1) INTRINSIC MOTIVATION
- 2) EXTRINSIC MOTIVATION
- 3) COMPETENCE & LEARNING MOTIVATION

- 4) ATTITUDE MOTIVATION
- 5) ACHIEVEMENT MOTIVATION
- 6) CREATIVE MOTIVATION
- 7) PHYSIOLOGICAL MOTIVATION
- 8) INCENTIVE MOTIVATION
- 9) FEAR MOTIVATION
- 10) POWER MOTIVATION
- 11) AFFILIATION & SOCIAL MOTIVATION

1) INTRINSIC MOTIVATION:

- ❖ Intrinsic motivation represents all the things that motivate you based on internal rewards.
- ❖ For example: you may be motivated to get a promotion because of self-improvement or the joy of learning
- ❖ Examples are positive, intrinsic motivation can also have negative motivational drivers.
- ❖ Positive or negative, intrinsic motivation is typically more sustainable than extrinsic motivation because it focuses on things you can control.
- ❖ Conversely, extrinsic motivation typically focuses on things that are given to you by someone else, and therefore is not directly within your control to achieve.

2) EXTRINSIC MOTIVATION:

- ❖ Extrinsic motivation represents all the things that motivate you based on external rewards.
- ❖ These types of motivation are more common than intrinsic motivators and include achieving things due to a specific incentive, fear, or expectation, all of which depend on external factors

- ❖ For example, people want to get a promotion because of the expected raise.

Types of Intrinsic Motivation:

3) COMPETENCE & LEARNING MOTIVATION

- ❖ Competence motivation, also known as learning motivation, states that people are motivated more by the process itself rather than by the reward at the end
- ❖ The reason is that people who are motivated by competence motivation are literally motivated by the act of learning or getting better as they move towards the completion of a goal or task instead of the destination itself.

4) ATTITUDE MOTIVATION:

- ❖ Attitude motivation refers to the type of motivation that is cultivated through the desire to change the way you or other people think and feel.
- ❖ People who are motivated by attitude engage in actions and interactions with the express intent of making themselves and the people around them feel better in a positive and uplifting way.

5) ACHIEVEMENT MOTIVATION:

- ❖ Achievement motivation states that people are driven by the desire to pursue and achieve specific goals.
- ❖ People who are motivated by this type of motivation are driven by the achievement of a task or goal itself, and not necessarily because of the reward that's attached.
- ❖ For example, an entrepreneur might build a business for the joy of building a world-class organization, and not necessarily because there's money involved.

6) CREATIVE MOTIVATION:

- ❖ Many people are motivated by creativity, or the innate drive for creative expression.
- ❖ When you're motivated by the desire to express yourself, you are tapping into creative motivation.
- ❖ Examples of creative motivation include things in which you feel compelled to create, such as the motivation to write a book, act in a movie, play the guitar, build a product, or start a business.

7) PHYSIOLOGICAL MOTIVATION:

- ❖ Often, humans are driven by some internal force beyond their explanation. For example, this is sometimes the case when you pursue someone out of love.
- ❖ This represents the physiological motivational factors that are both internal as well as outside of our control.

Types of Extrinsic Motivation:

8) INCENTIVE MOTIVATION

- ❖ Incentive motivation, unlike achievement motivation, says that people are motivated more by the reward than by the achievement of the goal itself.
- ❖ Instead of being motivated by the pursuit of a goal or task, those who are motivated by incentives are driven to take action because of an expected (and often specific) reward.
- ❖ For example, if you want a promotion because of the higher salary and not because the new responsibility makes you feel fulfilled, you are motivated by incentives rather than by achievement.

9) FEAR MOTIVATION:

- ❖ Fear motivation is a motivational type that uses consequences to drive people into action.
- ❖ Fear motivation can be thought of as a “negative motivator” in that you aren’t motivated by a reward but by the avoidance of pain or consequences.
- ❖ With positive motivators, fear motivation uses punishment or negative motivators – like getting fired – as a way to keep you productively moving towards specific goals, tasks, or deliverables.

10) POWER MOTIVATION:

- ❖ Power motivation is a motivational factor that says people are motivated by control over our own lives and/or the lives of others.
- ❖ Everyone wants choices, and people are often motivated to increase their overall life-options.
- ❖ For this reason, power motivation manifests itself in the desire to affect the direction of our lives and sometimes the lives of those around us.

11) AFFILIATION & SOCIAL MOTIVATION:

- ❖ Humans are social creatures, and social motivation – also known as affiliation motivation – states that people are motivated by social factors like belonging and acceptance.
- ❖ Humans have an innate desire to connect with others, and social motivation causes us to seek connections by contributing to a social group.
- ❖ Social motivation can be macro and manifest itself in a desire to help the world, or it can be micro and manifest itself in our love for family and friends.

TYPES OF MOTIVATION IN BUSINESS:

Business is a unique setting because often you're trying to motivate yourself as well as those around you.

The types of motivation in business include:

- Achievement motivation
- Incentive motivation
- Fear motivation
- Power motivation
- Competence motivation
- Attitude motivation
- Creative motivation

TYPES OF MOTIVATION IN SPORTS:

Like business, motivation in sports can refer to either the team or the individual. For individual athletes, both intrinsic motivation and extrinsic motivation can be powerful drivers.

Here are some specific types of motivation for sports:

- Achievement motivation
- Incentive motivation
- Fear motivation
- Power motivation
- Competence motivation

TYPES OF MOTIVATION IN EDUCATION

Here are some good types of motivation for students:

- Achievement motivation
- Incentive motivation
- Competence motivation
- Creative motivation

Theories of Motivation:

- ❖ The psychological and behavioral processes that motivate a person to act in a particular way are referred to as process theories of motivation.
- ❖ In essence, these theories examine how a person's needs will affect his behavior in order to achieve a goal related to those needs.

The 5 theories of motivation:

- 1) Maslow's hierarchy of needs. Abraham Maslow postulated that a person will be motivated when his needs are fulfilled. ...
- 2) Herzberg's two factor theory. ...
- 3) McClelland's theory of needs. ...
- 4) Vroom's theory of expectancy. ...
- 5) McGregor's theory X and theory Y.

The factors of motivation:

- ❖ Drivers of human behavior related to the intrinsic nature of the work, but not necessarily to the surrounding circumstances or environment.
- ❖ Motivating factors include achievement, advancement, autonomy, personal growth, recognition, responsibility, and the work itself.

Motivation across Culture Positive Organization Behavior:

Definition of **cross-cultural**. : dealing with or offering comparison between two or more different **cultures** or **cultural** areas.

MOTIVATION ACROSS CULTURES:

- Motivation and motivators differ across cultures. Practices that might be highly motivating for employees in one country may not be as effective in others.
- Some of the reasons for this variance in motivational factors are as follows:
- Broadly construed, cross-cultural organizational behavior (OB) is the study of cross-cultural similarities and differences in processes and behavior at work and the dynamics of cross-cultural interfaces in multi-cultural domestic and international contexts.
- Examples of cultural differences as they pertain to the workplace include employees who are younger or older than their co-workers, employees who hold higher degrees than others in the workplace and individuals who grew up in either metropolitan areas or small towns.

The 4 factors of motivation:

The Basics: Which Factors Affect Motivation?

- a. **Leadership style,**
- b. **The reward system,**
- c. **The organizational climate.**
- d. **The structure of the work**

Cultural motivation:

- An individual's actions, desires, and needs to learn about and engage with culture based incentives which plays an important role in the generation of agripreneurs decision to venture into agripreneurship for e.g. a sense of loyalty to support the family, a sense of nationalistic pride.

Culture influence motivation:

- Our main conclusion is that culture does influence motivational practices. How **culture** affects depends whether the culture is task-orientated or person-orientated.
- We found that the person-oriented **culture** emphasizes the use of innovative **motivational** practices, with the aim of developing individuals and their work.

Cultural differences in motivation:

- Taking cultural differences into account, motivation factors that can have an impact on productivity were determined and broken down by nationality, based on the analysis results.
- The findings of this research can be used to stimulate social awareness and build an appropriate systemic police.

The social and cultural factors that affect motivation:

Research studies have shown many factors (psychological, social, and cultural) related to motivation, like: intrinsic and extrinsic aspects; parental influence and involvement; family background; peer pressure; self-efficacy expectations; effort; value attributed to a task; anxiety; self-regulation and the setting

Organizational culture affects motivation:

- **Culture** is the set of processes in an **organization** that **affects** the total **motivation** of its people.
- In a high-performing **culture**, those processes maximize total **motivation**. When we measured how different processes **affect** employees' total **motivation**, we learned a couple things: There is no silver bullet.

The culture of an organization:

- Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations.
- These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs.

Important is company culture:

- Company culture is important to employees because workers are more likely to enjoy their time in the workplace when they fit in with the company culture.
- Employees tend to enjoy work when their needs and values are consistent with those in the workplace.

4 types of culture:

- a. Clan,
- b. Adhocracy,
- c. Market, and
- d. Hierarchy.

Clan oriented cultures are family-like, with a focus on mentoring, nurturing, and “doing things together.

Would you describe culture?

- 1) Respect/Fairness
- 2) Trust/Integrity
- 3) Change/Adaptability
- 4) Results Orientation
- 5) Teamwork
- 6) Employee Engagement
- 7) Responsibility/Accountability
- 8) Learning Opportunities
- 9) Meaning/Purpose
- 10) Decision Making

11)Goals/Strategy

12)Communication

Good work culture:

A good work culture is one which encourages employees to behave like a family and watch each other's' back. ... Showcasing and rewarding positive behavior reinforces the intended behavior and directly influences the workplace culture.

The purpose of culture:

- In addition to its intrinsic value, **culture** provides important social and economic benefits.
- With improved learning and health, increased tolerance, and opportunities to come together with others, **culture** enhances our quality of life and increases overall well-being for both individuals and communities.

Makes a great culture:

- A company **culture** that facilitates employee happiness means lower turnover and better company performance.
- Employees are loyal and companies perform better. It's a win-win. If your company ramps up to more employees, the **culture** will become a self-selecting mechanism for employees and candidates.

Optimism-Emotional intelligence-self –efficacy:

Emotional intelligence in OB:

- Emotional intelligence represents an ability to perceive, control and evaluate one's emotions and to use emotions to enhance thought.
- Emotional Intelligence is an increasingly relevant to. Organizational effectiveness and developing employees

Emotional intelligence article:

- Emotional intelligence (otherwise known as **emotional quotient** or EQ) is the ability to understand, use, and manage your own **emotions** in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges and defuse conflict. ... Social awareness – You have empathy

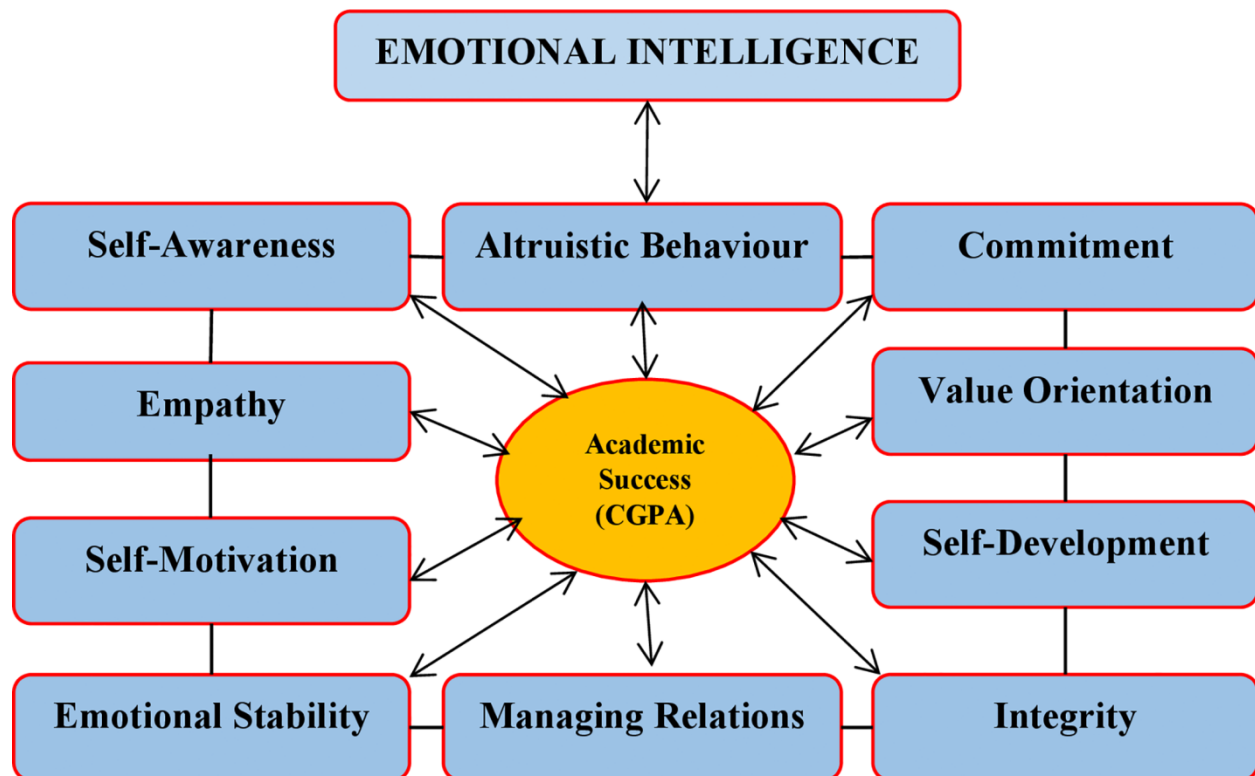
Emotional intelligence examples:

- Thinking rationally about the emotion before taking an action:
- Emotional decisions usually result in taking incorrect actions.
- For example being angry can motivate you to do something that you regret late

The 5 characteristics/Pillars of emotional intelligence

Daniel Goleman, an American psychologist, developed a framework of five elements that define emotional intelligence:

- Self-awareness. People with high EI understand their emotions and they don't let their feelings rule them. ...
- Self-regulation. ...
- Motivation. ...
- Empathy. ...
- Social skills.



The 7 human emotions:

Here's a rundown of those seven universal emotions, what they look like, and why we're biologically hardwired to express them this way:

1. Anger. ...
2. Fear. ...
3. Disgust. ...
4. Happiness. ...
5. Sadness. ...
6. Surprise. ...
7. Contemp

I improve my social IQ:

5 Ways to Raise Your Social I.Q. and Why You Want To

1. Always create a win-win situation with others. Especially in inter-personal relationships, there has to be something in it for the other person. ...
2. Learn to understand an opposing view. ...
3. Don't insist on all or nothing. ...
4. Hold the other person in high regard. ...
5. Give first.

The components of social intelligence:

- According to Goleman (2006: 84–97) **social intelligence** consists of two **components** that again comprise several subcategories:
- **Social** awareness – primal empathy, attunement, empathic accuracy, **social** cognition, and **social** facility – synchrony, self- presentation, influence, concern.

Why is EQ so important?

Emotional Intelligence and our ability to draw on **it** as a reserve helps us in **so** many ways: from assisting in looking after our physical and mental health and well-being, through to our ability to inspire and lead. ...

EQ as a driver of success doesn't just apply to our personal lives. **It** applies in the workplace also.

Dis advantages of EQ:

The **drawbacks** of higher EQ include lower levels of creativity and innovation potential. People with high EQ tend to be great at building relations and working with others but may lack the necessary levels of nonconformity and unconventionality to challenge the status.

The 5 core emotions:

- Surprise.
- Sadness.
- Anger
- Disgust.
- Fear.

EQ in leadership:

- What does a leader need more of, IQ or EQ? ... EQ (or emotional intelligence) is the heightened awareness of others' emotions, including your own.
- This vital trait goes beyond leaders trying to gauge an employee's mood -- it allows leaders to carefully examine business situations and approach them appropriately

You develop EQ:

1. Utilize an assertive style of communicating. ...

2. Respond instead of reacting to conflict. ...
3. Utilize active listening skills. ...
4. Be motivated. ...
5. Practice ways to maintain a positive attitude. ...
6. Practice self-awareness. ...
7. Take critique well. ...
8. Empathize with others.
9. Utilize leadership skills.
10. Be approachable and sociable.

EQ better than IQ:

- You need to have a brilliant **IQ** to be a good engineer, but to be a leader of engineers, your **EQ** matters more **than** your **IQ**.
- **IQ** is the intellectual ability to manage ideas, knowledge and thoughts. **EQ** is the ability to manage relationships with other people.

UNIT-III

Dynamics of OB-I:

Communication-types:

Communication in OB:

- ✓ The transmission of information and understanding through the use of common symbols." **Communication** assists organizational members to accomplish both individual and organizational goals, implement and respond to organizational change, coordinate organizational activities and engage in.

(OR)

- ✓ Communication is the process of passing information and understanding from one person to another." In simple words it is a process of transmitting and sharing ideas, opinions, facts, values etc. from one person to another or one organization to another

There are 4 types of organizational communication

- Formal and informal communication.
- Directional communication.
- Internal and external communication.
- Oral and written communication.

8 Types of Organizational Communication:

- 1) Business communication: ADVERTISEMENTS: ...
- 2) Managerial communication: ...
- 3) Organizational communication: ...
- 4) Human relations and team building: ...
- 5) Sales communication: ...
- 6) Report writing: ...
- 7) Communication technology and electronic communication: ...
- 8) International communication:

The 7 C's of Communication:

- 1) **Completeness.** The message must be complete and geared to the receiver's perception of the world. ...
- 2) **Concreteness.** Concrete business communication is also about a clear message. ...
- 3) **Courtesy.** ...
- 4) **Correctness.** ...
- 5) **Clarity.** ...
- 6) **Consideration.** ...
- 7) **Conciseness.** ...
- 8) **Creativity.**

The principles of communication

Principles of Effective Communication –

- 1) Clarity in Ideas, 2) Appropriate Language, 3) Attention,
- 4) Consistency, 5) Adequacy, 6) Proper Time,
- 7) Informality, 8) Feedback , 9) Integration
- 10) Consultation, 11) Flexibility, 12) Economy
- 13) Proper Medium, 14) Understanding, 15) Brevity
- 16) Timeliness, 17) Appropriateness, 18) Constructive and
- 19) Strategic Use of Informal Groups, 20) Purpose of Communication
- 21) Physical and Human Setting, 22) Content of Message

The chief purpose of communication is the exchange of ideas among various people working in the organization.

The elements of communication:

There are 7 major elements when we talk about the communication process.

These are: sender, ideas, encoding, communication channel, receiver, decoding and feedback.

The 5 methods of communication:

In previous years, I have outlined four types of communication, but I believe there are actually five types of communication:

- 1) Verbal,
- 2) Non-verbal,
- 3) Written,
- 4) Listening, and
- 5) Visual.**

The modern tools of communication:

Here are modern communication tools to help you stay in connect with your audience:

- 1) Social Media. ...
- 2) Social Media – Direct Message (DM) ...
- 3) Instant Message (IM) ...
- 4) SMS Text Messaging. ...
- 5) Email Marketing. ...
- 6) Direct Email. ...
- 7) Blogging. ...
- 8) Voice Calling.
- 9) Video Chat,**
- 10) Video Marketing,**
- 11) Live Web Chat,**
- 12) Virtual Reality**

Interactive communication in organizations:

- Interactive communication is an exchange of ideas where both participants, whether human, machine or art form, are active and can have an effect on one another. It is a dynamic, two-way flow of information.
- . Many forms of communication previously thought one-way, like books and television, have become interactive with the rise of computers, the Internet, and digital and mobile devices.
- These developing collaborative technologies, or new media, have rapidly increased the opportunities for interactive communication across mediums, disciplines, cultures, social classes, locations, and even time.

The interactive communication process:

- Interactive model (also known as convergence model) deals with exchange of ideas and messages taking place both ways from sender to receiver and vice-versa.
- The communication process take place between humans or machines in both verbal or non-verbal way

Interactive communication important:

- Effective **interactive communication** strategies can help you give and receive the input and feedback you need to run your small business effectively.
- Good business **communication** skills have the potential to eliminate or reduce workplace mistakes, oversights and interoffice conflict.

Effective interactive communication:

- Is transmitting and receiving information clearly and communicating actively with others in a manner that is effective and consistent with the organizational objectives.
- This competency excludes written communication such as notes or e-mail

Exchanges

Interactive speaking:

Interactive speaking situations include face-to-face conversations and telephone calls, in which we are alternately listening and speaking, and in which we have a chance to ask for clarification, repetition, or slower speech from our conversation partner.

Interactive skills:

Interactive skills refer to the general ability to interact with the external world to accomplish a task.

A typical interactive task requires the person to look for relevant information and choose the right actions.

Barriers to communication and strategies to improve the follow of communication:

How to Overcome Barriers of Communication at Work:

- Communicate Only What Is Needed. Noise and distractions can clog up the communication process on all levels. ...
- Avoid Slang. ...
- Remain Aware of Cultural Differences. ...
- Stay Open Minded for Questions and Answers. ...
- Choose a Communication App.

The 7 barriers to effective communication:

- 1) Barriers to Effective Communication
- 2) Physical Barriers. Physical barriers in the workplace include: ...
- 3) Perceptual Barriers. It can be hard to work out how to improve your communication skills. ...
- 4) Emotional Barriers. ...
- 5) Cultural Barriers. ...
- 6) Language Barriers. ...
- 7) Gender Barriers. ...
- 8) Interpersonal Barriers. ...
- 9) Withdrawal.

Barriers to effective communication are overcome in healthcare:

Here are a few of our top tips for overcoming communication barriers in healthcare.

1. Ask your patient to be a parrot. ...
2. Medical Memory can help you significantly overcome communication challenges.
3. Be visual. ...
4. Record each visit. ...
5. Always use easy-to-understand language. ...
6. Learn to listen and understand.

The types of barriers:

Although the barriers to effective communication may be different for different situations, the following are some of the main barriers:

- 1) Linguistic Barriers.
- 2) Psychological Barriers.
- 3) Emotional Barriers.
- 4) Physical Barriers.
- 5) Cultural Barriers.
- 6) Organizational Structure Barriers.
- 7) Attitude Barriers.
- 8) Perception Barriers.

Strategies of communication:

Communication strategy is the scheme of planning how to share information.

Communication strategy is referred to the choice of the most useful objectives of communication, and recognition of a particular brand and its strategy in terms of attitude.

Strategies for active listening:

- Stop. Focus on the other person, their thoughts and feelings. ...
- Look. Pay attention to non-verbal messages, without letting yourself be distracted. ...

- Listen. Listen for the essence of the speaker's thoughts: details, major ideas and their meanings. ...
- Be empathetic. ...
- Ask questions. ...
- Paraphrase.

The types of communication strategies:

- 1) Restriction- constraining the response or reaction within a set of categories.
- 2) Turn-taking- recognizing when and how to speak because it is one's turn. ...
- 3) Repair- overcoming communication breakdown to send more comprehensible messages.
- 4) Termination- using verbal and nonverbal signals to end the interaction.

Communication strategies important:

- An effective **communication strategy** forges and maintains connections, allowing your business to work efficiently toward its goals.
- The most basic dynamic in **communication** exists between the message and the audience. ... The employees' status reports are messages to their audience, the manager.

Communication strategy example:

4 **Examples** of a **Communication Strategy**. ... This may apply to internal **communications**, marketing **communications** and public relations. A **communication strategy** has four major components:

- 1) **communication** goals,
- 2) Target audience,
- 3) **communication** plan and
- 4) Channels.

Communication strategy in business:

- While communication is something that does "just happen" in organizations, businesses that take steps to implement sound strategies impacting the effectiveness of their business communications can achieve measurable results

Strategic communications plan:

- Strategic communications planning, then, is the process of driving alignment between the communications function and the organization's core objectives.
- It is about deliberately engineering plans, tactics and messages to help fuel an organization's performance.

Write a communication strategy:

- To write a communications strategy, write down the long-term and short-term goals of the company, and define a few relevant objectives that will help the company meet those goals.
- In the **strategy**, identify the audience of your **communication**, such as stakeholders, media outlets, or the general public.

You create a communication strategy:

1. Step 1: Determine Method for Engaging Stakeholders and Partners. ...
2. Step 2: Write a Brief Summary of Analyses. ...
3. Step 3: Select a Theory. ...
4. Step 4: Select Audiences. ...
5. Step 5: Develop Communication Objectives. ...
6. Step 6: Select Strategic Approaches. ...
7. Step 7: Decide on Positioning. ...
8. Step 8: Identify Key Benefits and Support Points.

13 Strategies to Improve Communication at Work:

1. Create A Communication-Friendly Space
2. Keep Communication Constant
3. Offer A Platform For Anonymous Feedback
4. Hold Weekly Town Hall Meetings
5. Ask For Your Employee's Feedback
6. Communicate Face To Face
7. Master Your Body Language
8. Don't Over-Communicate
9. Take Time To Listen
10. Personalize Your Communications
11. Be Authentic
12. Incorporate Team Building Games
13. Try The One Up, One Down Exercise

5 steps to improving organizational behavior:



1) Use social intranet services:

- First, you should make sure your employees are connected socially.
- Facebook, Twitter, and Instagram may already exist, but you'll run into a prevalent industry problem eventually.
- Today's workers rely on social media to cohabitate social spheres—even organizational social spheres.
- Unfortunately, social media giants are rife with distractions, useless multimedia, and external links.

2) Provide private atmospheres:

- Ensure your employees have the chance to be private.
- Especially in office settings, the “ever-connected” feeling runs rampant across employee groups who are constantly engaged with social media and their mobile devices.
- Many companies have embraced an open office concept, wherein desks are shared, doors are nonexistent, and teamwork is the prime focus.
- But this sort of environment can be mentally laborious. Your organization should create an environment capable of fostering creativity. Creativity, often, needs a little breathing room.

3) Use video conferences:

- Even if your organization only has a few remote employees, accommodating their communication needs is essential to organizational success.
- The internet is widespread, and many employees bring their mobile devices to work.
- By promoting knowledge sharing via visuals, information, and on-location services, you can boost communication and collaboration.
- Seeing coworkers face-to-face and on screen, rather than reading through an email, is a great way to foster teamwork.

4) Prioritize company culture:

- Your organization's culture is more important than you know, and it's responsible for sustainability and internal optimization.
- So, promote employee ideas individually. The organization, after all, is a sum of its parts.

5) **Do away with one-way communication:**

- In the past, organizations could use a top-down approach to foster employee communication and teamwork.
- It's a classic approach, but it's outdated. Make every communication channel a two-way street, even at administrative levels.

Decision Making:

Definition:

Decision-making is the process of identifying and choosing alternatives based on the values, preferences and beliefs of the decision-maker. Every decision-making process produces a final choice, which may or may not prompt action.

Organizational decision making:

- ❖ Organizational Decision Making always involves making a choice to alter some existing condition. ... When the decision is being by management on behalf of the organization, it is expending some amount of organizational or individual resources to implement the organizational decision making.
- ❖ **Decision making** refers to **making** choices among alternative courses of action—which may also include inaction. ... Individuals throughout **organizations** use the information they gather to make a wide range of **decisions**. These **decisions** may affect the lives of others and change the course of an **organization**.

3 types of decision making:

At the highest level we have chosen to categorize decisions into three major types:

- 1) Consumer decision making,
- 2) Business decision making, and
- 3) Personal decision making.

TYPES OF DECISION MAKING

- Tactical and Strategic Decisions. ...
- Programmed and Non-programmed Decisions. ...
- Basic and Routine Decisions. ...
- Organizational and Personal Decisions. ...
- Off-the-Cuff and Planned Decisions. ...
- Policy and Operating Decisions. ...
- Policy, Administrative and Executive Decisions.

The purpose of decision making:

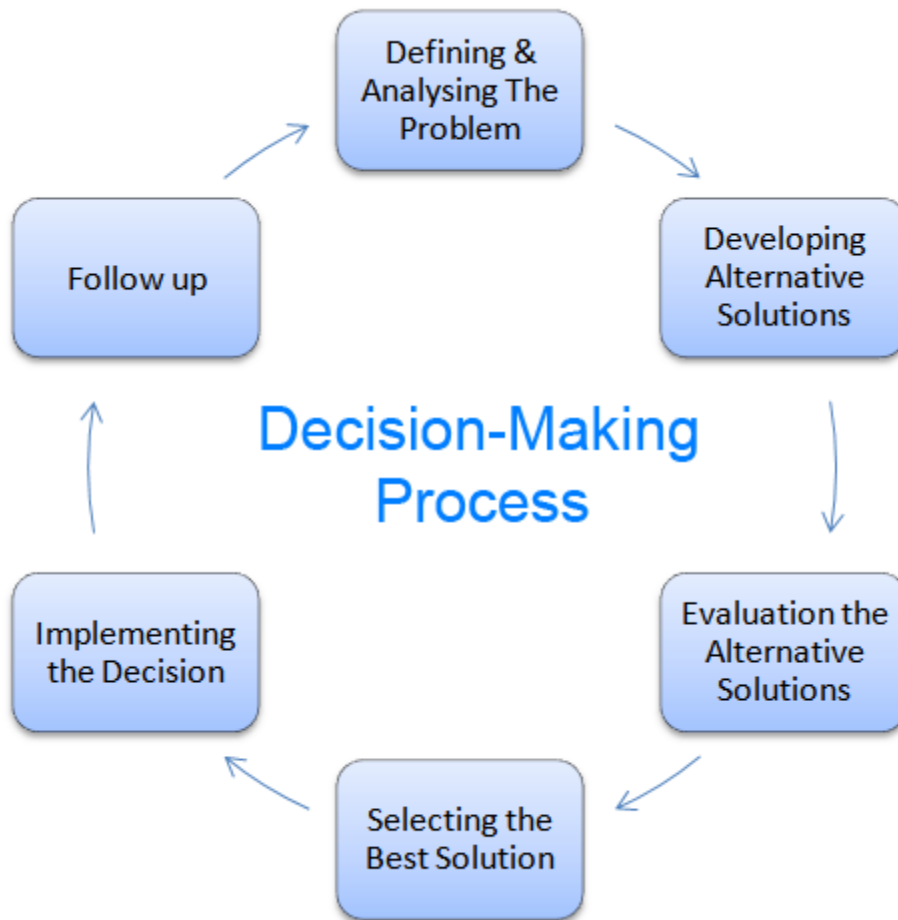
- ❖ Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions.
- ❖ Using a step-by-step decision-making process can help you make more deliberate, thoughtful decisions by organizing relevant information and defining alternatives.

The characteristics of decision making:

- a. Mental and Intellectual Process. ...
- b. It is a Process. ...
- c. It is an Indicator of Commitment. ...
- d. It is a Best Selected Alternative. ...
- e. Decision-Making Might be Positive or Negative. ...
- f. It is the Last Process. ...
- g. Decision Making is a Pervasive Function. ...
- h. Continuous and Dynamic Process.

Five Different Types of Decision Making Skills:

- a) Intuitive. Intuitive is one of the simplest, and arguably one of the most common ways to make a decision. ...
- b) Rational. Rational decision making is the type of decision making most people want to believe they do. ...
- c) Satisficing. ...
- d) Collaborative. ...
- e) Combination.



The **Decision-Making Process**:

- ❖ Managers are constantly called upon to make decisions in order to solve problems.
- ❖ Decision making and problem solving are ongoing processes of evaluating situations or problems, considering alternatives, making choices, and following them up with the necessary action

- ❖ A manager plans, organizes, staffs, leads, and controls her team by executing decisions.
- ❖ The effectiveness and quality of those decisions determine how successful a manager will be.

The decision-making process involves the following steps:

- 1) Define the problem.
- 2) Identify limiting factors.
- 3) Develop potential alternatives.
- 4) Analyze the alternatives
- 5) Select the best alternative.
- 6) Implement the decision.
- 7) Establish a control and evaluation system.

Define the problem

- ❖ The decision-making process begins when a manager identifies the real problem.
- ❖ The accurate definition of the problem affects all the steps that follow; if the problem is inaccurately defined, every step in the decision-making process will be based on an incorrect starting point.
- ❖ One way that a manager can help determine the true problem in a situation is by identifying the problem separately from its symptoms.

The 6 steps to decision making:

The DECIDE model is the acronym of 6 particular activities needed in the decision-making **process**:

- (1) D = define the problem, (2) E = establish the criteria, (3) C = consider all the alternatives, (4) I = identify the best alternative, (5) D = develop and implement a plan of action, and (6) E = evaluate and monitor the.

The advantages of decision making:

- Gives more information. ...
- Increase people's participation. ...
- Provide more alternatives. ...
- Improves the degree of acceptance and commitment. ...
- Improves the quality of decisions. ...
- Helps in strengthening the organization. ...
- Costly. ...

Participative decision making techniques:

Democratic or Participative Decision Making:

- ❖ Here, the leader collects all the ideas and opinions from the group members and then takes the final decision by him.
- ❖ Once the leader has taken the decision, he communicates the same to his subordinates and tries to resolve the objections if any.

Decision making techniques:

Various Techniques of Decision Making

- Group Discussions.
- Brainstorming.
- Delphi technique.
- Marginal Analysis.
- Cost-Benefit Analysis.
- Ratio Analysis.
- Financial Analysis.
- Break-even Analysis.

The different group decision making techniques:

The three types of group decision making are

- 1) **Nominal technique,**
- 2) **Delphi technique and**
- 3) **Brainstorming technique.**

In the nominal group technique, members do not discuss the issue and potential solutions verbally. Instead, the group uses a written process to develop and curate ideas.

- 1) **Nominal group technique**, members do not discuss the issue and potential solutions verbally. Instead, the group uses a written process to develop and curate ideas.

The advantage to this type of group decision-making is that no one member of the group can dominate and it eliminates the interpersonal aspect, which can sometimes distract from the goal. The steps of the nominal group technique consist of:

- Team members write down their ideas to solve the problem.
 - Each idea is cataloged, and no idea is discussed between members at this point.
 - An open forum is held to discuss each idea with no negative input allowed.
 - Members then vote secretly for the final solution
- 2) The **Delphi** method is a process used to arrive at a group opinion or decision by surveying a panel of experts. Experts respond to several rounds of questionnaires, and the responses are aggregated and shared with the group after each round.
 - 3) **Brainstorming.** Brainstorming is a group decision making technique designed to increase the range of ideas and solutions available for the group to explore.

The goals are to generate as many ideas as possible. This technique doesn't provide a solution or decision itself

The following are the main types of decisions every organization need to take:

- Programmed and non-programmed decisions: ...
- Routine and strategic decisions: ...
- Tactical (Policy) and operational decisions: ...
- Organizational and personal decisions: ...

- Major and minor decisions: ...
- Individual and group decisions

The participative leadership style:

- Participative leadership is a managerial style that invites input from employees on all or most company decisions.
- The staff is given pertinent information regarding company issues, and a majority vote determines the course of action the company will take.

The 4 types of leadership:

Leadership styles based on authority can be 4 types

- Autocratic Leadership,
- Democratic or Participative Leadership,
- Free-Rein or Laissez-Faire Leadership, and.
- Paternalistic Leadership.

A good leadership style:

That is where your commitment, passion, empathy, honesty and integrity come into play.

Good communication skills and decision-making capabilities also play a vital role in success and failure of a leader

The best leadership:

What's Your Most Effective Leadership Style?

1. Autocratic. The ultimate task-oriented leadership style, autocratic or “command and control” leaders operate in an “I’m the boss” fashion. ...
2. Delegative. At the opposite end of the spectrum, the ultimate people-oriented leadership style is delegative or laissez-faire (“let it be”) leadership. ...
3. Democratic or Participative.

The 7 functions of leadership:

Following are the important functions of a leader:

- Setting Goals: ...
- Organizing: ...
- Initiating Action: ...
- Co-Ordination: ...
- Direction and Motivation: ...
- Link between Management and Workers: ...
- It Improves Motivation and Morale: ...
- It Acts as a Motive Power to Group Efforts

The 6 styles of leadership:

- 1) Visionary — mobilize people toward a vision. ...
- 2) Coaching — develop people for the future. ...
- 3) Affiliative — create emotional bonds and harmony. ...
- 4) Democratic — build consensus through participation. ...
- 5) Pacesetter — expect excellence and self-direction. ...
- 6) Commanding — demand immediate compliance.

Characteristics of a good leader:

- Honesty.
- Ability to delegate.
- Communication.
- Sense of humor.
- Confidence.
- Commitment.
- Positive attitude.
- Creativity.

The difference between manager and leadership:

- The main difference between leaders and managers is that leaders have people follow them while managers have people who work for them.
- A successful business owner needs to be both a strong leader and manager to get their team on board to follow them towards their vision **of** success.

Creative and group decision making:

- ❖ Group decision making is a kind of participatory process in which multiple individuals acting collectively, analyze problems or situations, evaluate alternative ways of action, and select alternative solutions
- ❖ Group decision-making (also known as collaborative decision-making) is a situation faced when individuals collectively make a choice from the alternatives before them. ... This is because all the individuals and social group processes such as social influence contribute to the outcome
- ❖ Group decision making is a kind of participatory process in which multiple individuals acting collectively, analyze problems or situations, evaluate alternative ways of action, and select alternative solutions.

Methods for Effective Creativity Techniques:

- 1) Nominal technique,
- 2) Delphi technique and
- 3) Brainstorming technique.



Groups generate ideas and make decisions:

The nominal group technique involves the following steps:

1. Write down ideas in private. After the problem at hand is defined and understood, members silently generate their ideas in writing without discussion with each other.
2. Share ideas. ...
3. Discuss ideas. ...

4. Vote on ideas. ...
5. Calculate the group decision

Group creativity:

Creativity is defined as the tendency to generate or recognize ideas, alternatives, or possibilities that may be useful in solving problems, communicating with others, and entertaining ourselves and others.

The different types of creativity:

- 2 Main Components of Creativity.
 - 1) Originality. 2) Functionality.
- Qualities of Creative People. 1) They are Energetic. ...

4 Types of Creativity.

- 1) Deliberate and Cognitive creativity.
- 2) Deliberate and Emotional Creativity.
- 3) Spontaneous and Cognitive creativity.
- 4) Spontaneous and Emotional Creativity.

The 5 components of creativity:

- (1) Expertise. Well-developed base of knowledge.
- (2) Imaginative Thinking Skills. Provide the ability to things in novel ways.
- (3) A venturesome personality. Seeking new experience.
- (4) Intrinsic Motivation. Is being driven more by interest, satisfaction, and challenge than external pressures.
- (5) A Creative Environment.

The 4 stages of creativity:

The creative process can be divided into 4 stages:

- 1) preparation,
- 2) incubation,
- 3) illumination, and
- 4) Verification.

In the first stage, your brain is gathering information. After all, creative ideas don't come from a vacuum. In the second stage, you let your mind wander and stretch your ideas.

Creative group head:

Creative group head Job Description Reports To: Executive Vice President/ **Chief Creative Officer** Position Summary:

The Creative Group Head is responsible for the creative product and quality of work for an assigned group of clients.

Creativity important in decision making:

Why **is** creativity Important in decision making

The rational **decision** maker needs **creativity**: the ability to produce novel and useful ideas. ... It allows the **decision** maker to appraise and understand the problem more fully including seeing problems others can't see.

Creative decision:

Decision-making is a critical skill in business operations that involves being able to understand a problem, look at options, and make an effective **decision**, while **creativity** is being able to come up with multiple options both inside and outside the box.

Example of creative thinking:

- Examples of creative thinking skills include: problem solving, writing, visual art, communication skills, and open-mindedness. ...
-
- To show your **creative thinking** skills on a resume or during a job interview, don't just list them: provide real-life **examples** of how you used them.

Being creative:

- Being creative means taking risks and ignoring doubt and facing fears. It means breaking with routine and doing something different for the sake of doing something different. ...
- Being creative means searching for inspiration in even the most mundane places. It means you're asking stupid questions.

Dynamics of OB-II

Stress and Conflict:

- Stress is defined as an adaptive response to an external situation that results in physical, psychological and/or behavioral deviations for organizational participants.
- Stress is the body's general response to environmental situations.
- Stress can be caused by a variety of factors and can lead to numerous consequences.
- Stress is a frequent cause of conflict, and conflict can increase stress. Conflict occurs whenever we interact. ...
- Conflict is a disagreement between two or more individuals, groups, or organizations. Conflict can be superficial or strong.

Conflict cause stress:

- **For most people conflict often causes stress, especially if you are a conflict avoider. ... Because of the behaviors and reactions that result from hyper stress and hypo stress, both of these forms are most likely to lead to conflict.**
- **Lashing out, irritability, and dismissive behaviors are all common results of stress.**

The types of conflict:

Three types of conflict are common in organizations:

- 1) task conflict,
- 2) relationship conflict, and
- 3) Value conflict.

Although open communication, collaboration, and respect will go a long way toward conflict management, the three types of conflict can also benefit from targeted conflict-resolution tactics.

Effects of conflict:

Decrease in Productivity

- When an organization spends much of its time dealing with conflict, members take time away from focusing on the core goals they are tasked with achieving.
- Conflict causes members to focus less on the project at hand and more on gossiping about conflict or venting about frustrations.

You resolve conflict:

The ability to successfully resolve conflict depends on your ability to:

- I. Manage stress quickly while remaining alert and calm. ...
- II. Control your emotions and behavior. ...
- III. Pay attention to the feelings being expressed as well as the spoken words of others.
- IV. Be aware of and respect differences

The causes and effects of conflict:

The most important causes of conflicts were:

- (1) Win-lose scenario
- (2) failing to share credit
- (3) questioning others motives
- (4) Disgruntled client
- (5) diverse perspectives
- (6) Arrogance
- (7) assumption
- (8) Competitive personality and feeling judged while the five **(5) most severe effects of conflict are**

- (1) Damaged and psychological well-being
- (2) Complaint and blaming
- (3) Dissatisfaction and stress
- (4) Insubordination
- (5) Withdrawal and miscommunication.

Conflict affects us:

- **Conflict** at work costs billions. It causes errors and misjudgments, lowers productivity and raises employee turnover.
- It can ruin your working life if you are caught up in an unresolved **conflict**, even if you are trapped in the crossfire of someone else's dispute.

Conflict strengthens relationships:

- Here are four other ways that conflict can be good for your relationship: It increases trust.
- Constructive fighting that respects boundaries but allows both individuals to express themselves can strengthen the relationship and coming through the other side of the argument can increase trust. ... Intimacy increases.

Meaning and types of stress:

DEFINITION:

- Stress is a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand related to what he/she desires and for which the outcome is perceived to be both uncertain and important. In psychology, stress is a feeling of strain and pressure.
- Stress is your body's response to certain situations. It's subjective, so something that is stressful for you may not be stressful for someone else.
- There are many different kinds of stress and not all of them are bad. Stress can help you act quickly in an emergency or help you meet a deadline.
- Stress can affect your physical and mental health, and your behavior. Your body responds to stress by producing chemicals and hormones to help you rise to the challenge.

Types of stress:

1) Acute stress:

- It's your body's immediate reaction to a new challenge, event, or demand, and it triggers your fight-or-flight response.

- As the pressures of a near-miss automobile accident, an argument with a family member or a costly mistake at work sink in, your body turns on this biological response.

2) Episodic acute stress:

When acute stress happens frequently, it's called episodic acute stress.

- People who always seem to be having a crisis tend to have episodic acute stress. They are often short-tempered, irritable, and anxious.
- People who are “worry warts” or pessimistic or who tend to see the negative side of everything also tend to have episodic acute stress.

3) Chronic stress:

If acute stress isn't resolved and begins to increase or lasts for long periods of time, it becomes chronic stress. This stress is constant and doesn't go away. It can stem from such things as:

- poverty
- a dysfunctional family
- an unhappy marriage
- a bad job

Chronic stress can be detrimental to your health, as it can contribute to several serious diseases or health risks, such as:

- heart disease
- cancer
- lung disease
- accidents
- cirrhosis of the liver
- suicide

Meaning and types of conflict:

Organizational conflict, or workplace conflict, is a state of discord caused by the actual or perceived opposition of needs, values and interests between people working together. ...

There is also conflict within individuals – between competing needs and demands – to which individuals respond in different ways.

Different types of conflict — including task conflict, relationship conflict, and value conflict—can benefit from different approaches to **conflict** resolution. ... In particular,

Three types of conflict are common in organizations:

- task conflict,
- relationship conflict, and
- value conflict

Resolve conflict:

The ability to successfully resolve conflict depends on your ability to:

1. Manage stress quickly while remaining alert and calm. ...
2. Control your emotions and behavior. ...
3. Pay attention to the feelings being expressed as well as the spoken words of others.
4. Be aware of and respect differences.

Organizational conflict:

Definition:

Organizational Conflict or otherwise known as workplace conflict is described as the state of disagreement or misunderstanding, resulting from the actual or perceived dissent of needs, beliefs, resources and relationship between the members of the organization.

The types of organizational conflict:

Conflicts are of different types. They are

- 1) intra-personal,
- 2) inter-personal/intra-group, and
- 3) inter-group/intra-organizational conflict

Effect of stress and intra-individual conflict

The effects of stress and intra individual conflict can create physical problems (heart disease, ulcers, arthritis), psychological problems (mood changes, lowered self-esteem, resentment of supervision, inability to make decisions, and job dissatisfaction), and/or behavioral problems (tardiness, absenteeism, turnover

Intra individual conflict:

Intrapersonal conflict occurs within an individual. The experience takes place in the person's mind.

Hence, it is a type of conflict that is psychological involving the individual's thoughts, values, principles and emotions.

Conflict and stress management:

- **Stress** is defined as an adaptive response to an external situation that results in physical, psychological and/or behavioral deviations for organizational participants.
- **Stress** is the body's general response to environmental situations.

The effect of conflict in an organization:

- Conflict within an organization can cause members to become frustrated if they feel as if there's no solution in sight, or if they feel that their opinions go unrecognized by other group members.
- As a **result**, members become stressed, which adversely affects their professional and personal lives.

Different types of conflict:

In particular, three **types of conflict** are common in organizations:

1. Task **conflict**,
2. Relationship **conflict**, and
3. Value **conflict**.

Although open communication, collaboration, and respect will go a long way toward conflict management, the three types of conflict can also benefit from targeted conflict-resolution tactics.

Conflict management:

- Conflict management is the process of limiting the negative aspects of conflict while increasing the positive aspects of conflict.
- The aim of conflict management is to enhance learning and group outcomes, including effectiveness or performance in an organizational setting.

The difference between stress and conflict:

- Stress can be caused by a variety of factors and can lead to numerous consequences. Stress is a frequent cause of conflict, and conflict can increase stress.
- Conflict occurs whenever we interact. Conflict arises because individuals have different needs, interests, and goals.

The causes and effects of conflict:

The most importance **causes** of **conflicts** were:

- (1) Win-lose scenario
- (2) failing to share credit
- (3) Questioning others motives
- (4) disgruntled client
- (5) Diverse perspectives
- (6) Arrogance

(7) Assumption (8) competitive personality and feeling judged while the five (5) most severe **effects of conflict** are

- (1) Damaged and psychological well-being
- (2) Complaint and blaming
- (3) Dissatisfaction and stress
- (4) Insubordination
- (5) Withdrawal and miscommunication

The impacts of conflict:

War kills, and its consequences extend far beyond deaths in battle. Armed conflict often leads to forced migration, long-term refugee problems, and the destruction of infrastructure. Social, political, and economic institutions can be permanently damaged

Resolve conflict in the workplace:

- How to Handle Conflict in the Workplace
- Talk with the other person. ...
- Focus on behavior and events, not on personalities. ...
- Listen carefully. ...
- Identify points of agreement and disagreement. ...
- Prioritize the areas of conflict. ...
- Develop a plan to work on each conflict. ...
- Follow through on your plan. ...
- Build on your success

Effect of stress:

Stress has been linked to or can exacerbate various medical conditions, such as asthma, fatigue, back pain, arrhythmias, difficulty breathing, headaches, hypertension, irritable bowel syndrome, ulcers, suppression of the immune system, and fluctuations in blood glucose levels in diabetic patients

Organizational Stress:

Organizational stress is commonly defined as an emotional, cognitive, behavioral and physiological response to the aggressive and harmful aspects of work, work environment and organizational climate.

The 3 causes of stress:

Examples of life stresses are:

- The death of a loved one.
- Divorce.
- Loss of a job.
- Increase in financial obligations.
- Getting married.
- Moving to a new home.
- Chronic illness or injury.
- Emotional problems (depression, anxiety, anger, grief, guilt, low self-esteem)

You control your stress:

Follow our simple tips to help manage and reduce your stress levels.

1. Avoid Caffeine, Alcohol, and Nicotine. ...
2. Indulge in Physical Activity. ...
3. Get More Sleep. ...
4. Try Relaxation Techniques. ...
5. Talk to Someone. ...
6. Keep a Stress Diary. ...
7. Take Control. ...
8. Manage Your Time.

Strategies to cope with stress and conflict:

Strategies for coping with stress:

The following are important coping strategies to address the physical symptoms of stress.

- Practice good sleep hygiene. ...
- Give yourself regular breaks. ...
- Regularly practice self-soothing techniques. ...
- Exercise regularly. ...
- Maintain a healthy diet.

Coping With Stress at Work:

Everyone who has ever held a job has, at some point, felt the pressure of work-related stress. Any job can have stressful elements, even if you love what you do. In the short-term, you may experience pressure to meet a deadline or to fulfill a challenging obligation

Common Sources of Work Stress:

Certain factors tend to go hand-in-hand with work-related stress. Some common workplace stressors are:

- Low salaries.
- Excessive workloads.

- Few opportunities for growth or advancement.
- Work that isn't engaging or challenging.
- Lack of social support.
- Not having enough control over job-related decisions.
- Conflicting demands or unclear performance expectations.

Effects of Uncontrolled Stress:

Work-related stress doesn't just disappear when you head home for the day. When stress persists, it can take a toll on your health and well-being.

A stressful work environment can contribute to problems such as headache, stomachache, sleep disturbances, short temper and difficulty concentrating.

Coping with stress affected by culture:

Culture can affect the stress and coping process in four ways. ... In addition, cultural beliefs and values influence not only individual beliefs and values, but also the reactions of others in the situation, which also affect the appraisal of stress.

The 5 types of coping strategies:

The **five** emotion-focused **coping strategies** identified by Folk man and Lazarus are: disclaiming. Escape-avoidance. Accepting responsibility or blame.

...

Emotion-focused coping strategies

- Releasing pent-up emotions.
- Distracting oneself.
- Managing hostile feelings.
- Meditating.
- Using systematic relaxation procedures.

We need coping skills

The whole idea and concept behind mental health counseling and therapy is to help people replace the negative and unhealthy ways to deal with life stressors and struggles with more positive and healthy ways.

Coping skills help you process and deal with life stressors, struggles and emotions

Some good coping mechanisms:

Healthy Coping Mechanisms and Tools

- Meditating.
- Stretching.
- Engaging in progressive muscle relaxation.
- Listening to music.
- Aerobic exercise.
- Watching television.
- Going to the movies.
- Reading.

You develop a coping strategy:

Healthy Problem-Focused Coping Skills

1. Work on managing your time better (for example, turn off the alerts on your phone)
2. Establish healthy boundaries (tell your friend you aren't going to spend time with her if she makes fun of you)
3. Ask for support from a friend or a professional.
4. Engage in problem-solving.

Stress coping:

Coping with stress is the process by which a person consciously attempts to master, minimize, or tolerate stressors and problems in life.

We need to cope with stress:

Reducing stress has societal, familial and individual benefits, such as: Economic benefits: Reducing stress increases an individual's productivity at work and reduces the number of days they take off; ... Psychological health benefits: Reducing stress improves sleep and reduces irritability, anxiety and depression

You cope with problems:

Here are some healthy ways you can deal with stress:

1. Take care of yourself. Eat healthy, well-balanced meals. ...
2. Talk to others. Share your problems and how you are feeling and coping with a parent, friend, counselor, doctor, or pastor.

3. Avoid drugs and alcohol. ...
4. Take a break. ...
5. Recognize when you need more help.

Example of problem focused coping:

Coping strategies that can be considered to be **problem-focused** include (but are not limited to) taking control of the stress (e.g., **problem** solving or removing the source of the stress), seeking information or assistance in handling the situation, and removing oneself from the stressful situation.

Coping with emotion:

It was explained that coping with emotions means recognizing emotions within us and others and being aware of how emotions influence behavior.

We should be able to respond to emotions appropriately. Intense emotions like anger or sadness can have negative effects on our health if we do not respond appropriately

Life coping skills:

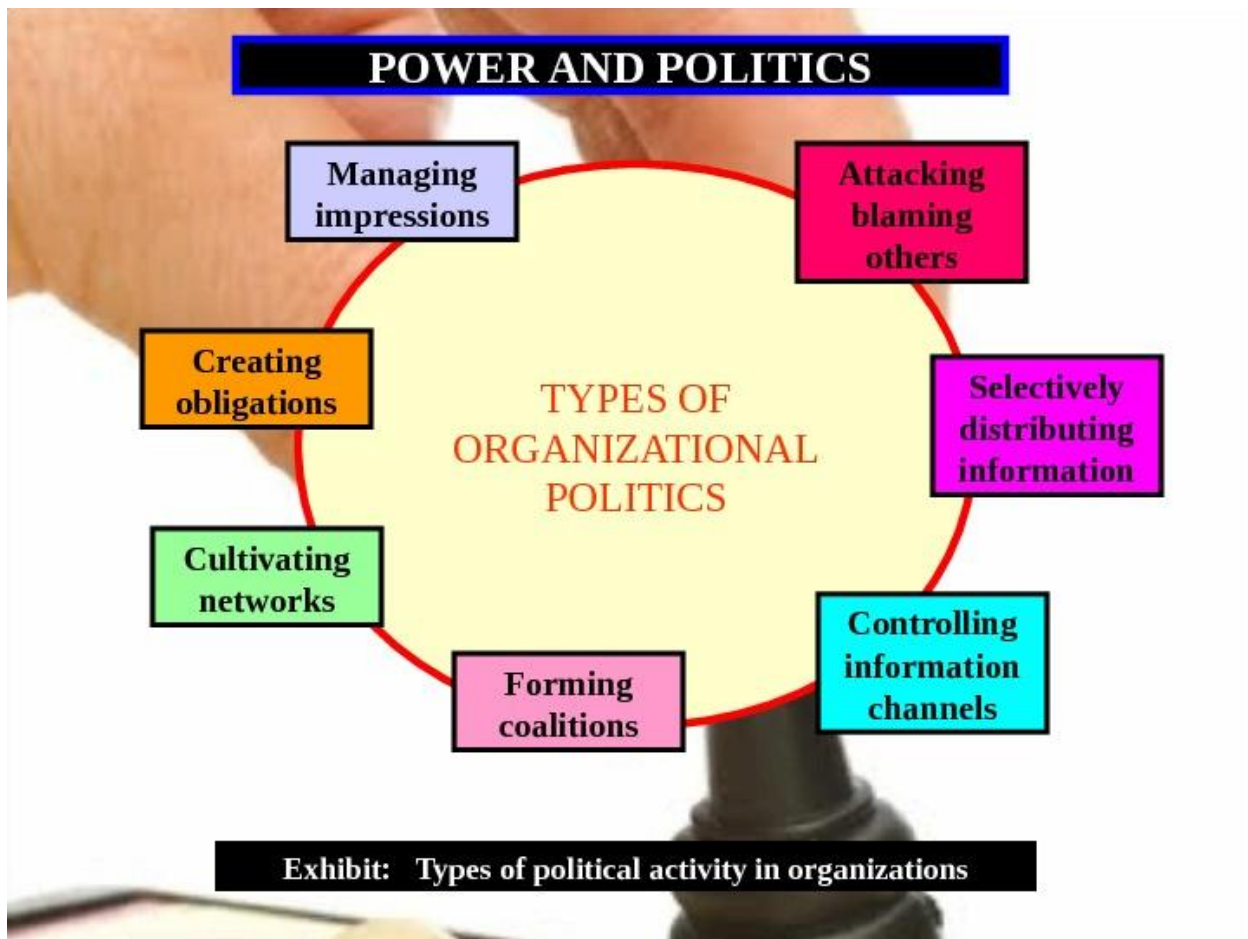
Any person, whether they are in recovery or not, should learn to develop effective coping skills. Coping skills refer to strategies used to help you get through difficult situations that life throws at you.

Everyone has ups and downs. Stressful situations are inevitable and that is when our strength is put to the test.

UNIT-IV

Dynamics of OB-III

Power and politics: meaning and types of power



Groups or organizations use power and politics to control their members, maintain and preserve themselves.

Power and politics are integrated processes that have to be managed and used effectively in order to achieve individual and organizational cohesion and ventilate their differences

Organizational power:

- ❖ Power is the ability to make things happen according to one's perspective by getting someone else to do it for you.
- ❖ It is mainly beneficial in organizations where the managers assign tasks to different employees and make them do those tasks

The 7 types of power:

In her book, Lipkin writes about these specific types of power and why it's important for leaders to understand what type of power they're using.

- 1) Legitimate Power. ...
- 2) Coercive Power. ...
- 3) Expert Power. ...
- 4) Informational Power. ...
- 5) Power of Reward. ...
- 6) Connection Power. ...
- 7) Referent Power.

Organizational politics

- ❖ **Organizational politics are self-serving behaviors that employees use to increase the probability of obtaining positive outcomes in organizations.**
- ❖ **Influence by individuals may serve personal interests without regard to their effect on the organization itself.**

The 4 types of political organization:

Anthropologists generally recognize four kinds of political systems, two of which are decentralized and two of which are centralized.

- Uncentralized systems. Band society. ...
- Centralized governments. Chiefdom. ...
- Supranational political systems. ...
- Empires. ...
- Leagues

Power related to Politics:

- ❖ In social science and **politics**, **power** is the capacity of an individual to influence the conduct (behavior) of others.
- ❖ The term "authority" is often used for power that is perceived as legitimate by the social structure. ... The use of power need not involve force or the threat of force (coercion)

The types of power in politics

Jobs draw on all six types of power:

- 1) LEGITIMATE,
- 2) EXPERT,
- 3) REWARD,
- 4) INFORMATION,
- 5) COERCIVE, AND
- 6) REFERENT.

We need power:

Often power is associated with being strong structurally and mentally. In addition, with power, you gain the support of your following members which can make a team or group stronger.

The reason why power is so important for some people is because they don't want to look weak or look like an easy prey

Meaning and types of power in OB:

Power is the ability to influence other people. It refers to the capacity to affect the behavior of the subordinate with the control of resources. It is an exchange relationship that occurs in transactions between an agent and a target

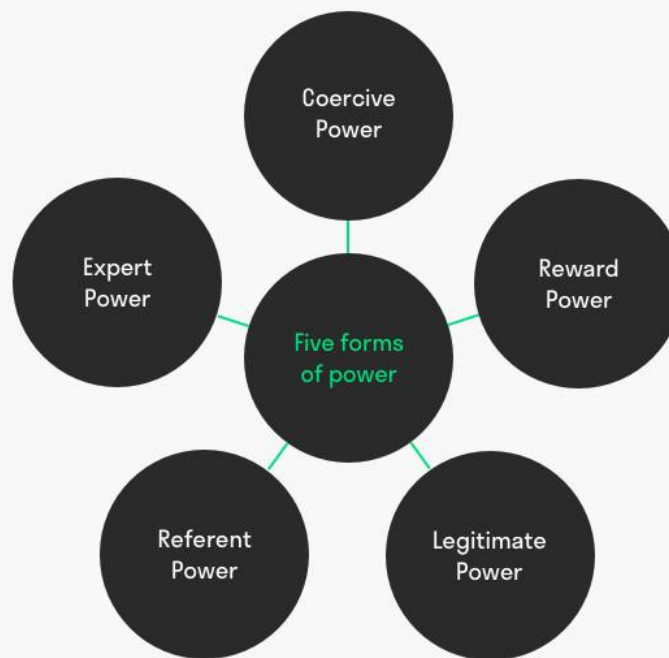
Five Forms of power that is:

Each power type falls under the classification of either personal or formal power. If someone has **personal power**, it means their power comes from people following or admiring them for who they are, what they know and how they act.

- 1) Coercive Power (Formal)
- 2) Referent Power (Personal)
- 3) Reward Power (Formal)
- 4) Legitimate Power (Formal)
- 5) Expert Power (Personal)

Five Forms of Power by French and Raven

toolshero



www.toolshero.com

1) Coercive Power (Formal):

- It makes for an unpleasant environment. Coercion is when those in power rule by fear of punishment, demotion or shame to get workers motivated.

- In a coercive environment, people will arrive early and leave late for all the Wrong reasons

2) Referent Power (Personal):

- Referent power doesn't necessarily mean a person has positional power in a company.
- It means they're **well-regarded, respected and admired, and thus influence others as a result.**
- A person with referent power can be someone whose opinions are always valued, who provides insightful commentary or creative ideas and who's turned to by colleagues for advice or consultation on matters.

3) Reward Power (Formal):

- When companies talk of "incentivizing" employees, they're speaking about putting reward power into play.
- It's the carrot, not the stick – when people are given praise, rewards and promotions for doing their jobs well.
- A good example is Starbucks, as the whole company thrives on reward power

4) Legitimate Power (Formal):

- It's legitimate power that's in play when someone uses their position within an organization to make others compliant.
- Typically, it's high-ranking individuals like the CEO who issue directives that generally can't be challenged or ignored because they call the shots.
- In organizations that use a matrix power structure, legitimate power is compromised or weakened.

5) Expert Power (Personal):

- Like referent power, expert power takes a while to achieve. **One must be considered a thought leader to wield expert power.**
- In this instance, those around them feel the expert's extensive experience and knowledge will guide them in making the most beneficial decision on a course of action.
- Expert power is intriguing because one doesn't actually need expertise to have expert power but instead must merely be *perceived* to have expertise

Empowerment-Groups vs. Teams:

Empowerment:

- Empowerment is the process of shifting authority and responsibility to other in the organizational setting.
- Empowerment takes place when higher management transfers the power, authority, and responsibility to lower level employees.

Employee empowerment concepts:

- Employee Empowerment in work setting means giving employees the means, ability, and authority to do something.
- It involves efforts to take full advantage of organization's human resources by giving everyone more information and control over how they perform their jobs.
- Empowered employees exude increased confidence while performing their jobs.
- Empowerment would be all the more necessary to speed up the process of decision-making, make use of environmental opportunities and to serve the customers and society better.

The need for employee's empowerment arises:

1. Increasing pace of change, turbulence of environment and the changing expectations of customers require a speedy and flexible response which is incompatible with the old-style command and control model of organizational functioning.
2. Employees now have greater awareness and are more concerned with the satisfaction of higher level needs. Empowerment can be used to satisfy such needs of employees and thus motivate them.
3. Empowerment can provide opportunities to the employees at lower levels to develop their competencies. Thus, it can be used as a source of managerial talent for the organization.

Characteristics:

1. They set unstructured guidelines so that the employees know their decision-making parameters.
2. Their employee-related core value is employee satisfaction.
3. They invest lot of time and effort to ensure that newly recruited employees are able to handle workplace freedom.
4. Empowered organizations put emphasis on delegation, decentralization, and diffusion of power and information.

TYPES:

1) Suggestion Involvement:

- It represents a small shift away from the traditional control model.
- Employees are encouraged to contribute ideas through formal suggestion programs or quality circles.

- They can only offer suggestions, the power to accept suggestions and implement those rests with the management.

2) Job Involvement:

- The jobs are redesigned so that employees use a variety of skills.
- Employees believe their tasks are significant, they have considerable freedom in deciding how to do the work, they get enough feedback about their performance and each handles a whole identified piece of work.

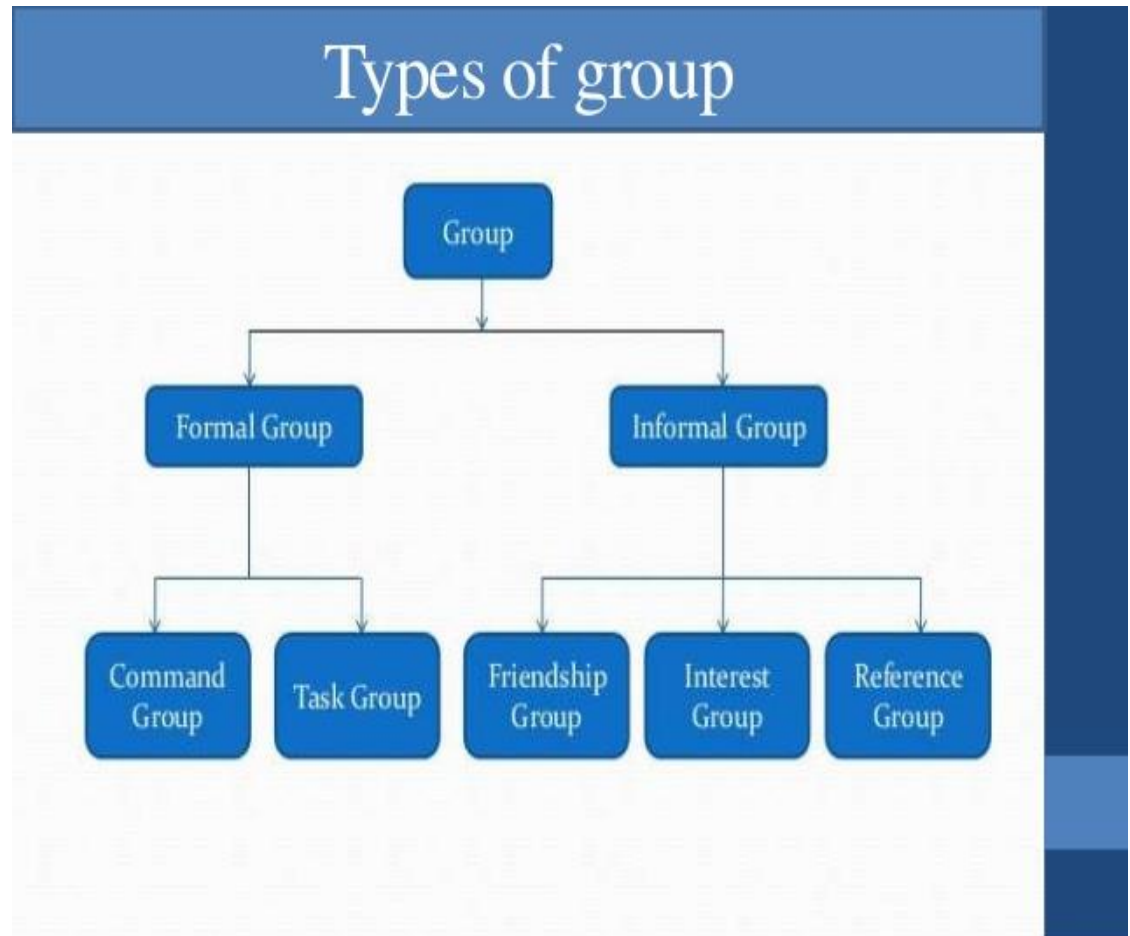
3) High Involvement:

- High involvement organization's give their lowest level employees a sense of involvement not just in how they do their jobs or how effectively their group performs, but in the total organization's performance.
- Information on all aspects of business performance is shared horizontally across the organization as well as up and down the structure.
- Employees develop extensive skills in team-work, problem-solving and participate in management decision
- High involvement organizations often use profit-sharing and employee stock option plans (ESOP) to motivate their workforce

DIMENSIONS & Approaches:

- **Meaningfulness** – Empowered employees perceive meaning in their work. They care about their work and believe that whatever they do is important. Their job fits their values.
- **Self-determination** – Empowered employees have a sense of self-determination in that they feel they have freedom, independence, and discretion over their work activities. They have choice in regard to the tasks, methods, and pace of their work.

GROUPS vs. TEAMS:



The difference between a group and a team:

- ❖ A **group** may be defined as two or more individuals, interacting and interdependent, who have come together to achieve particular objectives.
- ❖ A group is a collection of individuals who coordinate their individual efforts.
- ❖ **A group** is a collective of mutually independent individuals with separate goals who are brought together by common interests and experience.

- ❖ Even though everyone shares information and resources with other group Members, each member is responsible for their own work.

There are two types of groups:

- ❖ formal group, created by the management to perform a particular task
- ❖ informal group, formed naturally by employees for different reasons
- A **team** work is a collection of people where individual efforts result in a level of performance which is greater than the sum of their individual contribution.
- Team is a group of people who share a common team purpose and a number of challenging goals.
 - A team is an interdependent group of individuals who share responsibility and are focused on a common goal.
 - People in a team have a mutual understanding with other members
 - A team 'is a small number of employees with complementary competencies (abilities, skills and knowledge) who are committed to common performance goals and working relationships for which they hold themselves mutually accountable'.

Types of team:

Teams can be divided into four main groups:

- 1) project teams,
- 2) self-managed teams,
- 3) virtual teams, and
- 4) Operational teams.

What type of team you have depends on its purpose, location, and organizational structure

Organization team:

- One of the many ways for a business to organize employees is in **teams**. A **team** is made up of two or more people who work together to achieve a common goal.
- Work groups are mainly for members to share information and make decisions so that each member can achieve his or her individual work goals.

Good Team:

Good teams don't happen by accident: strong leadership, adaptability, a diverse **make**, effective communication and skilled conflict management are usually involved in creating **successful** teams.

3 important skills for teamwork and collaboration:

How Do You Build the Right Teamwork Environment

- Have a common purpose and goal.
- Trust each other.
- Clarify their roles from the start.
- Communicate openly and effectively.
- Appreciate a diversity of ideas.
- Balance the team focus.
- Leverage any heritage relationships.

The five principles of effective collaboration:

The Five Principles of Collaboration: Applying

- 1) **Trust**,
- 2) **Respect**,
- 3) **Willingness**,
- 4) **Empowerment**, and
- 5) Effective **Communication**

To Human Relationships Paperback Relationships are built around five principles of collaboration, and when any of them are lacking, human relationships suffer.

Successful collaboration:

- **Collaboration** in the workplace is when two or more people work together through idea sharing and thinking to achieve a common goal. ...
- People may frequently share information online, but they could still be holding back or more concerned about achieving their own goals or creating a particular image of themselves.

Nature of Groups-Dynamics of informal groups:

FUNCTIONAL GROUPS:

- In contrast to formal groups, informal groups are formed naturally and in response to the common interests and shared values of individuals.
- They are created for purposes other than the accomplishment of organizational goals and do not have a specified time frame.

The nature of group:

- **Group** is the way to involve different people with different skill who working in same task. It is a powerful solution of achieving the target goals.
- The **nature of groups** and **group** behavior within Organization.
- The word **group** can be explained as two or more people work or interact together for same purpose

The types of group behavior:

- These **groups** are formed with friendships and common interests. Task **group** – Those working together to finish a job or task is known as a task **group**.
- Friendship **group** – Those brought together because of their shared interests or common characteristics is known as friendship **group**.

Types of Groups

- Formal Group.
- Informal Group.
- Managed Group.
- Process Group.
- Semi-Formal Groups.
- Goal Group.
- Learning Group.
- Problem-Solving Group

1) Formal Group:

- An organization creates and maintains formal groups to fulfill needs or tasks that are included in its mission or organizational goals.
- In order to achieve its ultimate goal, an organization creates sub-goals which it assigns to different units or departments.
- These formal groups created by the organization itself are regulated by the organizational rules and regulations.

2) Informal Group.

- Informal groups are created voluntarily and spontaneously due to the socio- psychological forces operating in the workplace.
- Individuals working together often develop liking for each other and socialize with each other to overcome the psychological fatigue, boredom and monotony associated with their work.
- As informal groups are smaller in size as compared to formal groups group-cohesiveness is easy to maintain.
- In-spite of this, informal groups are not very stable. The instability is primarily due to the personality differences between the members of the informal group.

What is a group Behavior?

- **Group behavior** is the attitude, feeling and thought of a collection of people that can be observed or noticed.

- It is guided by some rules and regulations which may or may not be so with the individual.
- Types of **Group Behavior** **Group behavior** can be classified into two, namely; mass action communal labor.

A group is characterized by the following features:

- a) A common motive or goal and shared attitudes
- b) A hierarchical group structure i.e., clearly defined role for each member
- c) standard norms of behavior
- d) Influence of interaction with each other.

There are 3 views about group dynamics:

- 1) First view describes how a group should be organized and conducted, stressing more on democratic leadership and members' participation.
- 2) Second view describes the techniques used in group dynamics, for instance, role playing, leaderless groups, brainstorming, group therapy, transactional analysis etc.
- 3) Third view describes group dynamics from the perspective of internal nature of groups; the structure, processes, reasons and methods of their formation, their influence within the group, with other groups and with the organization.

Group dynamics examples:

As humans social environments became more complex, they acquired adaptations by way of group dynamics that enhance survival.

Examples include mechanisms for dealing with status, **reciprocity**, identifying cheaters, ostracism, altruism, group decision, leadership, and intergroup relations.

The 5 stages of group dynamics:

Bruce Tuckman, an educational psychologist, identified a five-stage **development** process that most teams follow to become high **performing**. He called the stages:

- 1) **forming**,
- 2) **storming**,
- 3) **norming**,
- 4) **performing**, and
- 5) **Adjourning**.

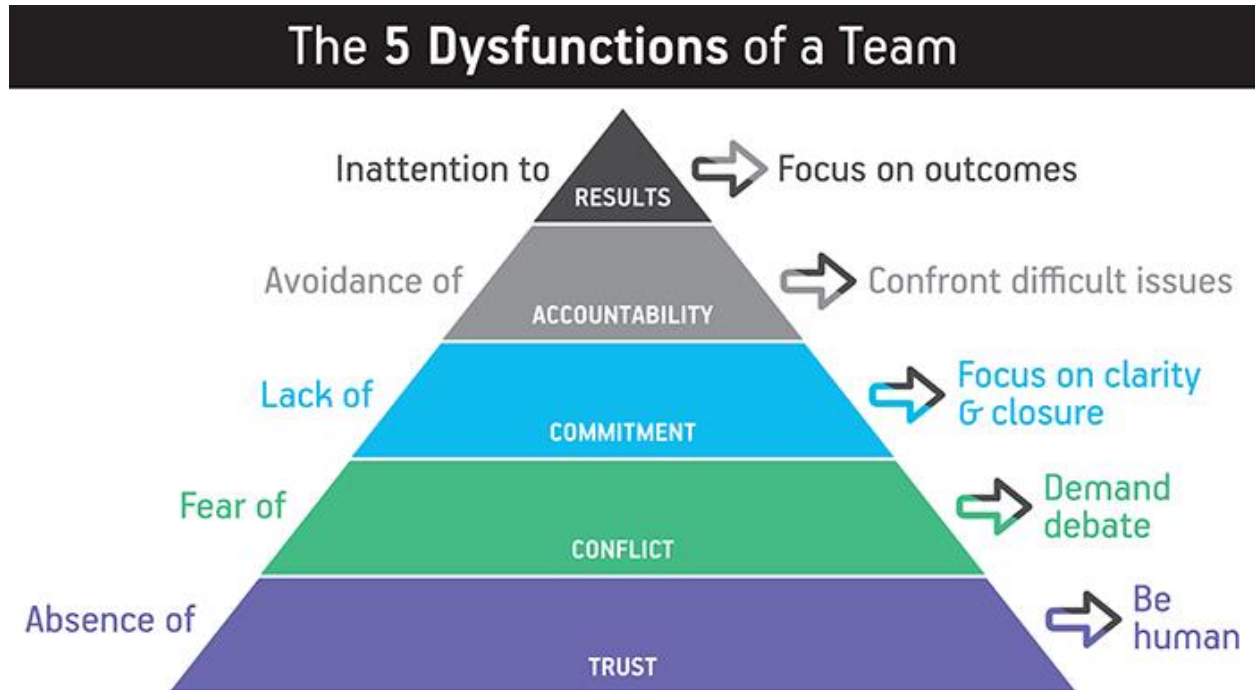
The concept of group dynamics:

- **Group dynamics** is a set of behavioral and psychological processes that occur within a social **group** or between groups.
- It refers to the "nature of groups, the laws of their development, and their interrelations with individuals, other groups, and larger institutions" (Cartwright and Zander, 1968).

The importance of group dynamics:

- In organizational development, group dynamics refers to the understanding of behavior of people in groups that are trying to solve a problem or making a decision.
- A good manager can act as a facilitator and assist the group in accompanying its objectives and arrive at correct decisions.

Dysfunctions of groups and Teams:



According to the book, the five **dysfunctions** are:

Absence of trust—unwilling to be vulnerable within the **group**. Fear of conflict—seeking artificial harmony over constructive passionate debate. Lack of commitment—feigning buy-in for **group** decisions creates ambiguity throughout the organization.

Team process:

Process refers to how the team functions (i.e., how members work to carry out the mission and goals of the team) and whether the team and its members grow, develop, and improve over time.

In our model of team performance, the domain of process is dynamic and action-oriented.

Identify a dysfunctional team:

It basically talks about identifying the following signs:

1. The team lacks trust. The members of a dysfunctional team lack clarity and are constantly worried about being wrong. ...
2. The team members fear conflict. ...
3. The team is not committed. ...
4. The team does not focus on the results. ...
5. The team members avoid taking accountability.

The 5 stages of team development:

Each stage plays a vital part in building a high-functioning team. In 1965, a psychologist named Bruce Tuckman said that teams go through 5 stages of development:

- 1) forming,
- 2) storming,
- 3) norming,
- 4) performing and
- 5) Adjourning.

The stages start from the time that a group first meets until the project ends.

The 3 most important things needed for effective teamwork in a workplace?

Knowing the elements for effective teamwork can help you to build and maintain high-performance teams throughout your organization.

- I. Commitment and Trust. ...
- II. Open Lines of Communication. ...
- III. Diversity of Capabilities. ...
- IV. Adaptable to Changing Conditions. ...
- V. Confidence and Creative Freedom.

Causes ineffective team goals:

Reasons Why Teamwork Fails

- A lack of leadership. The first reason why people often fail to work together as a team is a lack of leadership. ...
- The presence of disruptive personalities. ...
- Lack of proper training. ...
- Lack of defined goals. ...
- Lack of incentive. ...
- Teammate's strengths and weaknesses are not taken into account. ...
- Fear of failure. ...
- Not enough team meetings.

Teams in modern work place:

Team building is key in the modern workplace – here are a few reasons why:

- Boosting Communication Among the Entire Team. Flexible working is fundamental to the modern workplace, with digital devices enabling employees to work whenever, wherever. ...
- Enhancing the Manager-Employee Relationship. ...
- Caring for the Culture.

The Role of Teamwork in a Modern Global Organization:

- Many businesses rely on successful teamwork to reach company goals and objectives.
- While more organizations have gone global, good teamwork has become increasingly imperative, since employees with differing skill sets and ideas may be scattered on different continents.
- Circumstances may call for these global employees to share what information they have in each location in order to strategize, innovate and bring to market a company's products or services; teamwork, therefore, plays a variety of important roles in a business.

Organizational Effectiveness:

- Teamwork plays a vital role in organizational effectiveness, which determines how effective a company can be in its many facets.

- These facets can include internal communication, communication with investors or shareholders, new product launches and customer service. Depending on the nature of your business, you may depend on different teams working together to ensure that these facets are conducted successfully.
- This way, a single employee or poorly functioning team will be unable to guarantee an organization's effectiveness.

The Modern Rules for Teamwork in the Workplace:

- Do you really want to build a team that not only helps your organization grow but also keeps an attitude to overcome any obstacles?
- Every organization wants its team to work collaboratively and persistently towards its goals and vision.
- Not many succeed in building a team and often employees fail to give their best irrespective of their talents.

Team Meeting:

- The team meeting is one of the most important rules and should never be ignored.
- Each team is different from the other and brings different sets of perspectives and leanings to achieve a common goal.
- Therefore, it is important to have team meetings in a workplace, where team members can have conversations and keep themselves updated.
- Ultimately the goal is to complete the given tasks with everyone's joint effort. So transparency would always give room for better results.

Advantages of meeting:

- Gives a platform to communicate and share.
- Helps to understand team members.
- Create a healthy work environment and relationships.
- Gives space for receiving feedback.
- Gives an opportunity to learn and grow.

Tips to strengthen team relationships-

- Communicate with your teammates.
- Trust and respect your teammates
- Share ideas and support each other.
- Give and accept constructive criticism.
- Recognize the good work of your team member.
- Have a proportionate division of work tasks.

The roles in teamwork:

The nine Belbin team **roles** are: shaper, implementer, completer/finisher, co-ordinator, team worker, resource investigator, monitor-evaluator, specialist **roles** and plants **role**.

The 5 roles of an effective team:

The five functions are trust, conflict management, commitment, accountability and focusing on results.

To have a functioning team, one thing is a must and that is Trust. Trust is the foundation of a good team.

3 or 4 strategies for strengthening teams:

- A. Four strategies that can help in strengthening the teams are:
- B. Goal clarity. ...
- C. Proper delegation of roles and responsibilities. ...
- D. Proactive feedback. ...
- E. Encouraging trust and cooperation. ...
- F. Setting objectives and goals and their clarity in the minds of the members builds consensus.

Different types of teams:

- Working Teams. Working teams are teams that are basic to any organization:
Marketing teams, Human Resource teams, Finance Teams. ...
- Special Purpose Teams. ...
- Multi-functional Teams. ...
- Self-Directed Teams. ...
- Management Teams.

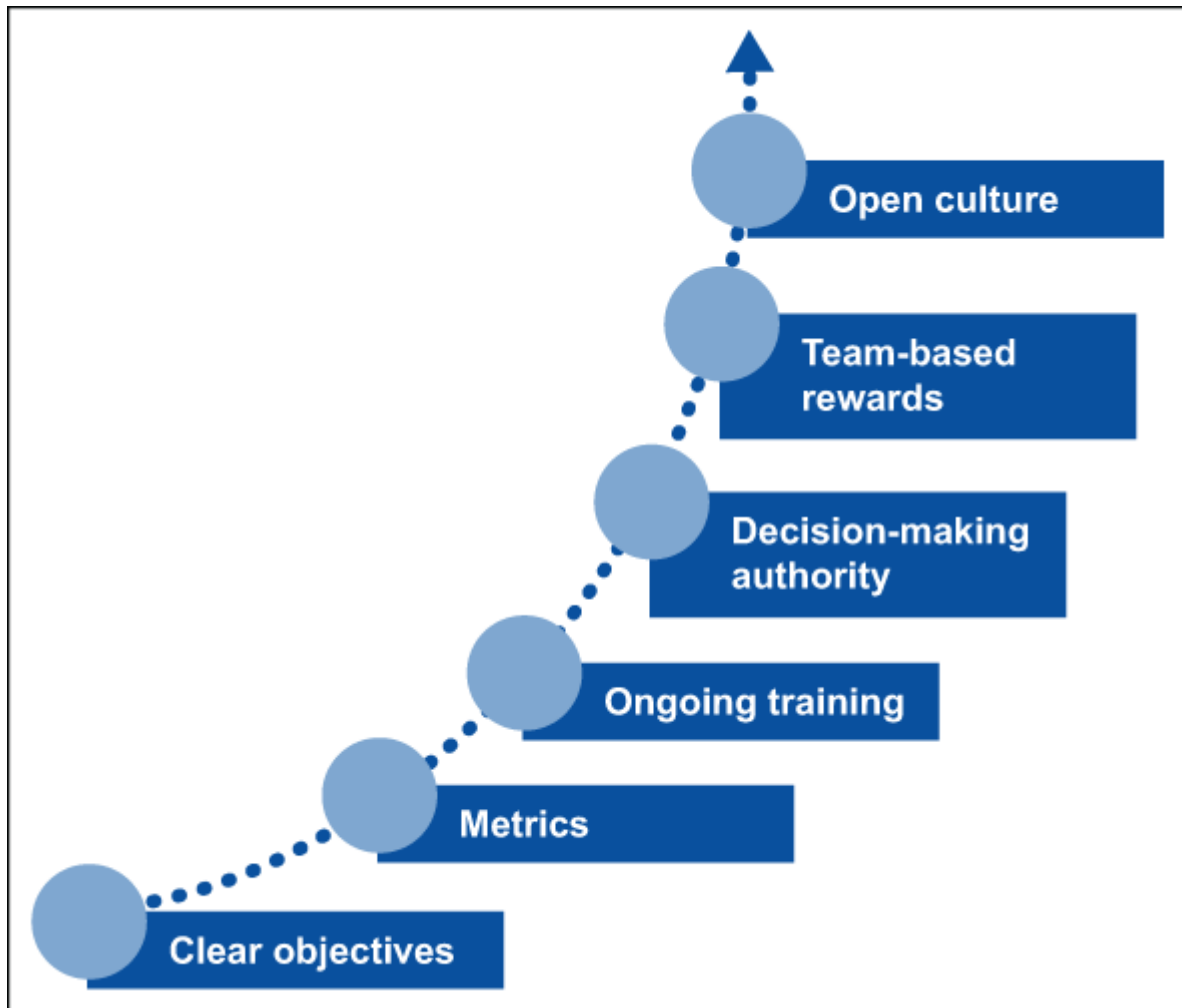
UNIT-V

Leading high performance:

- ❖ A high performing team is a group of people who share a common vision, goals, metrics and who collaborate, challenge and hold each other accountable to achieve outstanding results.
- ❖ You know a high performing team because the members: ... Are excited about that vision because they took part in creating it.

How to create and lead high-performing teams

1. Establish clear objectives and team accountability expectations.
 2. Remove roadblocks that may prevent the team from accomplishing goals.
 3. Provide timely feedback on the team's progress.
-
- ❖ Teams are the basic structure of how projects, activities and tasks are being organized and managed within companies worldwide.
 - ❖ Global organizations striving for competitive advantage are increasingly incorporating the use of high-performance teams to deploy complex business strategies.
 - ❖ Work done in teams provides many advantages and benefits. The major advantages are
 - (1) The diversity of knowledge,
 - (2) Ideas and tools contributed by team members, and
 - (3) The camaraderie among members

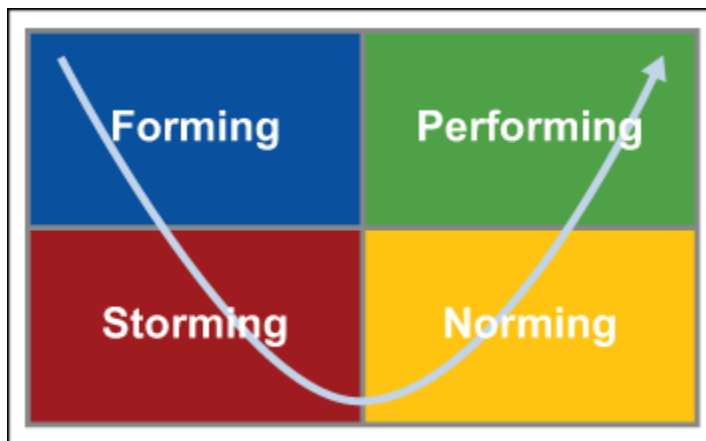


High-performance Teams: Understanding Team Cohesiveness

- ❖ A characteristic commonly seen in high-performance teams is cohesiveness, a measure of the attraction of the group to its members.
- ❖ Those in highly cohesive teams will be more cooperative and effective in achieving the goals they set for themselves.
- ❖ Lack of cohesion within a team working environment is certain to affect team performance due to unnecessary stress and tension among coworkers.

Stages of Team Development:

- ❖ Team development takes time and frequently follows recognizable stages as the team journeys from being a group of strangers to becoming a united team with a common goal.
- ❖ According to researcher Bruce Tuckman, in both group dynamics and the four stages of team development he popularized (forming, storming, norming, performing), leaders must retain the motivation of team members in order to successfully overcome the challenges of the storming and norming stages.

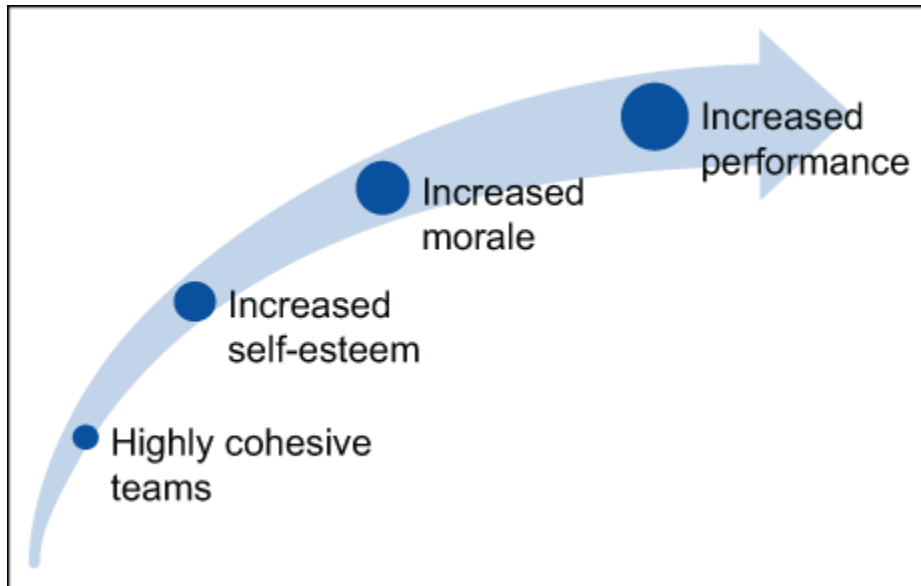


Stages of Team Development

- ❖ The *forming* stage represents the beginning, the honeymoon period; great expectations are shared from all team members. Relationships are developed, purpose is clear and ground rules are established.
- ❖ The *storming* stage is triggered once team members start jostling for position, stumbling from confusion, having arguments about leadership, strategy and goals. This is when team leadership becomes imperative.
- ❖ The leader must succeed at keeping the team motivated, addressing all concerns and clarifying purpose and goals.

What Is Cohesiveness?

- ❖ Cohesiveness is the extent to which team members stick together and remain united in the pursuit of a common goal.
- ❖ A team is said to be in a state of cohesion when its members possess bonds linking them to one another and to the team as a whole.



Cohesiveness to Performance

- ❖ Successful business strategies are usually carried out by an effective team with a high level of team cohesiveness.
- ❖ Highly cohesive teams are more committed to the goals and activities, are happy when the team succeeds and feel part of something significant, all of which increases self-esteem which in turn increases performance.

The 5 roles of an effective team:

The five functions are:

- 1) trust,
- 2) conflict management,
- 3) commitment,
- 4) accountability and
- 5) Focusing on results. To have a functioning team, one thing is a must and that is Trust. Trust is the foundation of a good team.

3 important skills for teamwork and collaboration:

How Do You Build the Right Teamwork Environment?

- Have a common purpose and goal.
- Trust each other.
- Clarify their roles from the start.
- Communicate openly and effectively.
- Appreciate a diversity of ideas.
- Balance the team focus.
- Leverage any heritage relationships.

The five principles of effective collaboration:

The Five Principles of Collaboration:

- 1) Applying Trust,
- 2) Respect,
- 3) Willingness,
- 4) Empowerment, and
- 5) Effective Communication to Human Relationships Paperback – May 21, 2015.

Relationships are built around five principles of collaboration, and when any of them are lacking, human relationships suffer.

Working in a team is good?

- ❖ A teamwork environment promotes an atmosphere that fosters friendship and loyalty. These close-knit relationships motivate employees in parallel and align them to **work** harder, cooperate and be supportive of one another.
- ❖ Individuals possess diverse talents, weaknesses, communication skills, strengths, and habits.

Makes a successful collaboration:

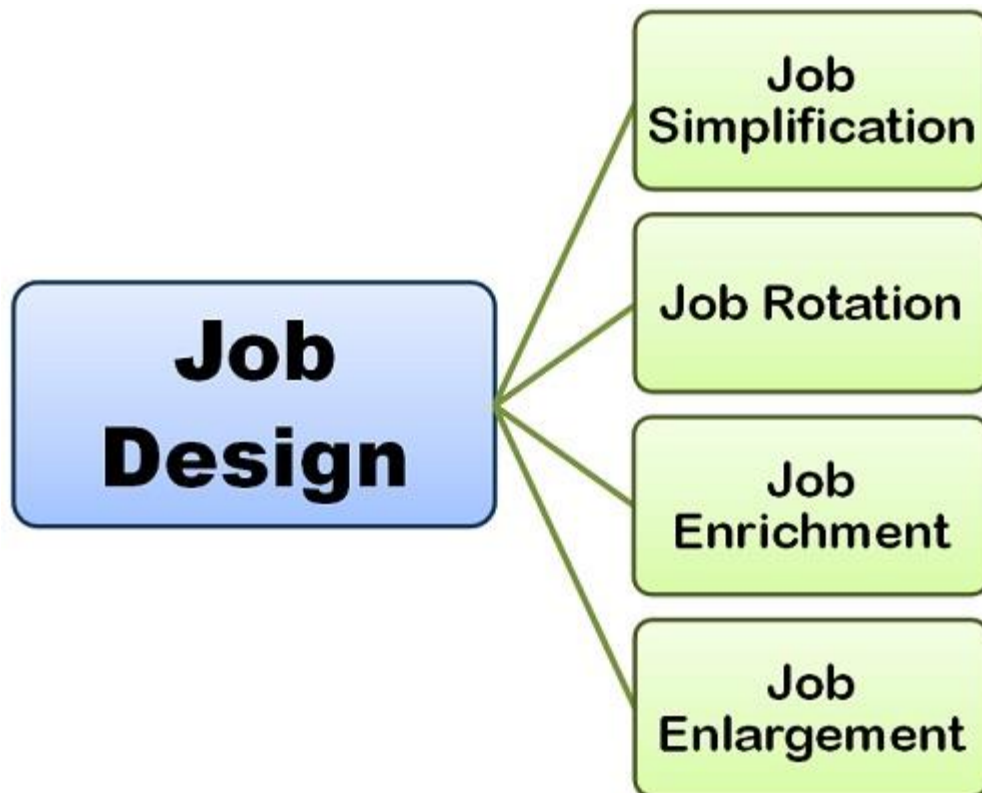
Establish clear definitions and agreements on the roles of partners in the collaborative process. Keep communication open within teams, never withholding information necessary to carry out tasks. Reach consensus about goals and methods for completing projects or tasks.

The 3 most important roles of a leader:

10 Roles Every Leader Must Fill

- 1) Coach. As a leader you have a responsibility and need to develop others to succeed in their roles and prepare for future roles.
- 2) Facilitator. You need to make things easier for others. ...
- 3) Strategist. ...
- 4) Visionary. ...
- 5) Change agent. ...
- 6) Decision-maker. ...
- 7) Influencer. ...
- 8) Team player.
- 9) Delegator
- 10) Listener

Job design and goal setting for high performance:



Definition: The **Job Design** means outlining the task, duties, responsibilities, qualifications, methods and relationships required to perform the given set of a job.

In other words, job design encompasses the components of the task and the interaction pattern among the employees, with the intent to satisfy both the organizational needs and the social needs of the jobholder.

There are several important methods and techniques that the management uses while designing the jobs.

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

1).**Job Simplification:**

The foremost requirement for a job design is to define clearly the **task** an individual is supposed to perform. A task is the piece of work assigned to the individual and who has to perform it within the given time limits.

2) **Job Rotation:**

The management must decide on the level of **motivation** that is required to be enforced on an individual to get the work completed successfully. Thus, the managers must design the jobs that motivate his employees.

3) **Job Enrichment:**

The managers must decide critically on the amount of **resources** that needs to be allocated to perform a particular type of a job. Thus, the efforts should be made to make an optimum utilization of organizational resources while designing the job so that the organization does not suffer any dilemma due to the shortage of its resources.

4) **Job Enlargement:**

When the jobs are assigned to the individual, he agrees to do it because of the rewards attached to it. Thus, the manager must include in the job design the compensation, bonuses, incentives, benefits and other remuneration method for the employees.

Job designs contribute to high performance:

Through **job design**, organizations try to raise productivity levels by offering non-monetary rewards such as greater satisfaction from a sense of personal achievement in meeting the increased challenge and responsibility of one's work. **Job design** is affected by organizational, environmental and behavioral factors.

Motivation through job design:

Job Design is a psychological theory of **motivation** that is defined as the systematic and purposeful allocation of tasks to groups and individuals within an organization.

The five core characteristics of **job design** are skill variety, task identity, task significance, autonomy, and **job** feedback.

Job design strategies:

The important approaches or **strategies** a **job design** involves are **job** enlargement, **job** enrichment **job** simplification, **job** rotation, quality of **work** life and goal-setting.

The five core characteristics of a good job design:

The five job characteristics are

- 1) skill variety,
- 2) task variety,
- 3) task significance,
- 4) **autonomy**, and
- 5) Feedback.

Goals settings for high performance:

Define goals:

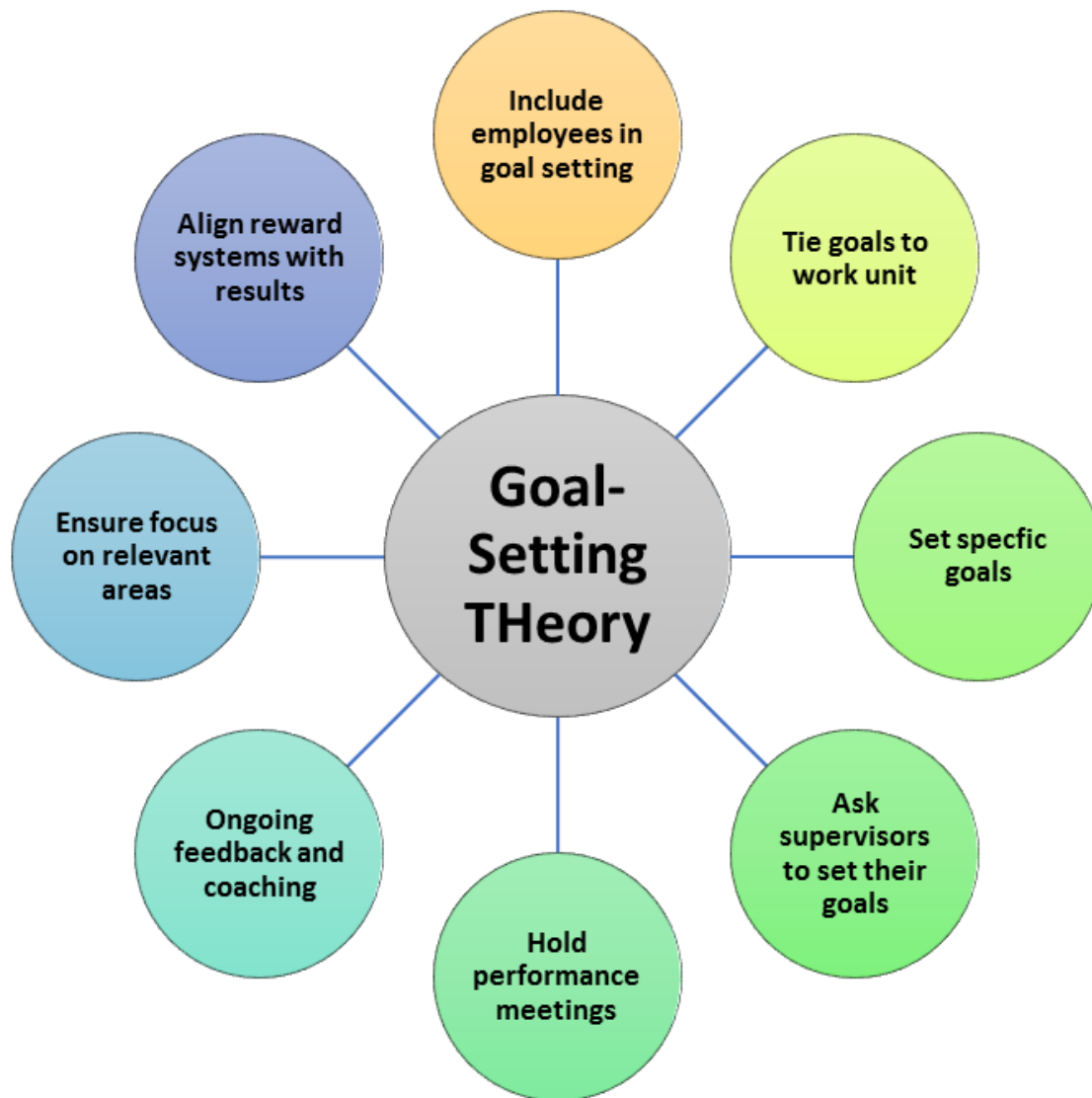
1. Set Specific Goals. Your goal must be clear and well defined. ...
2. Set Measurable Goals. Include precise amounts, dates, and so on in your goals so you can measure your degree of success. ...
3. Set Attainable Goals. Make sure that it's possible to achieve the goals you set. ...
4. Set Relevant Goals. ...
5. Set Time-Bound Goals.

- Performance goals are short-term objectives set for specific duties or tasks in your current job position.
- These goals help employees know what is expected of them in their position and help ensure management that employees are focused on the right things.

The conditions for goals setting to lead to higher performance:

There are necessary conditions that must be met to make goals effective in invoking motivation through the above mechanisms:

- (1) Goal acceptance/goal commitment
- (2) Goal specificity
- (3) Goal difficulty, and
- (4) Feedback on progress toward the goal



Goal setting affect performance:

Research has shown that teams who set **goals** obtain 20–25% improved work **performance!** In addition to improving their **performance**, people who set **goals** have more self-confidence, are less stressed and are happier and more productive at work.

Good performance goals:

The following are examples of performance goals.

- Productivity. Productivity is the amount of work you produce in an hour, week, month or year. ...
- Efficiency. Efficiency is the amount of resources consumed for an output. ...
- Cost Reduction. ...
- Customer Satisfaction. ...
- Management. ...
- Change Management. ...
- Business Capabilities. ...
- Risk Management.

Performance goal example:

For example: Specific goals are clearly defined; Measurable goals are easy to track, such as increase productivity by 20 percent; ... Time-sensitive goals set a completion date, such as within 90 days.

The importance of setting goals:

- **Setting goals** helps trigger new behaviors, helps guides your focus and helps you sustain that momentum in life.
- **Goals** also help align your focus and promote a sense of self-mastery. In the end, you can't manage what you don't measure and you can't improve upon something that you don't properly manage

The major goals of human resources:

Here is a suggestion for how to divide HR's functions into seven parts:

- Ensuring that the company is in compliance with all employee laws and regulations that apply to it.
- Recruiting and staffing.
- Benefits and compensation.
- Education and training.
- Employee relations.
- Advising management on employee-related matters

4 Types of goals:

There are **four** different types of goals:

- 1) stepping stone **goals**,
- 2) short term **goals**,
- 3) long term **goals** and
- 4) Lifetime **goals**.

Career goal in HR:

As an **HR** professional, all **of your objectives** regarding **the** company and its employees can be summed up in one word: balance. ... You should also work to improve **the** welfare, empowerment and development **of the** employees so they feel fulfilled at work.

Personal goals examples:

The following are illustrative examples of personal goals.

- Productivity. Get more sleep to improve focus and concentration during the day to get more done. ...
- Communication. ...
- Decision Making. ...
- Training. ...
- Work Quality. ...
- Leadership. ...
- Knowledge of Results. ...
- Problem Solving

Quality of Work Life-socio technical design &high performance work practice

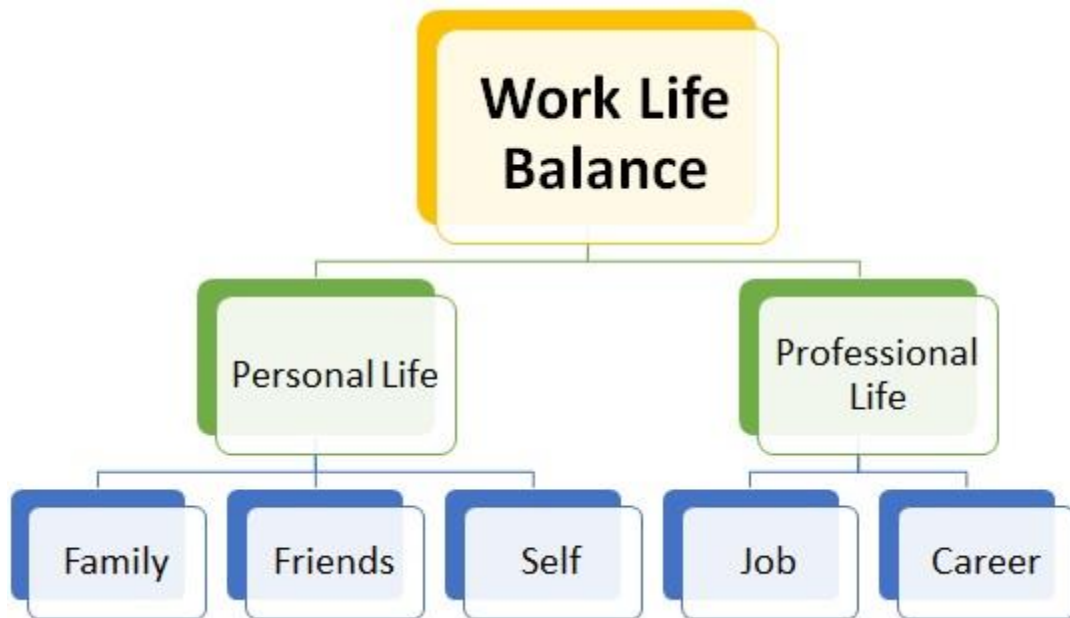
Quality of Work Life:

- Quality of work life (QWL) refers to the favorableness or unfavourableness of a job environment for the people working in an organization.
- The period of scientific management which focused solely on specialization and efficiency, has undergone a revolutionary change.

- Quality of Work Life (QWL) is a relatively new concept which is defined as the overall quality of an individual's working life. ...
- Quality of life includes factors such as income, health, social relationships, and other factors such as happiness and fulfillment.

Quality of work life balance:

QUALITY OF WORK LIFE BALANCE Having a measure of control when, where and how individuals **work**, leading to their being able to enjoy an optimal **quality of life**.



Importance:

- Working on a job for a company and making a career can be an extremely time consuming duty for any employee. Employees are busy at their offices throughout the day and sometimes even on weekends.
- Because of high pressure of work, often family members get neglected. Also, stressful jobs cause the health of employees to deteriorate.
- Work life balance concept allows an employee to maintain a fine balance in the time he or she gives to work as well as to personal matters.

Steps to improve work life balance:

1) Creating a work leisure plan:

- Where an individual has to schedule his tasks, and divide time appropriately so that he has allocated appropriate time to his work and his career development goals and at the same time allotted time for leisure and personal development.

2) Leaving out activities that waste time and energy:

- Individual should judiciously avoid wasteful activities which demand large time and energy and in return not produce output for either the work life or the leisure life

4) Outsourcing work:

- Delegate or outsource time consuming work to other individuals.

4) Set enough time for relaxation:

- Relaxation provides better work life balance, and tends to improve productivity on the professional or the work front along with providing ample scope to develop the life part of the balance.

5) Prioritizing work:

- Often employees do not give priority to work and end up doing a lot of work at the last minute. Better planning can help employees save unnecessary time delays, which can be utilized by employees for personal work.

Benefits of work life balance: There is several advantage of work life balance.

1. Work life balance increases the motivation of employees and helps them perform better at job
2. It helps people to relieve their stress as they can spend leisure time with their near and dear ones
3. Companies can maximize productivity from an employee who is rejuvenated and refreshed as compared to a over worked employee
4. Healthy lifestyles can be maintained by having a work life balance. This includes a good diet, regular exercises etc.
5. Employees who are highly motivated can help the business grow as they are more attached to their job and careers.

Socio technical design & high performance work practice:

Socio technical system:

- A sociotechnical system is the term usually given to any instantiation of socio and technical elements engaged in goal directed behavior.
- Sociotechnical systems are a particular expression of sociotechnical theory, although they are not necessarily one and the same thing.
- Sociotechnical systems theory is a mixture of sociotechnical theory, joint optimization and so forth and general systems theory.
- The term sociotechnical system recognizes that organizations have boundaries and that transactions occur within the system (and its sub-systems) and between the wider context and dynamics of the environment.

Socio technical design:

- Socio-technical design is concerned with advocacy of the direct participation of end-users in the information system design process.
- The system includes the network of users, developers, information technology at hand, and the environments in which the system will be used and supported.

Socio technical job designs:

- Sociotechnical systems (STS) in organizational development are an approach to complex organizational work design that recognizes the interaction between people and technology in workplaces.
- The term also refers to the interaction between society's complex infrastructures and human behavior.

Technical system:

- Everything that performs a function is a technical system. Examples of technical systems include cars, pens, and books and knives.
- Any technical system can consist of one or more subsystems. A car is composed of the subsystems engine, steering mechanism, brakes and so on.

Need socio technical system:

- Socio-technical system is basically a study of how any technology is used and produced.
- This helps us to identify the ethical errors in technical and social aspects of the systems. Socio-technical system is a mixture of people and technology.

Sociotechnical systems non deterministic:

- Socio-technical systems are non-deterministic partly because they include people and partly because changes to the hardware, software, and data in these systems are so frequent.
- The interactions between these changes are complex and so the behavior of the system is unpredictable.

Create a high performance work system:

Typical HR services that can be formed in an e-HRM system include:

1. Answer basic compensation questions.
2. Look up employee benefits information.
3. Process candidate recruitment expenses.
4. Receive and scan resumes into recruiting software.
5. Enroll employees in training programs.
6. Maintain training catalog.

The elements of a high performance work system:

We defined HRM **systems** in terms of nine HRM practices: selective hiring, teamwork, job autonomy, staff training, flexible **work**, participatory decision-making, information sharing, supportive management, and **performance**-related pay.

Example of a high performance work practice:

Using psychometric and validated employee selection tools. ... Employee Reward and Award Programs.

Structured team briefings and debriefings at every level within the organization.
Competence or performance based pay.

Behavioral performance management:

- The behavioral approach to the performance management system rests on the idea that you can get the right level of performance from employees based on a demonstration of desirable behaviors.
- This system contrasts with the outcome approach in which the results of Employee work efforts are emphasized.
- OBM is rooted in the field of **applied behavior analysis** (ABA), which develops techniques to produce socially significant behavior in a wide range of areas and behavioral problems.
- ABA is one of three disciplines of behavior analysis, or the science of behavior, which includes:
 - 1) Applied wing of the discipline of behavior analysis (ABA)
 - 2) Experimental analysis of behavior, focusing on basic principles of behavior
 - 3) Branch of behavior analysis that focuses on the conceptual and philosophical underpinnings of the science of behavior (behaviorism)

Behavioral performance:

- Performance behavior means that a measurable connection is made between result and the behavior that is required to achieve that result. It specifies and measures the behavior that is needed to achieve the desired result.

Performance management applies behavioral principles to manage the performance of employees. This used to be synonymous with the term "OBM," but it is now its own field, contrasted by specialty areas geared toward other levels of the organization.

Systems analysis refers to the analysis and modification of organizational processes to benefit the organization. This field focuses on how individuals or groups of workers can complete interdependent tasks that lead to created products or services important to the entire organization.

Behavior-based safety is a fast-growing specialty that analyzes and modifies work environments to reduce injuries and promote safe behavior. Instead of other disciplines' approach to safety from the standpoint of mechanical or structural engineering, behavior-based safety concentrates on changing employees' behavior to reduce injuries and make safe performance more common.

How Organizational Behavior Management Works:

Organizational behavior management (OBM) applications isolate, analyze and modify environment events that most directly affect performance. Specific interventions allow practitioners to effectively modify behavior in organizational environments.

Sample Interventions:

There are two categories of OBM interventions: antecedent-based interventions and consequence-based interventions.

Antecedent-based interventions include task clarification, equipment modification, goal setting, prompting and training.

- Task clarification involves clearly defining employees' tasks.
- Equipment modification involves altering equipment used for tasks.
- Goal setting involves setting performance goals and then access to rewards.
- Prompting involves prompts to perform or continue performing an activity.
- Training involves identifying and modifying inadequate employee knowledge, skills or capacity.

Consequence-based interventions include feedback, praise and monetary and nonmonetary incentives.

- Feedback involves delivering information about past performance to the employee, which can vary according to format (verbal, written, graphic) and delivery agent (manager-supervisor, consultant-researcher or fellow employee). It is by far the most common intervention used in OBM.
- Monetary and nonmonetary incentives involve money, benefits or tangible items contingent on performance; in practice and research, they are often combined.

Performance management in project management:

- A. For professional services organizations, project performance management is the barometer for success. ...
- B. Alerts project managers of pending issues, risks, and project activities. Measure and track margins and cash flow.
- C. Setup Key Performance Indicators (KPIs) to track across project activities.

5 Ways to Measure Project Success



a) **Schedule:**

Project management success is often determined by whether or not you kept to the original timeline. Experienced project managers know how hard that is, but it's a little bit easier if you continually evaluate your progress as you go.

b) **Quality:**

The end of a project phase is a good time for a quality review. You can check both the quality of your project management practices – are you following the change management process every time and so on – and also the deliverables.

c) **Cost:**

Many executives would rate cost management as one of their highest priorities on a project, so evaluating how you the project is performing financially is crucial.

Compare your current actual spend to what you had budgeted at this point. If there are variances, look to explain them.

d) **Stakeholder Satisfaction:**

Your wider team – your stakeholders – is essential in getting much of the work done, so it's worth checking in with them.

Find out how they are feeling about the project right now and what you could be doing differently.

e) **Performance to Business Case:**

Finally, you'll want to go back to the business case and see what you originally agreed upon.

How is your project shaping up? Check that the benefits are still realistic and that the business problem this project was designed to solve does still exist.

It happens – project teams work on initiatives that sound great but by the time they are finished the business environment has moved on and the project is redundant.

No one bothered to check the business case during the project's life cycle and so no one realized that the work was no longer needed.

Reinforcement and punishment as principles of learning

- **Reinforcement** means you are increasing a behavior, and **punishment** means you are decreasing a behavior.
- **Reinforcement** can be positive or negative, and **punishment** can also be positive or negative. All reinforcers (positive or negative) increase the likelihood of a behavioral response.

Definition of Reinforcement

In operant conditioning, reinforcement denotes anything that accelerates the probability that a response will happen. It is described as the consequence of behavior which either strengthens a response or enhances the probability of its recurrence

- Reinforcement encompasses all those things which cause increase in the pattern of behavior, such as events, situations or stimuli. It is classified as:
 - 1) **Positive Reinforcement:** It refers to adding something, to encourage a behavioral pattern.
 - 2) **Negative Reinforcement:** It implies taking away something to enhance a behavioral pattern.

Definition of Punishment

In operant conditioning, punishment means the imposition of a disagreeable consequence or penalty on someone, as a result of undesirable behavior. In short, it modifies one's behavior, by providing a negative response to the unfavorable behavior

There can be two forms of punishment:

- 1) **Positive Punishment:** It refers to exhibiting or implementing an aversive stimulus if the behavior repeats in future.
- 2) **Negative Punishment:** The punishment which involves removal of a pleasant stimulus, on the recurrence of behavior.

The types of punishment:

- Incapacitation. Incapacitation seeks to prevent future crime by physically moving criminals away from society. ...
- Deterrence. ...
- Retribution. ...
- Rehabilitation. ...
- Restoration. ...

- Learning More about Criminal Punishment.

The principles of punishment:

Justifications for punishment include retribution, deterrence, rehabilitation, and incapacitation.

The last could include such measures as isolation, in order to prevent the wrongdoer's having contact with potential victims, or the removal of a hand in order to make theft more difficult.

The four goals of punishment:

Four major goals are usually attributed to the sentencing process:

- 1) retribution,
- 2) rehabilitation,
- 3) deterrence, and
- 4) Incapacitation.

Retribution refers to just deserts: people who break the law deserve to be punished.

Principles of Reinforcement in Learning:

- 1) The first main principle is access to attention or social reinforcement. Social reinforcement can be classified as attention, physical proximity, physical contact, and praise
- 2) The second principle of reinforcement is escape. Often referred to as escape from tasks or demands, a person seeks this form of reinforcement to get out of an event that is aversive to them.
- 3) The third principle is that of object. Object reinforcement can be classified as access to preferred tangible items such as toys, stickers, or personal materials, as well as, access to edible objects such as candy, chips, or other preferred foods
- 4) The last principle is that of sensory reinforcement. This type of reinforcement refers to tactile, vibrations, flashing lights, smells, and sounds, in order to provide stimulation of the senses..

There are four basic reinforcement strategies:

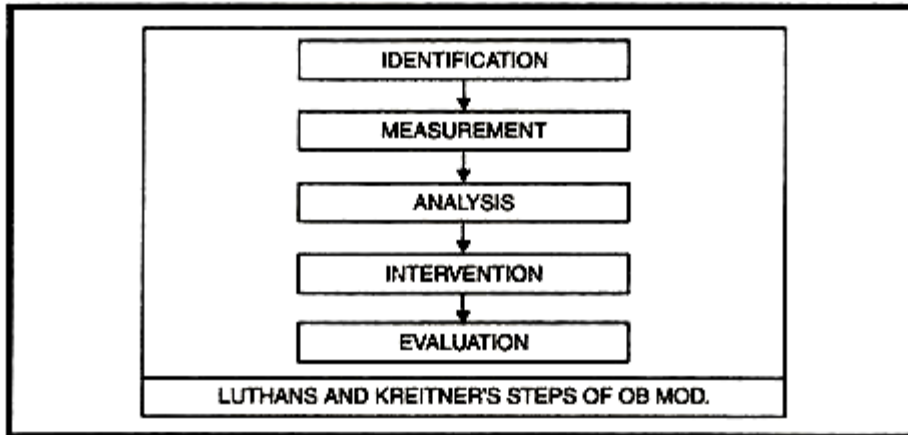
1. Positive reinforcement
2. Negative reinforcement
3. Extinction
4. Punishment

Differences between Reinforcement and Punishment

BASIS FOR COMPARISON	REINFORCEMENT	PUNISHMENT
Meaning	Reinforcement implies the process of supporting or promoting a pattern of behavior.	Punishment entails the act of penalizing or forfeiting something of value, to repress an undesirable behavior.
What is it?	An enthusiastic outcome.	An aversive outcome.
Response	Strengthens response	Weakens response
Consequence	Increases the probability of behavior.	Decreases the probability of behavior.
Encompasses	Gain of desirable stimulus or forfeiture of undesirable one.	Imposition of unpleasant stimulus or withdrawal of a pleasant one.

Processes of behavioral modification:

- Organizational behavior modification (OB Mod), or reinforcement theory, can be applied to your business in order to help you adjust, modify, and mold employee behaviors. ... You can also use negative reinforcement which refers to ending negative consequences for an employee that improves a negative behavior.
- **Behavior modification** is defined as "the alteration of **behavioral** patterns through the use of such learning techniques as biofeedback and positive or negative reinforcement." More simply, you can **modify** your child's **behavior** with positive consequences and negative consequences.



1) Identification:

- First of all the behavior should be identified as desirable or undesirable from the point of view of the organization.
- Then in the next stage, critical behaviors, that have significant impact on the employees' performance, should be given due attention.
- The critical behaviors can be identified through discussions with the particular employee and his immediate superior as both are closely intimated with the job behaviors.

3) Measurement:

- After the critical behaviors of the employees have been identified, the next step for the manager is to measure the frequency of the critical behavior over time.
- The measurement can be done by observation and by extraction of information from records. If the frequency is within the acceptable limit, it will require no action, but if it exceeds the acceptable limit, it will need immediate attention.
- The measurement of behavior will also help the managers in determining the success in changing the employees' behavior.

3) Analysis:

- At the next step, the managers will have to do a functional analysis of the behavior that requires modification.
- This analysis will determine what circumstances lead to a particular type of behavior, what are the consequences of such behavior etc.
- Contingent consequences of behavior should be identified because these consequences have impact on subsequent behavior.
- Moreover, some contingent consequences appear to be affecting the critical behavior on the surface only, the functional analysis should try to find out the competing contingencies for every behavior also.

4) Intervention:

- Once the critical behaviors have been identified and the circumstances which cause such behaviors have been determined, the next step will be to develop an effective intervention strategy.
- There are several strategies that can be used at this stage. These include positive or negative reinforcement, extinction or punishment.

5) Evaluation:

- The last stage in OB Mod is the evaluation whether the intervention strategies are working properly or not.
- The basic purpose of OB Mod is to bring change in undesirable behaviors so as to improve performance.

- Evaluation will reveal whether the undesirable behaviors have been substituted by desirable behavior or not. If there has been a change in behavior, whether it is permanent or just temporary.

The types of behavior modification:

- Positive reinforcement.
- Negative reinforcement.
- Punishment.
- Flooding.
- Systematic desensitization.
- Aversion therapy.
- Extinction.

The four components of behavior modification

Behavior Modification: The 4 Main Components

Know the Components. There are four methods of conditioning: positive reinforcement, negative reinforcement, positive punishment and negative punishment. ...

- A. Positive Reinforcement. ...
- B. Negative Reinforcement. ...
- C. Positive Punishment. ...
- D. Negative Punishment.

Behavior modification important:

The ultimate goal is to swap objectionable, problematic, or disagreeable behaviors with more positive, desirable behaviors.

Behavior modification works with just about everyone, and has many potential applications, from improving a child's **behavior** to motivating employees to work more efficiently.

Leadership Theories-styles:

The Great Man **Theory** believes that the inherent traits that one is born with contribute to great **leadership**. Situational **Theory** recommends leaders to adopt a **leadership style** depending on the situation at hand, while the Behavioral **Theory** is all about the learning the skills necessary to become a good leader



1) Great Man Theory

According to the Great Man Theory (which should perhaps be called the Great *Person* Theory), leaders are born with just the right traits and abilities for leading – charisma, intellect, confidence, communication skills, and social skills.

The theory suggests that the ability to lead is inherent – that the best leaders are born, not made. It defines leaders as valiant, mythic, and ordained to rise to leadership when the situation arises. The term “Great Man” was adopted at the time because leadership was reserved for males, particularly in military leadership.

2) Trait Theory

The Trait Theory is very similar to the Great Man Theory. It is founded on the characteristics of different leaders – both the successful and unsuccessful ones. The theory is used to predict effective leadership. Usually, the identified characteristics are compared to those of potential leaders to determine their likelihood of leading effectively.

Scholars researching the trait theory try to identify leadership characteristics from different perspectives. They focus on the physiological attributes such as appearance, weight, and height; demographics such as age, education, and familial background; and intelligence, which encompasses decisiveness, judgment, and knowledge.

3) Contingency Theory

The Contingency Theory emphasizes different variables in a specific setting that determine the style of leadership best suited for the said situation. It is founded on the principle that no one leadership style is applicable to all situations.

Renowned leadership researchers Hodgson and White believe that the best form of leadership is one that finds the perfect balance between behaviors, needs, and context. Good leaders not only possess the right qualities but they're also able to evaluate the needs of their followers and the situation at hand. In summary, the contingency theory suggests that great leadership is a combination of many key variables.

4) Situational Theory

The Situational Theory is similar to the Contingency Theory as it also proposes that no one leadership style supersedes others. As its name suggests, the theory implies that leadership depends on the situation at hand. Put simply, leaders should always correspond their leadership to the respective situation by assessing certain variables such as the type of task, nature of followers, and more.

Hersey and Blanchard classified maturity into four different degrees

- **M1** – Team members do not possess the motivation or tactical skills to complete necessary jobs.
- **M2** – Team members are willing and ambitious to achieve something, but they lack the necessary ability.
- **M3** – Team members possess the skills and capacity to accomplish tasks, but they're not willing to take accountability.
- **M4** – Team members possess all the right talents and are motivated to complete projects.

5) Behavioral Theory

In Behavioral Theory, the focus is on the specific behaviors and actions of leaders rather than their traits or characteristics. The theory suggests that effective leadership is the result of many learned skills.

Individuals need three primary skills to lead their followers – technical, human, and conceptual skills. Technical skills refer to a leader's knowledge of the process or technique; human skills means that one is able to interact with other individuals; while conceptual skills enable the leader to come up with ideas for running the organization or society smoothly.

Defines leadership:

Leadership is the ability of an individual or a group of individuals to influence and guide followers or other members of an organization. ... In business, individuals who exhibit these **leadership** qualities can ascend to executive management or C-level positions, such as CEO, CIO or president.

Leadership theories and styles:

Six main leadership theories

- The great man theory.
- The trait theory.
- The behavioral theory.
- The transactional theory or management theory.
- The transformational theory or relationship theory.
- The situational theory

The importance of leadership theories

Studying leadership principles can also help project managers and others improve their leadership skills. The payoff is smoother running projects that are completed successful and within an acceptable time framework

Transformational Leadership Theory:

Transformational leadership is a theory of leadership where a leader works with teams to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group; it is an integral part of the Full Range Leadership Model.

The three factors of transformational leadership

There are **four factors** to transformational leadership, (also known as the “four I’s”):

- idealized influence,
- inspirational **motivation**,
- intellectual stimulation, and
- Individual **consideration**.

Each factor will be discussed to help managers use this approach in the workplace.

Transformational leadership example:

Transformational leaders are sometimes called quiet leaders. They are the ones that lead by example. Their style tends to use rapport, inspiration, or empathy to engage followers.

They are known to possess courage, confidence, and the willingness to make sacrifices for the greater good.

Transformational leaders motivate employees:

Transformational leaders seek **to** change employee goals, needs, identities, values, priorities and ambitions with the aim of boosting their trust and confidence that **would** enable them **to** increase their performance and commitment **to** the organization.

Concepts of leadership:

Examples: honesty, competence, candor, commitment, integrity, courage, straightforwardness, imagination. KNOW the four factors of **leadership** — follower, **leader**, communication, situation. KNOW yourself. Examples: strengths and weakness of your character, knowledge, and skills. KNOW human nature.

The 5 qualities of a good leader:

The 5 Essential Qualities of a Great Leader

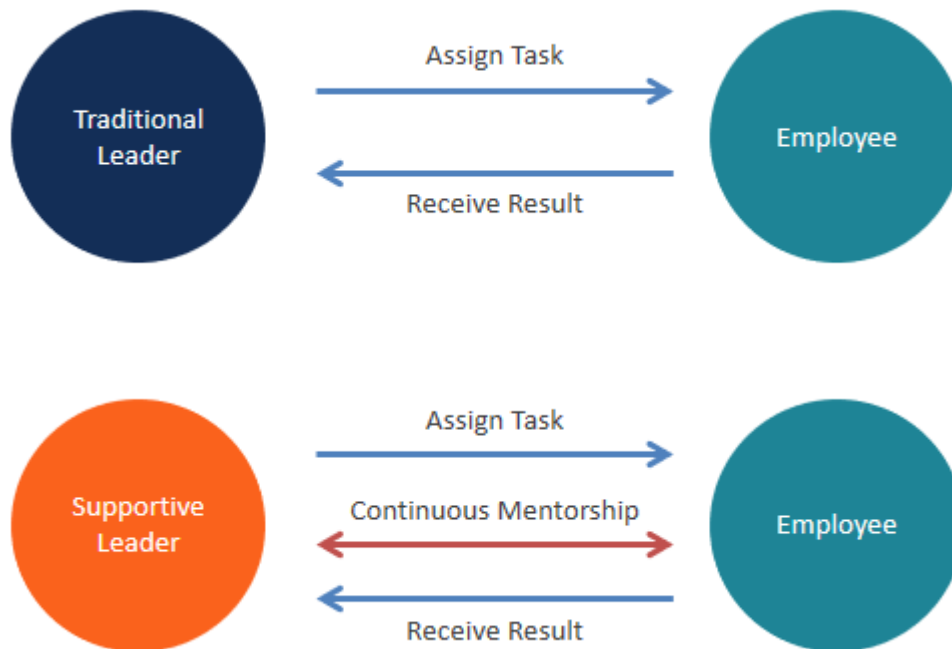
1. Clarity. They are clear and concise at all times--there is no question of their vision and what needs to be accomplished. ...
2. Decisiveness. Once they have made up their mind, they don't hesitate to commit--it's all hands on deck. ...
3. Courage. ...
4. Passion. ...
5. Humility.

Leadership approach:

The main approaches to leadership theory are:

The Qualities or Traits approach: leaders are born, not made; leadership consists of certain inherited personality traits or qualities. The Functional or Group approach: leadership can be learned and developed.

Activities and skills of Great leaders:



Have you ever wondered what the magic is behind a successful organization? In this lesson, we will uncover the importance of good leadership and the role it plays in the success of an organization. Leadership is the action of leading people in an organization towards achieving goals. Leaders do this by influencing employee behaviors in several ways. A leader sets a clear vision for the organization, motivates employees, guides employees through the work process and builds morale.

The 7 functions of leadership:

Following are the important functions of a leader:

- Setting Goals: ...
- Organizing: ...
- Initiating Action: ...
- Co-Ordination: ...
- Direction and Motivation: ...
- Link between Management and Workers: ...
- It Improves Motivation and Morale: ...
- It Acts as a Motive Power to Group Efforts:
-

Leadership theory and leadership style:

Some of the leadership aspects they consider include:

- Personality traits
- Actions
- Environment
- Situation
- Decision-making process
- How input is received
- How relationships are maintained

Six main leadership theories

The six main leadership theories are:

- The great man theory
- The trait theory
- The behavioral theory
- The transactional theory or management theory
- The transformational theory or relationship theory
- The situational theory

Leadership in Organizations:

Setting a clear vision means influencing employees to understand and accept the future state of the organization. A unit of young soldiers may not believe in a particular mission ordered by their commanding officer. A good leader will influence the soldiers to perform their duties by explaining the vision and the importance of their role in the outcome.

Motivating employees means to find out enough about the needs and wants of employees, giving them what they need and providing praise for a job well done. Being far from home is lonely for a young soldier. A good leader knows this and will communicate with his unit to learn more about their needs and wants.

Guiding employees, it is important to define their role in the work process and provide them with tools needed to perform and participate in their efforts along the way. Some military maneuvers are difficult. Often, orders are to perform tasks that involve intricate details, like explaining how to dig a tunnel past enemy lines. A good leader will explain the tasks, provide the digging tools, direct the work and be available to assist the soldiers if they run into a problem.

A leader activity:

Leadership activities provide that opportunity to practice. They are individual or team exercises that allow you to test and improve your abilities (and the abilities of your team) in a controlled situation. These exercises are very much like the drills that most sports teams run to simulate an actual competition.

Plan daily work activities for leadership:

Planning daily work activities as a leader usually includes establishing a vision and mission, planning the work, motivating subordinates and evaluating results.

1. Establish a vision through defining your own leadership values. ...
2. Generate and maintain a plan. ...
3. Motivate subordinates daily. ...
4. Evaluate outcome

Good leadership skills activities for leadership workshops:

10 Fun Leadership Team Building Activities

- All Aboard. Participants are required to build a “boat” using pieces of wood, mats, or any other materials available, and then all must stand on the “boat” at once. ...
- Minefield. ...
- The Human Icebreaker. ...
- Leaders You Admire. ...
- Round Tables. ...
- Zoom. ...
- Tallest Tower. ...
- Concentration.

The skills of a leader:

Important Leadership Skills for Workplace Success

- Communication. As a leader, you need to be able to clearly and succinctly explain to your employees everything from organizational goals to specific tasks. ...
- Motivation. ...
- Delegating. ...
- Positivity. ...
- Trustworthiness. ...
- Creativity. ...
- Feedback. ...and Responsibility.

